

Cabinet

Tuesday 17 September 2019

4.00 pm

Ground Floor Meeting Room GO2C, 160 Tooley Street, London SE1 2QH

Membership

Councillor Peter John OBE (Chair)
Councillor Rebecca Lury

Councillor Evelyn Akoto
Councillor Jasmine Ali
Councillor Stephanie Cryan
Councillor Richard Livingstone

Councillor Victoria Mills
Councillor Leo Pollak

Councillor Johnson Situ
Councillor Kieron Williams

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for Culture,
Leisure, Equalities and Communities
Community Safety and Public Health
Children, Schools and Adult Care
Jobs, Business and Innovation
Environment, Transport and the Climate
Emergency
Finance, Performance and Brexit
Social Regeneration, Great Estates and New
Council Homes
Growth, Development and Planning
Housing Management and Modernisation

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact: Virginia Wynn-Jones 020 7525 7055 or email: virginia.wynn-jones@southwark.gov.uk; constitutional.team@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date: 9 September 2019



Cabinet

Tuesday 17 September 2019
4.00 pm

Ground Floor Meeting Room GO2C, 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
	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.	
5.	MINUTES	2 - 14
	To approve as a correct record the minutes of the open section of the meeting held on 16 July 2019.	

Item No.	Title	Page No.
6.	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 a public question is midnight Wednesday 11 September 2019.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Wednesday 11 September 2019.	
8.	POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT, INCLUDING TREASURY MANAGEMENT 2019-20 (MONTH 4)	15 - 30
	To note the General Fund forecast outturn position for 2019-20 and to note the key adverse variations and budget pressures underlying the forecast outturn position.	
9.	POLICY AND RESOURCES STRATEGY: CAPITAL MONITORING REPORT, INCLUDING CAPITAL PROGRAMME UPDATE 2019-20 (MONTH 4)	31 - 42
	To note the outturn and resources for 2019-20 and future years for both the general fund and housing investment programmes.	
	To approve the virements and variations to the general fund and housing investment capital programme.	
10.	POLICY AND RESOURCES STRATEGY 2020-21 TO 2022-23: SCENE SETTING REPORT	
	(to follow)	
11.	LBS HOUSING RENTS INCOME COLLECTION POLICY	43 - 72
	To agree the rent income collection policy and to be implemented from autumn 2019.	
12.	CONSULTATION ON THE FUTURE OF SOUTH DOCK MARINA AND BOATYARD AND GREENLAND DOCK	73 - 88
	To approve key considerations and principles for any future proposals relating to the Sock Dock marina and boatyard and Greenland Dock and the consultation and engagement plan.	

Item No.	Title	Page No.
13.	NEW COUNCIL HOMES ROOFTOP DEVELOPMENT PRINCIPLES AND PROGRAMME UPDATE	89 - 109
	To approve the delegation of the agreement of the new homes design review principles, including rooftop developments and the delegation of agreement of what the council offer to residents who are directly impacted by roof top developments.	
14.	REVIEW OF THE COUNCIL'S APPROACH TO COMMUNITY ENGAGEMENT	
	To adopt the approach to community engagement that sets out the vision and principles previously agreed by cabinet on 30 April 2019 and to agree that the new approach will inform the way in which the council works with residents throughout the borough on any matters which involve engagement and consultation.	
	(to follow)	
15.	EXTENSION OF THE INTERSERVE FACILITIES MANAGEMENT CONTRACT	
	To approve the variation to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited (Interserve FM).	
	(to follow)	
16.	INSOURCED REPAIRS SERVICE - YEAR ONE REVIEW	110 - 122
	To agree that all non chargeable repairs and associated works (responsive repairs inside council tenants' homes) remain in-house, delivered by the council and to request that a three year improvement plan for the service be developed, in consultation with staff, members and residents.	
17.	HOUSING DELIVERY TEST ACTION PLAN FOR SUBMISSION	
	To agree the Housing Delivery Test Action Plan for publication.	
	(to follow)	
18.	OLD KENT ROAD SOCIAL REGENERATION CHARTER	
	To agree the Old Kent Road Social Regeneration Charter [OKRSRC] for consultation.	
	(to follow)	

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19.	593 OLD KENT ROAD - ACQUISITION OF SITE TO DELIVER NEW COUNCIL HOUSING	123 - 129
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To authorise pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985, that the council acquires the freehold interest in 593 Old Kent Road.

20.	NUNHEAD ACQUISITION OF LAND FOR HOUSING DEVELOPMENT	130 - 136
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To delegate to the director of regeneration and the strategic director of housing and modernisation authority to continue to negotiate the terms of the acquisition of the freehold interest in the property identified in the report.

21.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY	137 - 149
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To consider the following motions referred from council assembly 17 July 2019:

- Delivering the transport infrastructure for Southwark's future
- Promoting equality and valuing diversity
- Supporting the Rotherhithe to Canary Wharf Bridge
- A permanent memorial to remember the terrorist attacks in London Bridge and Borough Market
- Adult social care
- Monthly leave your car at home days.

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

22. MINUTES

To approve as a correct record the closed minutes of the meeting held on 16 July 2019.

23. 593 OLD KENT ROAD - ACQUISITION OF SITE TO DELIVER NEW COUNCIL HOUSING**24. NUNHEAD ACQUISITION OF LAND FOR HOUSING DEVELOPMENT**

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

Date: 9 September 2019

EXCLUSION OF PRESS AND PUBLIC

The following motion should be moved, seconded and approved if the sub-committee 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.”



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

Cabinet 17 September 2019

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

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

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 17 September 2019 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 24: Nunhead Acquisition of Land for Housing Development

Item 25: 593 Old Kent Road – Acquisition of Site to Deliver New Council Housing

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.

Paula Thornton
For Proper Constitutional Officer

Dated: 9 September 2019



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 16 July 2019 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Peter John OBE (Chair)
Councillor Rebecca Lury
Councillor Evelyn Akoto
Councillor Jasmine Ali
Councillor Richard Livingstone
Councillor Victoria Mills
Councillor Leo Pollak
Councillor Johnson Situ
Councillor Kieron Williams

1. APOLOGIES

An apology for absence was received from Councillor Stephanie Cryan.

Cabinet welcomed the council's new strategic director of environment and leisure, Caroline Bruce.

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

The chair gave notice of the following late items:

Item 7: Deputation requests

Item 24: Gateway 1 – Procurement Strategy approval for main works at Flaxyard and Peckham Library Square

Item 26: Policy and Resources Strategy: Financial Remit 2020-21.

Reasons for urgency and lateness will be specified in the relevant minutes.

STATEMENT ON THE COUNCIL'S POSITION ON BREXIT

Councillor Victoria Mills, cabinet member for finance, performance and Brexit made the

following statement to cabinet in respect of the council's position on Brexit:

"At a meeting of the cabinet on Tuesday 22 January 2019, cabinet agreed a motion which was referred from council assembly.

The motion from council assembly that was agreed by cabinet noted:

- Southwark's EU referendum result was one of the highest in the UK in favour of staying in the EU – 73% voted to Remain.
- The Government's own impact assessments show that the UK is likely to be worse off in every scenario after Brexit.
- A recent report by the Centre for Economic Performance at the London School of Economics noted that Inner London Boroughs like Southwark will be amongst those that will suffer the most from Brexit, of whatever variety.
- There are a large number of non-UK EU nationals living in Southwark who are concerned about the impact of Brexit on their lives, and that their current rights are not being fully protected.

Cabinet also agreed the following recommendations:

- a. Believes that the people of Southwark should have scrutiny of what is being negotiated on their behalf and an opportunity to vote either in a General Election, or failing that, a public vote on the final deal, including the option to remain in the EU.
- b. Supports all options remaining on the table in the event that a General Election is not called immediately, including formally adding its voice to those calling for a public 'People's Vote' on the final Brexit deal.
- c. Asks the three Members of Parliament that represent Southwark to publicly support a 'People's Vote' before any version of Brexit is implemented in the event that a General Election is not called immediately.

In the six months since we agreed the motion, a general election has not been called, and it therefore it is the policy of this council to support a public vote on any final deal and ask that this be formally noted by cabinet.

Given the overwhelming support from Southwark residents to remain, and the harm that leaving the EU would cause to Southwark, it should be formally noted that this administration's policy is that the UK should remain in European Union."

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

Councillor Rebecca Lury declared a non-pecuniary interest in respect of item 23: The Old Vic Annex and confirmed her intention to refrain from the discussion and decision making on this item (as the report nominated her as an appointee to the Old Vic Board of Trustees).

Councillor Evelyn Akoto declared a disclosable pecuniary interest in respect of item 14: Southwark Heat Networks Strategy update and confirmed her intention to withdraw from the meeting and leave the meeting room when this item was being discussed.

5. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

6. MINUTES

RESOLVED:

That the minutes of the open section of the meeting held on 18 June 2019 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept this item as urgent as the request had been received in line with the constitutional deadline for the receipt of deputation requests.

RESOLVED:

That the deputation be heard.

The spokesperson for the deputation addressed the meeting to outline a number of issues impacting residents in respect of heating as follows:

- The costs of leaks and remedial work for homeowners. Large bills had been received with no breakdown in costs (sometimes amounting to a large proportion of annual salary)
- Queried whether Southwark is a member of the Heat Trust
- Extent of the work required to rectify issues and associated costs
- Claimed no guarantee for completed works, which represented a substantial financial investment by homeowners.

These representations were made as cabinet considered an item elsewhere on the agenda at item 14: Southwark Heat Networks Strategy update.

Councillor Kieron Williams, cabinet member for housing management and modernisation, responded saying he was happy to meet with representatives and discuss in detail all the relevant issues affecting the residents.

8. LEDBURY TOWERS UPDATE

RESOLVED:

Decisions by the Cabinet

1. That the latest position with the Ledbury Towers be noted.
2. That the final report due from Arup on the investigations be published upon receipt.

Decision by the Leader of the Council

3. That any actions required by Southwark Council in response to the Arup report be delegated to the cabinet member for housing management and modernisation.

9. BOROUGH EMERGENCY PLAN 2019

RESOLVED:

That the annual review of the generic borough emergency plan be agreed.

10. COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2018-19

RESOLVED:

That the council's performance over 2018-19 against the Council Plan 2018-2022 be noted.

11. MID-TERM REVIEW - CULTURAL STRATEGY 'CREATIVE SOUTHWARK 2017 TO 2022'

Decision by the Cabinet

1. That the mid term review of Creative Southwark: Cultural Strategy 2017 to 2022 be considered and the achievements and emerging priorities including the proposal for the development of London's First Cultural Compact be noted.

Decision by the Leader of the Council

2. That authority to agree the details of the proposed Southwark Cultural Compact be delegated to the deputy leader and cabinet member for culture, leisure, equalities and communities.

12. RESPONSE TO RECOMMENDATIONS FROM COMMUNITY SAFETY SCRUTINY COMMISSION REPORT, VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) SCRUTINY REVIEW

RESOLVED:

That the response to the violence against women and girls (VAWG) scrutiny recommendations as set out in Table 1 of the report be noted.

13. VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

RESOLVED:

1. That the violence against women and girls (VAWG) strategy set out in Appendix 1 of the report be approved.
2. That it be noted that the current domestic abuse strategy remains in place as a standalone strategy until 2020 at which point the domestic abuse strategy will be reviewed. This acknowledges that while the majority of domestic abuse survivors are women and girls, men and boys can also be victims.
3. That the link between this strategy and the councils work on hate crime and other key areas such as the needs of the lesbian, gay, bisexual, and transgender (LGBT) community be noted.
4. That it be noted that this strategy will be reviewed annually to ensure that it aligns and compliments other existing council strategies.

14. SOUTHWARK HEAT NETWORKS STRATEGY UPDATE

Councillor Evelyn Akoto having declared a disclosable pecuniary interest in this item, left the meeting room while this item was being discussed and a decision made.

RESOLVED:

Decisions the Cabinet

1. That the action being taken to address the causes of major heating outages that occurred during winter 2018-19 (paragraphs 33-35 of the report) as well as the update on the delivery of the council's 2017-20 District Heating Investment Plan (Appendix 3 of the report) be noted.
2. That £490,000 be invested in developing low carbon heat networks to serve council (and wider) homes in Southwark. This will fund the detailed technical and financial viability and development plan work needed to advance the extension of the South East London Combined Heat and Power (SELCHP) network and to develop renewable heat networks on council estates as well as work needed to improve the council's heat networks data and management processes (as summarised in paragraphs 92-108 and 153-165 and Appendix 2 of the report).

3. That a Southwark Heat Networks Strategy, setting out the approach the council will take to improve and extend heat networks in the borough so more households have access to reliable, affordable and sustainable heat, and an accompanying Heat Networks Investment Plan be brought to cabinet in March 2020 for approval.
4. That the establishment of a heat networks governance board as described in paragraphs 197-199 of the report to drive forward this work and ensure that issues of compliance, maintenance, resident engagement and investment strategy receive sufficient scrutiny and are resolved efficiently be agreed.
5. That the establishment of a heat networks residents & homeowners working group as described in paragraphs 200-206 of the report, made up of representatives of council residents, homeowners and tenant management organisations, to provide feedback and advice on the management of council's existing district heating systems and the development of new systems and of the wider Southwark Heat Networks Strategy be agreed.
6. That the conversion of the fixed term strategic project manager (heat networks) into a permanent role and creation of a two year heat networks officer to take forward the development and delivery of the council's heat networks strategy, which is known to require several years be noted.
7. That the Heat Networks (Metering & Billing) Regulations and potential upcoming heat market regulation (see paragraphs 169-180 of the report) that could have significant financial and procedural impacts on the council be noted and that an update on the status of such regulations and the council's position within 12 months be requested.

Decision by the Leader of the Council

8. That the procurement strategy and award decisions relating to the renewable heating systems discussed in paragraphs 91-96 and 153-159 of the report be delegated to the cabinet member for housing management and modernisation for individual decision making (IDM).

15. INTERMEDIATE RENT HOUSING LIST - FEEDBACK ON THE CONSULTATION AND AGREEING THE NEXT STEPS

RESOLVED:

Decisions by the Cabinet

1. That plans to introduce an intermediate rent housing list be continued.
2. That the outline eligibility criteria and priority system for the new intermediate rent housing list, based on the feedback from the consultation with residents and other stakeholders (as set out in paragraphs 20-37 of the report) be agreed.

Decision by the Leader of the Council

3. That authority to agree the final design of the scheme, once the London Plan has been adopted (given the issues detailed in paragraphs 38-45 of the report) be

delegated to the cabinet member for housing management and modernisation, in consultation with the strategic director for housing and modernisation

16. SOUTHWARK WORKFORCE STRATEGY REFRESH 2019-2022

RESOLVED:

1. That progress against the workforce strategy as agreed by cabinet in November 2016 be noted.
2. That the refreshed vision, outcomes and deliverables contained in the workforce strategy be agreed.
3. That it be noted that following the agreement to the workforce strategy refresh, programme of work phased over the three years of the strategy will be developed, and reported back to cabinet annually as part of the equalities workforce report reporting cycle.

17. PROGRAMME TO DELIVER 500 PAID INTERNSHIPS

RESOLVED:

Recommendations for the Cabinet

1. That the Paid Internship Programme as set out in the report be approved.
2. That an update on the programme be included as part of an annual outcomes report on making Southwark a full employment borough.

Recommendation for the Leader of the Council

3. That decision making in regards the various elements of the programme be delegated to the cabinet member for jobs, business and innovation.

18. RESPONSE TO RECOMMENDATIONS FROM THE REDUCING HEALTH INEQUALITIES THROUGH COUNCIL SERVICES AND PARTNER ORGANISATIONS FROM THE HEALTHY COMMUNITIES SCRUTINY COMMISSION

RESOLVED:

That the proposed response to the healthy communities scrutiny commission's report on reducing health inequalities through council services and partner organisations be agreed, and that the progress in taking forward the recommendations be noted.

19. THE IMPLEMENTATION OF FREE HEALTHY NURSERY MEALS**RESOLVED:**

1. That the implementation model for free healthy nursery meals (FHNM) in all maintained nurseries and nursery classes within primary schools in Southwark be agreed.
2. That it be noted that work will be taking place alongside the introduction of free healthy nursery meals to support nurseries and schools to provide a healthier offer. This will include the introduction of water only policies and a reduction in sugary desserts.
3. That a report back in twelve months' time to provide an update on free healthy nursery meals (FHNM) and the impacts be received by cabinet.

20. ACQUISITION OF SITE FOR NEW AFFORDABLE HOUSING: FORMER BOYS CLUB HAWKSTONE ROAD ROTHERHITHE SE16 2PE**RESOLVED:**

1. That pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985, that the council be authorised to acquire the freehold interest in the property shown edged red on the plan at Appendix A of the report.
2. That the principal purchase terms set out in full in paragraph 4 of the closed version of the report and substantially in paragraph 15 of this report be authorised.
3. That authority to agree detailed terms of the acquisition be delegated to the director of regeneration.

21. OLD KENT ROAD PLANNING AND REGENERATION UPDATE**RESOLVED:**

That it be agreed:

1. To pilot a community review panel in the Old Kent Road.
2. That the design review panel will review the Old Kent Road Area Action Plan (AAP).

That the following be noted:

1. The progress of community engagement and responses to the evolution of the Old Kent Road Area Action Plan (AAP) and Old Kent Road community forums.
2. The consultation summary (Appendix A of the report) and consultation report (Appendix B of the report).
3. Progress on a public realm strategy for the proposed linear park and Frensham

Street Park.

4. That officers will establish the Old Kent Road community review panel for reviewing planning applications in the Old Kent Road opportunity area.
5. That officers have instructed Hale Architecture to review and advise the council on proposed industrial development design and specifications.
6. That officers will update and include more detailed guidance in the AAP and develop a ground floor strategy, and further detail on tall buildings and industrial workspace design specifications.
7. Progress on making the Old Kent Road a Healthy Street and addressing the climate change emergency.

22. REPORT AND RECOMMENDATIONS OF THE SOUTHWARK SERIOUS YOUTH VIOLENCE PANEL

RESOLVED:

1. That the work of the cross party panel on serious youth violence, appended to the report be welcomed.
2. That the recommendations from the serious youth violence panel be accepted and that officers be instructed to report back to cabinet with a more detailed council wide delivery plan that also incorporates the findings of the Southwark Learning review on violence and vulnerability.
3. That the cross party panel on serious youth violence reconvenes in January 2020 to review progress with the recommendations.

23. THE OLD VIC ANNEX

Councillor Rebecca Lury having declared a non-pecuniary interest in respect of this item, refrained from the discussion and decision making.

RESOLVED:

1. That the draft Head of Terms and finance arrangements for the loan of £3,750,000 to enable The Old Vic to expand their footprint to build a new community cultural hub for the theatre called The Annex, to open in 2022 that will provide a permanent home for the community to train, learn, connect and enjoy be approved.
2. That the community benefits programme offered by The Old Vic and the anticipated positive impact on Southwark residents be noted.
3. That it be noted that in recognition of the geography of The Old Vic building and its catchment area The Old Vic are in parallel discussions with Lambeth Council about a similar arrangement due to the associated social value.
4. That it be noted that to protect and oversee the council's financial investment in the

Annex, Southwark will seek a nomination to the Old Vic Board of Trustees. The council has nominated the cabinet member for culture, leisure, equalities and communities. The nomination will be reviewed on an annual basis.

5. That powers to negotiate and agree the final terms relating to the financial arrangements be delegated to the strategic director of finance and governance in consultation with the cabinet member for finance, performance and Brexit and the cabinet member for culture, leisure and communities.

24. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL FOR MAIN WORKS FOR FLAXYARD AND PECKHAM LIBRARY SQUARE

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept the report as urgent in order to maintain the delivery timetable of the council's new homes programme. Another key driver was the need for Peckham Platform who will be taking the gallery space at the Peckham Library Square site to draw down their Art Council grant for the fit out of the new gallery by April 2021. If there was a delay to gateway 1 being presented to cabinet for the main works contract, this would have a serious impact upon the delivery timescales.

RESOLVED:

Decisions by the Cabinet

1. That the procurement strategy outlined in the report for a design and build contract through the Notting Hill Genesis (NHG) framework for the construction of new homes at Flaxyard and Peckham Library Square commencing on 27 January 2020, at an estimated value of £38.2m (which includes the cost of any pre-construction services agreement - PCSA) for a period of 2 years, or until the main works complete, be approved.
2. That it be noted that the total project funding requirement at an estimated value of £42.5m will be met through Greater London Authority (GLA) grant and the housing investment programme (HIP) resources and the financial assumptions underpinning this investment as outlined in paragraph 75 of this report.

Decisions by the Leader of the Council

3. That the award decision outlined in the report for the design and build contract and a PCSA for Flaxyard and Peckham Library Square be delegated to the strategic director of housing and modernisation in consultation with the cabinet member for social regeneration, great estates and new council homes.

25. NEW HOMES SITE PURCHASE, SE15

RESOLVED:

1. That pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985, the acquisition of the freehold interest in the site identified in the closed version of this report be authorised.

2. That the principal purchase terms and negotiating parameters set out in paragraph 14 of the closed version of this report and outlined in paragraph 14 of the open report be authorised.
3. That authority to agree the final terms of the acquisition provided they are not inconsistent with the principal terms and negotiating parameters and satisfy the council's fiduciary duty be delegated to the director of regeneration in consultation with: the strategic director of housing and modernisation; the strategic director of finance and governance; and, the cabinet member for social regeneration, great estates and new council homes.

26. POLICY AND RESOURCES STRATEGY 2020-21: SCENE SETTING REPORT

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept the report as urgent because each year, the council updates a detailed policy and resources strategy covering, as a minimum, the following financial year. The report initiates the 2020-21 to 2022-23 budget planning process and the detailed work on budget proposals. Members and officers will undertake this work over the coming months in order to meet the timetable to prepare a budget proposal for submission to council assembly in February 2020.

RESOLVED:

That the following be noted:

1. That Government has stated its intention to announce and then publish a Spending Review to take place in 2019 to determine resources available for the period from 2020-21 and that there is now lack of clarity as to whether that review will extend beyond one year.
2. That the progress on government's fair funding review and its potential impact on London Councils remains unclear and in any event cannot be exemplified until the outcome of the spending review is complete.
3. That the Government has also stated its intention to implement a redesign of the Business Rates Retention System based on 75% retention with effect from April 2020, set alongside a reset of business rate baselines.
4. That there remains no confirmation of key components of government's funding of councils and especially the future of the Better Care Fund, Improved Better Care Fund and New Homes Bonus.
5. That the long awaited government green paper on funding adult social care is still not published.
6. That there remains no confirmation of changes to the funding of new burdens and other demand pressures including children's social care, dedicated schools grant (DSG) high needs costs and impacts of welfare reform.
7. That economic and financial impacts to the council of Brexit remain unclear and that any local budget pressure may need to be contained within the limited budget and

reserve created as part of the 2019-20 policy and resourcing strategy and budget for 2019-20.

8. That Government decision taking and policy decisions insofar as they impact on local government remain unclear, specifically in the context of the election of a new leader of the Conservative Party, to take over as Prime Minister in late July.
9. That funding uncertainties make any meaningful financial planning extremely challenging, with a range of potential scenarios suggesting a funding gap in 2020-21 of anywhere between £4m and £32m, with the range of potential outcomes increasing widely beyond 2020-21 (paragraph 53 of the report) and that, subject to the inherent uncertainties, the central forecast indicates a potential budget gap of £18.9m in 2020-21.
10. That the central budget forecast is based on the following assumptions:
 - the impact of Spending Review and the Fair Funding Review will be neutral
 - the major grant funding sources, i.e. Public Health Grant, Better Care Fund, Improved Better Care Fund, Social Care Grants and New Homes Bonus will continue at 2019-20 levels
 - resetting the Business Rate Baseline will significantly impact those authorities that have experienced the greatest growth since inception of the existing BRR system in 2013-14; Southwark is forecast to lose up to £12.5m
 - subject to further analysis, net inflation and pay award pressures of £8.6m have been assumed
 - increased debt financing costs arising from the capital programme of £3m per annum
 - growth generated from increased homes and business rate yield of £4.7m
 - retaining the contingency of £4m within the overall budget to support in year cost pressures
 - full utilisation of the business rate risk reserve over three years to mitigate the impact of business rate reset.
11. That the strategic director of finance and governance with the support of other strategic directors and their terms will prepare a one year budget for 2020-21 based on cash-limiting departmental budgets at 2019-20, setting out the risks of this approach and how these risks will be managed.
12. That the strategic director of finance and governance will seek to prepare with other officers indicative savings options and commitments for 2021-22 and 2022-23 as part of the risk mitigation required to support this approach.
13. That further reports be received by cabinet in the autumn as further funding information becomes available and as budget plans for 2020-21 become available.
14. That, cabinet review the Fairer Future Budget Principles and, if required refresh these as part of the development of budget plans for 2020-21.
15. That in the event of clarity of government funding looking forward, the council will need to establish medium term budget plans, reviewing any decisions previously taken.

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 category 3 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution.

The following is a summary of the decisions taken in the closed part of the meeting.

27. MINUTES

The closed minutes of the meeting held on 18 June 2019 be approved as a correct record and signed the chair.

28. ACQUISITION OF SITE FOR NEW AFFORDABLE HOUSING: FORMER BOYS CLUB, HAWKSTONE ROAD, ROTHERHITHE, LONDON SE16 2PE

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

29. NEW HOMES SITE PURCHASE, SE15

The cabinet considered the closed information relating to this item. Please see item 25 for the decision.

The meeting ended at 6.16pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 24 JULY 2019.

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: 17 September 2019	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy: revenue monitoring report, including treasury management 2019-20 (month 4)	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD – COUNCILLOR VICTORIA MILLS, FINANCE, PERFORMANCE AND BREXIT

This is the first budget monitoring report of 2019-20 showing our position at the end of month 4 (July 2019) of the financial year. It is welcome that, with the exception of Dedicated Schools Grant (DSG), it is anticipated that in year revenue spending will be contained to an adverse variance of £0.260m against approved budgets.

The outturn for 2018-19 confirmed that the budget recovery work in Children's and Adults' Services has been effective in putting the service on a sustainable financial footing with the services coming in on budget after setting aside resources in an adult social care resilience reserve. This improved performance has continued in 2019-20, demonstrating improved practices have now been embedded as reflected in the latest forecast, which indicate a combined favourable variance of £29k anticipated at year-end. Notwithstanding this, the department remains exposed to significant risk and uncertainty in 2019-20 and beyond in managing the impacts of the continuing rise in demand and cost pressures within social care and this will be closely monitored throughout the financial year.

In Education, there are significant pressures on schools funding via the Dedicated Schools Grant with demand and cost pressures particularly acute on the high needs block, which largely stem from increased numbers of education, health and care plans (EHCPs). As at 31 March 2019, there was an accumulated deficit of £11.5m. This position is anticipated to deteriorate to an accumulated deficit of £17.5m by the end of the financial year. It is clear at a national level that there is now recognition that the quantum of funding is inadequate. Following the high levels of challenge and lobbying, along with representative bodies, government has now agreed additional funding for high needs. However, this may still fall short of the levels of funding required, and certainly will not be enough to pay down the accumulated deficit. The council continues to work with the Southwark Schools Forum on a deficit recovery plan, supported by the budget recovery board.

Elsewhere there remain areas of significant pressure, particularly in Temporary Accommodation. Whilst Southwark is recognised nationally as a leading authority in homelessness prevention, statutory and policy obligations, increasing demand and restricted housing supply mean that temporary accommodation remains a particularly challenging area. Budget growth of £3.2m (net) was approved for 2019-20, the latest forecast position gives rise to an adverse variance of £1.4m overall.

RECOMMENDATIONS

1. That the cabinet notes the General Fund forecast outturn position for 2019-20 (Table 1).
2. That the cabinet notes the key adverse variations and budget pressures underlying the forecast outturn position:
 - The Dedicated Schools Grant (DSG) forecast outturn position of a £6m deficit and the significant pressures on the High Needs Block (paragraphs 25-28)
 - The forecast budget pressures on Temporary Accommodation (paragraphs 34-36)
 - The forecast utilisation of £4m contingency to support the General Fund budget (paragraph 51)
3. That cabinet notes the Housing Revenue Account (HRA) forecast outturn position for 2019-20 (Table 2, paragraphs 52-61).
4. That cabinet notes the forecast movements of General Fund earmarked reserves (paragraphs 62-68).
5. That cabinet notes the update on the London Business Rate pool net financial benefits (paragraphs 69 to 70).
6. That cabinet notes treasury management activity to date in 2019-20 (paragraphs 71-79).
7. That cabinet note the interdepartmental General Fund budget movements that are less than £250k as shown in Appendix A.

BACKGROUND INFORMATION

8. The purpose of this report is to provide a forecast for the end of the financial year 2019-20, using predictions based on the experience to date, and to use this to inform the Policy and Resources Strategy for future years' budgets. Work continues throughout the council to ensure that a balanced position is achieved by the end of the year.
9. The council agreed a balanced General Fund budget of £290.425m on 27 February 2019 based on a 2.99% council tax increase. The Policy and Resources Strategy for 2019-20 assumed that no reserves would be used to underwrite the budget.
10. In 2018-19, after the utilisation of £7.404m of DSG reserve, the council was able to contribute £17.552m to General Fund reserves to mitigate future risks, fulfil commitments already made and to provide resources to support service transformation. The level of balances remains subject to the scrutiny of the Section 151 officer who must ensure that any one-off contributions to the budget are appropriate and affordable.
11. The council also approved budget decisions including reductions of £19.6m within the General Fund for 2019-20. Performance on achieving these savings is closely monitored and significant variances will be included in departmental narratives.

12. The cabinet agreed a balanced housing revenue account (HRA) budget on 22 January 2019.

KEY ISSUES FOR CONSIDERATION

General Fund overall forecast position

13. Table 1 below shows the current forecast outturn position by department. All strategic directors will continue to take action to ensure that they deliver their services within budget. Progress for each department is shown in the narrative below.

Table 1: General Fund forecast outturn position for 2019-20:

General fund	Original budget*	Budget movement	Revised budget	Forecast Spend in year	Variance before use of reserves	From (-) / to reserves	Total use of resources	Variance after use of reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	60,979	-181	60,798	60,798	0	0	60,798	0
Adult Social Care	88,480	0	88,480	88,451	-29	0	88,451	-29
Commissioning	5,655	0	5,655	5,655	0	0	5,655	0
Education	26,617	-20	26,597	26,597	0	0	26,597	0
Total Children's and Adults' (excluding Dedicated Schools Grant)	181,731	-201	181,530	181,501	-29	0	181,501	-29
Environment and Leisure	68,157	0	68,157	68,274	117	0	68,274	117
Housing and Modernisation	68,947	0	68,947	69,152	205	-220	68,932	-15
Chief Executive's	3,435	0	3,435	3,435	0	0	3,435	0
Place and Wellbeing	-929	0	-929	-699	230	-230	-929	0
Finance and Governance	20,735	181	20,916	20,993	77	110	21,103	187
Strategic Finance	-14,891	0	-14,891	-14,891	0	0	-14,891	0
Support cost recharges	-40,740	0	-40,740	-40,740	0	0	-40,740	0
Contingency	4,000	0	4,000	4,000	0	0	4,000	0
Total General Fund services	290,445	-20	290,425	291,025	600	-340	290,685	260
Dedicated Schools Grant	-20	20	0	6,000	6,000	-6,000	0	0
Net revenue budget	290,425	0	290,425	297,025	6,600	-6,340	290,685	260

*Original budgets have been re-aligned to ensure consistency of service reporting

14. As shown in Table 1, within services there is a forecast adverse variance of £0.260m after the utilisation of £0.340m of General Fund reserves. Over spending on the DSG is forecast at £6m, which will result in an increase in the accumulated deficit on the DSG reserve from £11.5m to £17.5m at the year-end.

Children's and Adults' services

15. Children's and Adults' are forecasting a small favourable variance of £29k on a gross expenditure budget of £228m. As has been previously reported, there are growing pressures on the Dedicated Schools Grant (DSG), which is ring-fenced, and council officers are working closely with Southwark Schools Forum to address this directly.
16. The Children and Families, Adult Social Care, Education and Commissioning divisions continue to build on the momentum achieved in recent years, with culture and practices now embedded, and this is reflected in the latest forecast. A combined favourable variance of £29k is anticipated at year-end.
17. The current forecast is the result of a sustained effort by departmental senior leadership to transform our approach to managing the services and budgets working very closely with Finance, HR, Legal and Procurement colleagues. This achievement is a considerable feat, both in contrast with many of our neighbours and despite ongoing austerity and a disjointed approach to health and social care by central government.
18. Adult Social Care teams have streamlined and adapted their approach to deliver high quality services, with good outcomes, within budget. This is the result of a wide-ranging collection of initiatives, held together in a clear vision and plan, and includes the re-alignment of care pathways and closer working with NHS and voluntary sector partners. The outcomes for local residents have improved and a recent Care Quality Commission (CQC) inspection of our community care services in partnership with Guy's and St Thomas' NHS Trust had an inspection outcome of "Outstanding".
19. The 2019-20 Better Care Fund (BCF) allocation was published by the Department of Health & Social Care in mid July 2019 and includes an increase in the minimum contribution to social care of £1.2m. Council and NHS CCG colleagues are reviewing our plans for the year and are required to submit our BCF plan for assurance by 27 September 2019. Delegated sign-off arrangements were approved by the Health & Wellbeing Board on 26 June 2019.
20. The financial position of Children and Families services remains stable and balanced despite facing sustained pressures in demand and new responsibilities which are not sufficiently funded by central government. This was referenced in the recently published isos partnership report commissioned by London Councils, 'Under Pressure: An exploration of demand and spending in children's social care and for children with special educational needs in London'.
21. The council is supporting more unaccompanied asylum seeking children than ever and the funding that we receive from central government remains inadequate. The gap between expenditure and grant funding grew to £1.4m in 2018-19. Additionally, the number of care leavers has risen with the increased statutory duties but the funding that central government have provided to meet these new duties is grossly inadequate.
22. The Children and Families division has worked hard to reduce residential placements with only 19 children currently cared for in residential placements.

Looked after children placements, whilst currently stable, can fluctuate with demand and some children can have significant needs with high costs associated.

23. There continue to be pressures in retention and recruitment of social workers and there is more to be done to support our workforce strategy, such as key-worker housing for social workers.
24. The Children's and Adults' Services department continues to monitor risk closely and to develop plans for 2020-21 and beyond. There is significant uncertainty surrounding the future of social care funding and despite central government announcing a series of financial 'sticking-plasters' in recent years, including the additional funds found in the recent Spending Review, we still have scant information regarding sustainable funding for social care beyond 2020-21. The long-overdue social care green paper is still awaited. It is increasingly frustrating that central government are expecting local authorities with social care responsibilities to undertake transformative change and closer integration with the NHS whilst failing to adequately fund the existing system, let alone provide a stable platform of investment from which meaningful change could be sustainably realised. At the time of writing we still have no indication of the future of the Better Care Fund (and Improved BCF), which now accounts for more than 25% of gross expenditure on adult social care.

Dedicated Schools Grant (DSG)

25. The DSG position was an £11.5m deficit at 31 March 2019. In year pressures on the high needs block are expected to be in the region of £6m and therefore the forecast position at 31 March 2020 is a £17.5m deficit. The Presidents of the Society of London Treasurers, the Society of County Treasurers and the Society of Municipal Treasurers wrote to the Secretary of State for Education on the matter of DSG deficits across the country in August 2019. This letter spelt out the scale of the funding shortfall across the country and illustrated the funding difficulties being experienced in Southwark are not unique. The council's Strategic Director of Finance and Governance, in his Section 151 statutory officer role, wrote to the Secretary of State in August 2019 specifically regarding the DSG in Southwark. Whilst additional funding for high needs has now been committed by the government, we remain cautious about whether this will be enough to cover current pressures and it will certainly not resolve the accumulated deficit.
26. The council is working closely with Southwark Schools Forum and has developed a draft DSG budget recovery plan which has been submitted to central government for review. We have made clear that without additional funding from central government for this ring-fenced grant it will not be possible to recover the DSG budget. Most notably the issues associated with the lack of funding for the special educational needs and disability (SEND) reforms introduced in September 2014 which has contributed to the bulk of the structural and accumulated deficit in the council, notably with regard to the growth in Education, Health and Care Plans (EHCPs) 0-25 and also the extension of the age range for SEND from 2-18 to 0-25 with no additional funding.
27. The pressures on the SEND home to school transport budget within the General Fund are largely related to the consequential impacts of the SEND reforms both in relation to growth in the 0-25 population and the extension of

duties to 19-25, and the lack of associated additional funding from central government.

28. The DSG continues to receive high challenge and high support through the Budget Recovery Board and also the review of recently appointed auditors, RSM.

Environment and Leisure

29. The Environment and Leisure department is projecting an unfavourable variance of £117k.
30. The unfavourable variance is mainly due to unbudgeted additional accommodation costs for operational vehicles and refuse containers. Close and robust monitoring is in place across the department to ensure this cost pressure can be contained within the overall departmental budgets.
31. The department has implemented various income generation and efficiency savings proposals towards the total of £3.9m as agreed by the council's 2019-20 budget setting process. However, some of the proposals have been delayed and yet to be implemented. This is being closely monitored and further updates will be reported to cabinet during the year.

Housing and Modernisation (H&M)

32. The budget process for 2019-20 recognised inherent cost pressures in key service areas within H&M through the approval of additional budget commitments. These are reflected in the outturn forecast and contribute to a broadly neutral position based on current activity/volumes and anticipated spending trends for the remainder of the year. It also includes planned movements in earmarked reserves and provisional sums for severance, redundancy and ill health retirement. The key headlines are as outlined below.

Communities - No Recourse to Public Funds (NRPF)

33. Demand in this area has consistently exceeded the budgeted resources over a number of years, but has been declining in cash terms from a peak of £8.1m in 2016-17 to £6.9m in 2018-19. Significant progress has been made in managing and reducing caseload and costs whilst meeting the needs of eligible clients seeking assistance. The period to July reveals some conflicting statistical data, with supported case numbers up 8% since April (290 vs 269), but average monthly spend around 15% lower than the monthly average for 2018-19, which is in large part due to lower temporary accommodation costs. At this point, expenditure is forecast to be £6.6m against the full year budget of £7m. Given the propensity for demand volatility, coupled with uncertainty around a no-deal Brexit and its potential impact on European economic area (EEA) nationals who have not yet registered with the UK Government's EU Settlement Scheme, this cautions against a more optimistic forecast at this stage.

Customer Services - Temporary Accommodation (TA) and Housing Solutions

34. Southwark is recognised nationally as a leading authority on homeless prevention but the cost of TA is one the council's most intractable budget pressures. The service has managed 691 homeless preventions during the first

quarter of 2019-20 and TA net caseload numbers are showing early signs of stabilising and even some minor reduction.

35. Budget growth of £3.2m (net) was approved for 2019-20, which was predicated on a saving of £2m following key policy changes in relation to the discharge of duty into the private sector and out of borough being adopted in advance of the start of the financial year. However, a delayed implementation has impacted achievement of the savings which are now estimated to be around £0.4m, plus some additional grant funding which gives rise to an adverse variance of £1.4m overall. This is a relatively cautious estimate at this point and could improve, but as also noted above for NRPF, the risk of demand volatility and supply side cost pressure remain.
36. Looking forward, were further caseload/cost reductions to be realised, it would start to move the spending pressure closer to or within budget and obviate the need for further growth, but realistically, that is likely to be the best scenario achievable in the short to medium-term, whilst the prospect of making budget savings remains remote.

Customer Services – Concessionary Travel (including Blue Badges)

37. The cost of the concessionary scheme is determined by Transport for London (TFL) based on volumes and usage which have been decreasing over time. In addition, changes to the eligibility threshold from age 60 to 65 have also substantially reduced the cost of provision, which was not fully captured in the budget estimates for 2019-20. The outturn is currently forecast to be around £0.6m lower than budget, net of some expected budget pressure on Blue Badges arising from the recent introduction of additional qualifying criteria for clients with hidden disabilities, which is anticipated will drive an increase in caseload. Both of these areas will be subject to revision for 2020-21 budget setting.

Modernise – Shared Information and Communication Technology Service (SICTS)

38. There are a number of major projects currently in delivery and new projects in development; not least the proposed data centre migration to a cloud computing environment (Azure). Proposals are also being formulated to change the current operating model to ensure tangible improvements in service delivery are achieved in timescale and budget. The impending appointment of a permanent managing director to oversee the SICTS is critical to improving strategic planning and governance and operational resilience going forward.
39. As previously reported, 2018-19 was the first full operating year for the SICTS and transitioning to the new arrangements was challenging both operationally and administratively. Year-end accounts were closed on an estimated accruals basis and legacy accounting issues have delayed final settlement with Brent. Quarter 3 and 4 accounts are currently being reviewed against the original financial operating model. Similarly, the first quarter account for 2019-20 is awaiting review. Revised financial monitoring arrangements at the SICTS should assist in the providing greater visibility and financial control going forward. At this juncture the outturn position is shown to be in line with the original financial model, but this needs to be heavily caveated given the uncertainty in relation to the future quantum of resources required, the relative

balance between revenue and capital and the planned timeline and spend profile.

Modernise - Corporate Facilities Management (CFM)

40. CFM manages the council's operational estate to ensure that buildings are compliant with health and safety regulations and fit for purpose for both staff and service users. While some services are delivered in house, the majority are delivered through two external contracts which are scheduled to co-terminate in March 2021. The re-procurement is complex and the timeline has been extended and requires additional support to deliver the strategic vision for FM services going forward. Budget commitments agreed previously have helped to stabilise the budget which is reflected in the current forecast which is broadly neutral at this point.

Modernise - Human Resources (HR)

41. HR administers and manages the Comensura contract for the provision of interim staff across the council. Whilst usage/costs are variable and subject to changing circumstances, volumes remain higher than target, which is reflected in both higher expenditure across the council (in lieu of permanent employee costs) and higher management fee income within HR, currently prudently estimated at £0.4m. The service continues to implement measures to reduce agency usage through more robust workforce planning and recruitment to long-standing vacancies which will over time result in lower agency expenditure and consequently the level of fee income will move back within budget.
42. Given the ever-changing operational demands of the department, restructuring will inevitably continue to better align resources with activity and deliver service improvements for our residents. Restructuring costs are deemed to be a first call against any divisional/departmental underspend and provisional sums have been included in the forecast.

Chief Executive's department

43. The Chief Executive's department is forecasting a balanced budget outturn for 2019-20 at this stage. The budgets are being monitored closely and any changes to this projected outturn position will be reported at the next revenue monitor report to cabinet.

Place and Wellbeing

44. The projected outturn for the Place and Wellbeing department is a balanced budget outturn after the transfer of £230k projected overspends on the ring-fenced public health grant.
45. The unfavourable variance of £230k on the public health grant is mainly due to the £300k unachievable savings expected on the sexual health budgets arising from the demand led activity costs. Management are currently reviewing mitigating actions to contain this cost pressure within the overall Public Health budget.
46. The Place and Wellbeing department excluding Public Health is expected to achieve £250k of the £332k budgeted savings agreed as part of the 2019-20 budget process. Public Health is currently projecting to achieve £625k of the

£925k budget savings for 2019-20. This position is being closely monitored and further updates will be reported to cabinet during the year.

Finance and Governance

47. Finance and Governance is reporting an overspend of £187k for the 2019-20 financial year. Continued government delays in the migration of local benefits to universal credit led to benefit caseloads remaining with the council exceeding prior forecasts. This has necessitated an increase in staffing numbers to manage this caseload efficiently leading to above budget staffing costs. The uncertainty surrounding the pace of this transition has hampered the council's ability to plan effectively.
48. The possibility of a national poll associated with Brexit uncertainty, at short notice, has led to an ongoing need for planning for the administering of a vote with short notice. These additional financial pressures have been partially offset by other staffing vacancies within the department.

Strategic Finance

49. Strategic Finance is forecasting a balanced budget outturn for 2019-20 at this stage. The budgets are being monitored closely and any changes to this projected outturn position will be reported at the next revenue monitor report to cabinet.

Contingency

50. It is anticipated that the contingency budget will be fully utilised to meet existing and potential pressures within the 2019-20 General Fund budget.

Progress in delivering efficiencies and improved use of resources and income generation

51. As part of the budget setting process for 2019-20, £19.6m efficiencies, income generation and savings proposals were agreed. At this point, it is anticipated that in the majority of cases where savings are at risk of not being fully implemented in year, substitute savings have been identified, as reflected in the forecast outturn position reported for each department.

Housing Revenue Account (HRA)

52. **Table 2: HRA forecast outturn position for 2019-20:**

Division/Activity	Full Year Budget £000	Outturn £000	Variance £000
Asset Management Division	48,368	53,489	5,121
New Build Division	468	468	0
Communities Division	8,957	9,074	117
Resident Services Division	38,140	39,793	1,653
Customer Services Division	8,933	8,709	-224
Exchequer Services Division	8,138	8,061	-77
Central Services	31,154	27,698	-3,456
Capital Financing	33,254	29,054	-4,200

Division/Activity	Full Year Budget £000	Outturn £000	Variance £000
Depreciation	53,000	53,000	0
CERA	18,745	18,745	0
Tenant's Rents & Service Charges	-217,889	-219,467	-1,578
Homeowner Service Charges	-31,268	-28,024	3,244
Appropriations to/from Reserves	0	-600	-600
Total HRA	0	0	0

53. The outturn forecast incorporates a number of known budget pressures and commitments that cannot be fully quantified at this juncture and should therefore be viewed with caution. The forecast will be kept under close review and changes will be reported in subsequent monitoring reports. The underlying position is a negative variance and is currently assumed to be met through a combination of one-off underspends and budget movements, principally capital financing, provisions and earmarked reserves and rent income to ensure a balanced position by year-end.
54. The repair, maintenance and renewal of the housing stock consumes the greatest proportion of operating resources and control of high volume, high value contracts is critical in delivering greater value for money. Responsive R&M and engineering budgets remain under severe pressure, particularly the district heating network, where aging infrastructure is problematic and requires significant capital investment over a sustained period. Void turnover, both mainstream voids and estate voids for temporary accommodation use (reflected in Resident Services), are running at a higher rate than originally predicated giving rise to additional cost and loss of income.
55. Whilst in the short-term some of these pressures are able to be mitigated by capitalising a higher amount of eligible works expenditure, it is not a long-term sustainable solution, without re-profiling the programme over a longer timeframe. However, based on current forecasts it is anticipated that the budgeted level of depreciation and revenue support (CERA) for the investment programme can be maintained (as a minimum).
56. The 2018-19 outturn report (June 2018 Cabinet), outlined the financial impact of in-sourcing the housing repairs service to Southwark Building Services (SBS). Moving into 2019-20, much remains to be done to embed the new working practices to achieve greater operational efficiency and cost reductions through the price per property (PPP) and void equivalent (PPV) cost models. Financial and performance targets are not yet being achieved as predicated in the business model, leading to an estimated trading deficit of £2.7m chargeable to the HRA (of which £0.6m is one-off transition costs to be funded from reserves). Whilst action is being taken to address the position, risks remain particularly around the negotiation and implementation of new terms and conditions for the workforce. At this point it is likely that the in-house repairs service will require further growth in the HRA over and above that already budgeted this year, which will be addressed as part of budget setting for 2020-21.
57. Given the self-financing nature of the HRA, rental and other income streams are of paramount importance for the long-term sustainability of the HRA business plan. Since 2012 there has been a succession of changes in

government policy, culminating in the imposition of the 1% rent reduction over the last four years, which has reduced the financial flexibility within the HRA to maintain and invest in the housing stock as originally envisaged. For 2020-21, rent increases can revert to September CPI+1%, subject to cabinet approval.

58. Gross rent debit raised, void loss and collection rates are all key indicators of performance and are closely monitored throughout the year. Overall, the cumulative position is tracking around £1.6m higher than target, which amongst other things reflects the fact that 2019-20 is a 53 week rent year, lower RTB activity than estimated and the realisation of new council properties coming in to the stock as part of the council's commitment to build 11,000 new homes. In terms of collection performance, this continues to show sustained improvement notwithstanding the greater collection difficulties inherent in Universal Credit and direct payment of benefits. The HRA maintains a prudent level of provisions to meet collection losses/write-offs. It is estimated that the full budgetary provision will not be required this year so can be used to mitigate budget pressures mentioned elsewhere.
59. Homeowner service charges represent the second largest income stream to the HRA and costs are fully recoverable under the terms of their lease in order to prevent cross-subsidy with tenants. The value of rechargeable capital works is linked to the investment programme and type of works being undertaken and the unprecedented level of investment in recent years (primarily through WDS) has been reflected in higher homeowner billing which has been recycled back into the HIP. More recently however, with QHIP, the value of recoverable works has not been of the same magnitude and the budget has been adjusted to reflect anticipated activity. This remains the case for 2019-20, which is forecast to be around £0.5m lower on revenue, £2.5m, lower on capital and £0.3m lower in fee income as RTB activity continues to decline. Development of a more linear work programme would greatly assist in mitigating the peaks and troughs in the income profile experienced over recent years.
60. Central Services comprises non-operational service specific budgets such as departmental and corporate overheads, capital financing, major projects, CERA, depreciation and provisions. Given the budget pressures outlined, decisions in relation to the repayment of debt are held in abeyance pending greater clarity on the capital programme financing requirement. Unlike the general fund, there is no requirement to make a minimum revenue provision (MRP) in the HRA which provides some flexibility to manage budgets across the piece and mitigate exceptional demands and cost pressures as they arise. In the short term, this in no way compromises the ability to meet the costs of higher borrowing to support the new homes programme, subject to the provisions of the Local, Government Act 2003 which requires authorities to have due regard to the CIPFA's 'Prudential Code', when determining how much it can prudently afford to borrow.
61. In the same way as the council's general fund, the HRA holds reserves for specific purposes and as contingency against operational deficits, unforeseen events and to mitigate future risks in line with the council's medium-term resource strategy (MTRS). At 31 March 2019 earmarked reserves stood at £20.8m (previously £19.9m in 2017-18). The gradual upward movement is to be welcomed, but in the context of the size of the council's HRA and HIP, reserves remain below the optimal level considered prudent and represent a moderate degree of risk. This will be managed over the medium-term with a view to building a greater level of sustainability going forward. The forecast

currently assumes a drawdown of £0.6m to meet one-off transition costs arising from the in-house repairs function.

Reserves

62. The council retains a level of earmarked reserves and these are reported each year within the annual statement of accounts.
63. 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
64. Reserves are categorised as:
 - Corporate projects and priorities - reserves held to fund those future activities that will enable the council to operate more efficiently and effectively. They include resources held to meet the cost of ongoing reorganisation and restructuring that the council must undertake to modernise and improve service levels and operational efficiency of the council's activities
 - Service improvements - represent resources held that can be directly linked to services provided
 - Capital investment - reserves held to fund one off expenditure that may be incurred over more than one year and by its nature is not appropriate to be included within annual revenue budgets, to facilitate the significant regeneration and development taking place in the borough. Projects include the Elephant & Castle, Canada Water, Southwark Schools for the Future, land acquisitions and other significant one-off costs associated with these projects
 - Strategic financing risk - reserves held to mitigate and manage future financial risks. Such risks include legislative and funding changes as well as the additional risk arising from increased reliance on local taxation, e.g. business rate retention growth
 - Technical liabilities and smoothing – reserves held in respect of uninsured risks, risks arising as a result of unavoidable changes in accounting practice, equalisation of liabilities where costs are likely to vary year to year.
65. Where a department identifies a need for additional funding there is a robust process for seeking support from reserves. The department must demonstrate that it is unable to contain the identified additional pressure within its existing budget, or provide evidence of prior agreement that the expenditure will be met from reserves. Further, opportunities will be sought to reduce the call on reserves through capitalisation of costs as appropriate.
66. The budget approved by council for 2019-20 included no planned release of reserves. As the year progresses, departments will continue to take management actions to reduce the cost pressures identified, and any plans to draw down further from reserves to support the budget for 2019-20 will be monitored.

67. The level of reserves will need to be kept under close review. In 2018-19, after the utilisation of £7.404m of DSG reserve, the council was prudently able to contribute £17.552m to reserves. Looking forward to 2020-21 and beyond the council is entering a period of considerable financial uncertainty. It is vital that the council enters this period with sufficient reserves to mitigate and manage funding shocks and financial risks and to ensure a smooth transition over the forthcoming medium term financial planning period.
68. The forecast level of revenue reserves in 2019-20 are set out below, illustrating an anticipated net reduction in reserves of £6.6m by the end of the financial year.

Table 3: General Fund forecast revenue reserves 2019-20

	2019-20 opening balance £000	From(-)/to reserves £000	Forecast Budget variance £000	Total Movement £000	Forecast closing balance £000
Corporate projects and priorities	9,137	0	0	0	9,137
Service improvement	17,096	-110	0	-110	16,986
Strategic financing risk	36,450	0	-260	-260	36,190
Technical liabilities and smoothing	27,940	0	0	0	27,940
Total	90,623	-110	-260	-370	90,253
Public Health Grant	-1,721	-230	0	-230	-1,951
Dedicated Schools Grant	-11,515	-6,000	0	-6,000	-17,515
Total	77,387	-6,340	-260	-6,600	70,787

NB the above table excludes capital investment reserves totalling £23.418m.

London business rates pool

69. The 2018-19 local government finance settlement confirmed that London Councils would pilot arrangement for the retention of 100% business rate growth through pooling. The pooling arrangements continued in 2019-20, albeit on a less generous 75% retention basis and with more risk passed to councils. This included facilitating collective investment through a 'strategic investment pot' designed to promote economic growth and lever additional investment funding from other sources.
70. Any additional business rates income received as part of the pooling arrangement for 2019-20 will be one-off. The initial estimate of (one-off) growth is £4.8m, pending final reconciliation and calculation of the final growth/decline for the pool as a whole.

Treasury management

71. As at 30 June 2019 the outstanding debt held by the council was £644m, a decrease from £677m as at 31 March 2019, reflecting scheduled repayment of short term loans from other local authorities.

72. During the financial year to 31 March 2019 the council borrowed £117m from the Public Works Loans Board, as part of HM Treasury, in 13 separate loans at an average interest rate of 2.49%.
73. Drawing of long term borrowing has been supplemented by a continuation of short term borrowing from other local authorities to reduce the overall debt interest expense for the council. The level of short term borrowing from other local authorities as at 30 June stood at £90m.
74. Projections for approved capital expenditure and cash flows indicate that the council may need to borrow up to £130m during 2019-20 bringing the total of new long term borrowing up to £250m by March 2020.
75. The council maintains sizable investment balances, representing income received in advance of expenditure plus balances and reserves held. Investments as at 30 June 2019 were £147m (£126m at 31 March 2019).
76. Council resources that are not immediately required for current expenditure are invested in money market instruments in accordance with the MHCLG Guidance on Local Authority Investments and the approved Investment Strategy. The MHCLG guidance gives priority to security and liquidity and the council's aim is to achieve a yield commensurate with these principles.
77. The annualised rate of return for council treasury management assets for the first quarter of 2019-20 financial year was 0.94%.
78. To assess the treasury management portfolio performance, the council measures the return against a composite investment benchmark of three month LIBID and one to three year gilt index. For the equivalent period of the financial year the benchmark index annualised return was 0.76% indicating an outperformance of the council portfolio versus the benchmark.
79. The rate of investment return generated by the treasury management portfolio is a consequence of the council's prudent, low risk approach to treasury management investing. This is in line with the requirements of the statutory guidance for local government treasury investment issued by MHCLG.

Community impact statement

80. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2019, and HRA budget agreed in January 2019. Although as a monitoring report this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy 2019-20 – revenue budget: Council Assembly 27-02-2019	160 Tooley Street PO Box 64529 London SE1P 5LX	Rob Woollatt 0207 525 0614
Link: http://moderngov.southwark.gov.uk/documents/s80705/Report%20Policy%20and%20Resources%20Strategy.pdf		
Housing Revenue Account: Final Rent-Setting and Budget Report 2019-20: Cabinet 22/01/2019	160 Tooley Street PO Box 64529 London SE1P 5LX	Ian Young 020 7525 7849
Link: http://moderngov.southwark.gov.uk/documents/s79784/Report%20Housing%20Revenue%20Account%20Final%20Rent-Setting%20and%20Budget%20Report%202019-20.pdf		
Capital Strategy and Treasury Management Strategy 2019-20: Council Assembly 27-02-2019	160 Tooley Street PO Box 64529 London SE1P 5LX	Rob Woollatt 0207 525 0614
Link: http://moderngov.southwark.gov.uk/documents/s80714/Report%20Capital%20and%20Treasury%20Management%20Strategy%202019-20.pdf		

APPENDICES

No.	Title
Appendix A	Interdepartmental budget movements months 1 to 4

AUDIT TRAIL

Cabinet member	Councillor Victoria Mills, Finance, Performance and Brexit	
Lead officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report author	Rob Woollatt, Departmental Finance Manager	
Version	Final	
Dated	5 September 2019	
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	n/a	n/a
Cabinet Member	Yes	Yes
Date final report sent to constitutional team	5 September 2019	

APPENDIX A**Appendix A - Interdepartmental budget movements months 1 to 4****Interdepartmental movements to be noted for months 1 to 4**

Department From	Amount £	Department to	Amount £	Description of the budget movement
Children's and adults'	(181,212)	Finance and governance	181,212	Budget transfer for children's services employees

Item No. 9.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy: capital monitoring report, including capital programme update 2019-20 (month 4)	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD – COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT

As ever, the council has continued to deliver major investments and improvements into our borough through the capital programme. A refreshed capital programme for the period 2018-19 to 2027-28 was approved by council assembly in February 2019.

I am delighted to be presenting this latest update of the council's capital and housing investment programmes that underpins so many of our fairer future promises and our council plan priorities. This report not only provides the current status of the hugely ambitious programmes that are in progress but also seeks approval for expansions to current programmes and new schemes that support a range of themes. This includes investing in the capital programme to enable The Old Vic to expand their footprint and build a new community cultural hub for the theatre that will provide a permanent home for the community to train, learn, connect and enjoy. Further, cleaner greener safer (CGS) budgets have been updated for a full ten years up to 2028-29 to further support the council's ongoing commitment to the successful CGS programme to deliver small scale environmental improvement projects and capital grants in response to local community needs.

This investment is additional to investments in school expansions, highways and infrastructure improvements, investment in environment and leisure and in our existing operational assets and IT infrastructure. Further, major regeneration projects are underway at Canada Water, Aylesbury, Elephant and Castle, Camberwell and other parts of the borough, all aimed to make Southwark a great place to live, work and study and to improve the opportunities and outcomes for all residents.

RECOMMENDATIONS

That cabinet:

1. Notes the outturn and resources for 2019-20 and future years for both the general fund and housing investment programmes as detailed in Appendices A, B and D;
2. Approves the virements and variations to the general fund and housing investment capital programme as detailed in Appendix C;

3. Approve the inclusion in the programme of the capital bids set out in Appendix E;
4. Notes the significant funding requirement of £397.5m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A.
5. Notes the significant funding requirement of £122.8m which needs to be identified for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix B.

BACKGROUND INFORMATION

6. On 18 June 2019, the 2018-19 outturn capital monitoring report was presented to the cabinet. This reported the capital outturn position of £215.6m and financing requirement (i.e. borrowing) of £59.4m on the general fund programme and a fully financed £143.8m housing investment programme for the financial year 2018-19.
7. The total programmed capital expenditure over the ten year period 2019-20 to 2028-29 is £618.4m for general fund and £1,748.5m for the housing investment programme.
8. The scale of the capital programme is immense, representing a major element of the council's financial activities. It has a significant and very visible impact on the borough and hence on the lives of those who live, learn, visit and do business in the borough.
9. Due to the size and scale of the programme and the number of projects involved, it is inevitable that unforeseeable delays can occur which lead to some variations against planned spend. Actual resources may also vary to the plan, due to, for example, a delay in the sale of a property, or an external development with s106 or CIL obligations not being brought forward as quickly as anticipated. This has historically resulted in the capital programme being over-programmed in year, whilst retaining a balanced programme over the entire ten year life of the programme. However, the council now faces a position where planned spend is considerably in excess of forecast resources, not only in year, but also over the life of the programme.
10. The council's constitution requires council assembly to agree the capital strategy and programme at least once every four years, ensuring effective financial control and the achievement of value for money, within the provisions of financial standing orders. On 20 February 2019 the council assembly agreed a refreshed 10 year general fund capital programme and housing investment programme (HIP) for the period to 2027-28. Cabinet will consider and approve the refresh of the capital programme on a regular basis through capital monitoring reports to ensure it is fully updated and aligns with the council's key priorities.

KEY ISSUES FOR CONSIDERATION

Programme position at Month 4 2019-20

11. The capital programme is detailed within the report appendices as follows:
 - Appendix A set out the summary of the general fund capital programme

2019-29

- Appendix B sets the housing investment programme 2019-29
- Appendix C sets out capital programme budget virements and variations
- Appendix D provides further information on the general fund capital programme 2019-29.
- Appendix E details new capital programme bids to support the delivery of the refreshed council plan to deliver a fairer future for all. Departmental narratives provide further detail on these bids.

General Fund

12. Attached at Appendix A is a summary of the general fund capital programme position as at month 4. The total programmed expenditure over the period 2018-19 to 2028-29 is £618.4m. The forecast spend in 2019-20 is £167.6m against a budget of £299.1m.
13. Capital expenditure to the end of Month 4 was £19.6m representing 12% of total forecast spend for the year.
14. Appendix C details the budget virements and variations for approval by cabinet.
15. Appendix D provides a breakdown of the programme by directorate and project and the departmental narrative statements (paragraphs 28 to 89) provide further details.
16. This programme position will continue to be monitored and reviewed over the remainder of the financial year and the final outturn position will be reported to cabinet.

Housing Investment Programme

17. The housing investment programme is forecasting total expenditure of £1,744.9m over the period 2019-20 to 2028-29. The forecast spend in 2019-20 is £220.2m against a budget of £271.2m. Spend to the end of month 4 was £28.5m representing 13% of total forecast spend for the year.
18. A breakdown of the schemes and budgets within the housing investment programme is included in Appendix B. Further narrative is provided at paragraphs 90 to 96. The majority of the expenditure on the housing investment programme relates to the Quality Homes Investment Programme.

Resourcing the 2019-20 programme and onwards

19. Capital expenditure is financed through a variety of sources, typically receipts from the sale of capital assets, capital grants, external contributions such as S106 or Community Infrastructure Levy (CIL), from reserves or from revenue budget contributions. Any capital expenditure that is not financed by available capital resources must be financed by borrowing.
20. The strategy for financing the capital programme is to utilise grants, before using council receipts and reserves, thereby minimising any requirements for borrowing which will impact on the council's revenue budget.

21. The council can temporarily utilise other resources in lieu of using external borrowing to fund capital expenditure. This is referred to as internal borrowing. Whilst internal borrowing is a useful treasury management facility to minimise debt financing costs, it merely defers the timing of external borrowing rather than obviating the need.
22. The shortfall in available capital resources is financed from borrowing and will be funded from revenue contributions to support the debt costs over the life of the debt repayment.
23. The treasury management strategy has been to defer external borrowing, borrowing only when needed for liquidity purposes. Whilst this strategy has worked well for the council, saving over £20m since 2011, the increase in capital spending can no longer be financed entirely from internal borrowing. Accordingly since 2017-18 the council has needed to borrow externally to finance previous capital spending and to maintain target cash balances.
24. The make up of the capital programme is significantly influenced by the scale of resource availability from grants, s106, community infrastructure levy (CIL) and capital receipts and their timing. Over the life of the programme, all commitments must be met from anticipated resources. In the event of any shortfall in resources to fund the programme in any particular year the council would need to consider the use of prudential borrowing to bridge the gap. The cost of servicing the debt will be a charge to the revenue budget and funded from savings and/or returns on investments.
25. In the current ten year programme included within this report, there is a forecast shortfall of available funds of £397.5m to meet the planned general fund capital commitments and £122.8m to fund the ambitious housing investment programme.
26. In addition, proceeds from capital receipts are continually kept under review especially for sales and development agreements. Financing will require careful monitoring of commitments and a drive to secure the forecast capital receipts and other resources as planned over the rest of the financial year. As part of work to review capital financing, a review of s106 has been undertaken to identify where contributions can appropriately be utilised to support the capital programme, subject to the agreement of the planning committee.
27. In developing and managing its capital programme the council has to maintain clear control on the selection and use of resources to finance capital expenditure. Strategies for investments, borrowing and treasury management facilitate this control and assist the council to have clear strategic direction on its use of resources. Beyond 2019-20, there are likely to be future demands for borrowing and these will be assessed as necessary at the time as part of our treasury management strategy. In accordance with the approved strategy, £130m is planned to be borrowed externally in 2019-20 with further external borrowing expected in 2020-21. The timing of any decision to borrow will be mindful of cash flows and risk/probability of future interest rate increases.

Departmental updates

28. The sections below provide commentary on the budget outturn position by department for 2019-20.

GENERAL FUND (APPENDIX A)

PLACE AND WELLBEING

29. The total value of the capital programme for the department over the period 2019-20 to 2028-29 is £262.9m. Project managers have reviewed the progress of the various schemes and budgets have been re-profiled in line with anticipated spend. Total expenditure incurred to end of July 2019 amounted to £5.2m and the forecast spend for 2019-20 is £93.5m.

Regeneration Division

30. The regeneration division (comprising of 4 project areas namely Regeneration North, Regeneration South, Regeneration Capital Works & Development and Property Services) has a combined budget of £145.5m with a projected expenditure of £79.3m in 2019-20 and the remaining spend profiled across future years.

Walworth Road Town Hall

31. Following an extensive marketing process to gain third party investment into the town hall, two bids were received outlining proposals for employment, arts and culture hubs. In March 2019 cabinet approved General Projects as the successful bidder to take forward the Walworth town hall project. General Projects have undertaken some initial community engagement to help develop the proposals and specifically the community arts and culture space. Further consultation will be undertaken during the pre application phase which will commence in September culminating in the submission of a listed building and planning applications in quarter 1 of 2020-21.

Canada Water Leisure Centre

32. In March 2018, cabinet agreed to enter into a master development agreement with British Land (BL) to regenerate the shopping centre, former print works and mast leisure sites. Cabinet, further agreed that "plot A2" within this large site would be the preferred location for the new Canada Water leisure centre. The high level specification for the project incorporates an 8 lane 25m swimming pool, learner pool, 4 court sports hall, gym, dance studio's, spin studio's and changing facilities. BL have subsequently submitted a detailed planning application for phase 1 [which includes plot A2] and a decision on the scheme is now expected to be taken by planning committee in September.
33. Cabinet in March 2018 also endorsed a framework for taking forward the project which includes agreement on a council budget cap of £35m meaning the council's contribution to the scheme from its capital programme will not be greater than this figure. The capital programme refresh for 2018-19 to 2027-28 which was approved in the cabinet meeting held on 24 July 2018 included a £35m allocation for the project. A RIBA stage 3 design has now been agreed which includes for enhanced studios, gym, and learner pool with a moveable floor. The rebased project budget remains within the framework approved by cabinet. The timetable for the next stage of the design process is dependent on planning approval.

Top Quality Playground - Mint Street

34. The works are complete and the adventure playground and building, together with the public playground, are in operation. The project defects period has now expired and all internal defects and snags from the new building have been addressed. The team is working closely with the parks and leisure team and the main contractor to address the remaining issues in the public playground.

Aylesbury Plot 18

35. The plot 18 scheme delivers a range of new high quality community facilities at the heart of the Aylesbury estate underpinning the regeneration programme. The scheme will be delivered under the development partnership with Notting Hill Genesis and a capital allocation of £38m is currently included within the capital programme. Having selected a preferred contractor for the scheme, and successfully concluded scheme value engineering, officers are currently progressing documentation for contractor appointment, subject to NHG board approval anticipated in September, which will allow commencement of works on site by the end of the year.

London Bridge Portfolio

36. Potential addition of income generating assets to replace revenues foregone from the commercial portfolio, where other assets have been released into home building, regeneration and disposal programmes. In so doing poorer quality assets are being replaced with significantly better ones in investment terms.
37. On 11 December 2018 cabinet agreed the addition of a mixed use asset at Courage Yard, SE1 in the vicinity of Tower Bridge to the portfolio. The purchase price was £89m, exclusive of costs and tax (c. £5.2m) making a total value of £94.2m. Looking ahead, one further acquisition to complete the portfolio is anticipated, in line with our commercial property investment policy.

Planning and Transport Division

38. The planning division (comprising of 2 project areas, namely transport planning and planning projects) has a combined budget of £16.2m with £14.1m projected to spend in 2019-20 and the balance profiled over future years.
39. The transport planning budget of £7.9m is largely funded by Transport for London (TfL) to deliver transport improvement programme as contained within the borough's movement plan. Planning projects budget of £6.2m is funded mainly by s106 to deliver various projects to mitigate the impacts of new developments, improve public realm, parks and open spaces as well as supporting the commercial viability of local shopping areas.

Planning Projects

40. A number of projects totalling nearly £1.3m are currently on site or have been completed by the regeneration teams which promote the council's programme for supporting high streets. The schemes for East Street (the "What Walworth Wants" programme) and Harper Road have been completed while the; Walworth Road; Lower Road, Tower Bridge Road and Rye Lane are currently on site or well advanced in the design phase. The first phase of the part HLF funded

Peckham townscape heritage initiative is complete and the second phase of the programme has been tendered and shortly to start on site.

41. Schemes funded by neighbourhood CIL are also being developed with colleagues in Highways, Parks and the Regeneration divisions. Surrey Docks Farm is currently undergoing a £500k rebuilding programme funded by the local CIL which will greatly expand their education facilities. Projects under development include pedestrian improvements in Camberwell and Dulwich and parks in the Bankside area.

TfL Funded Works

42. Initial works on Long Lane have been completed with longer term measures being explored in 2019-20. Having installed over 82 lamppost charging points, the council is over halfway to achieving the target of 150 charging points by March 2020.
43. The bus improvement programme has seen many minor interventions completed however there are a number of more major schemes that will take several years to reach completion. Design and community engagement for these schemes is ongoing through this financial year.
44. Cycle Super-Highway 4 Lower Road-The outline design for the project is now complete, and consultation started in the summer and will be completed by October 2019. The council is still negotiating on TfL contribution, and cabinet will be provided an update once these negotiations are complete.
45. The capital programme also includes the remaining s106/CIL contribution of £35.3m (part of the total £63m) agreed by the council towards the strategic transport improvements project in Elephant & Castle.

Capital Bid

46. Cabinet approved the draft Head of Terms and finance arrangements on 16 July 2019 for the loan of £3,750,000 to enable The Old Vic to expand their footprint to build a new community cultural hub for the theatre called The Annex, to open in 2022 that will provide a permanent home for the community to train, learn, connect and enjoy. Full details and background were provided in a separate report which was approved in Cabinet meeting held on 16 July 2019. The additional budget is included in Appendix E for cabinet approval.

CHILDREN'S AND ADULTS' SERVICES

47. The total value of the departmental capital programme for the period 2019-20 to 2028-29 is £143.6m. The forecast departmental capital outturn for 2019-20 is £22.0m.

Adult Social Care

48. The capital programme budget for the period 2019-20 to 2028-29 is £40.4m, the main projects being; £10.7m in respect of a programme of improvements to existing care settings, £10m for the provision of an additional bed-based care facility, £7.9m for an essential lifecycle capital programme for four residential care homes and £5.4m for the Cator Street older peoples' hub and day centre.

No additional capital requirements for Adult Social Care are identified in this report.

49. The remodelling and refurbishment of Castlemead, 232 Camberwell Road for mental health services has been completed, the teams having moved to the premises in August 2019.
50. Preparatory work is under way on the Cator Street 2 site, where the new older people's hub and day centre are to be sited. This new facility will be adjacent to, and integrated with, the existing Flexicare housing at the Cator Street 1 site and this second phase of the build will incorporate a further 42 Flexicare flats.
51. The Adult Social Care Capital Board has identified a number of priorities in 2019-20 to meet current and future needs of vulnerable adults in the borough. The council is actively working with commissioned providers and partners to ensure sufficient capacity and choice of high quality provision across the borough.

Children's Services

52. The capital programme budget for 2019-20 to 2028-29 is £109m. This consists of £45m development of Charter & Rotherhithe Schools, £27m refurbishment and £12m on Beormond Special School. There is a further £8m which is the last remaining commitment from the Southwark Schools for the Future programme for the rebuilding of SILS K3. The overall programme is focussed on rightsizing provision, ensuring the estate remains fit for purpose and also on contributing to addressing high needs provision in the borough.
53. The overall context is that there is spare capacity in the primary sector because of falling rolls relating to a reduced birth rate and a slow down in growth in the secondary sector. Opportunities are being explored for rationalisation of buildings to make the best use of existing assets to reduce running costs for schools. There is also pressure to increase place supply for children with special needs, which is a national pressure.
54. Following the completion of the vast majority projects in school expansion which have now been successfully handed over, the key remaining project on school expansion is at Rotherhithe School, which received planning consent in April 2019 and is targeted for opening in the Autumn term 2021. The enabling works have started on site to ensure that the main works contract can be completed as quickly and safely for school as possible without overly disrupting their day to day operations. Funding for this project needs to be monitored closely given the absence of basic needs grant. This grant may become available again however if we are able to identify need for the Old Kent Road area.
55. Work is progressing well on Charter School East Dulwich. Phase 2 includes the sixth form centre. A key aspect of completion is dependent on the NHS relocation and works will be scheduled to start on site in April 2019 and complete by September 2021.
56. Additional classrooms at Phoenix Primary have been added to accommodate additional forms of entry in time for the start of term 2019. In addition work is planned to start this year on the Riverside School project with funding initially coming from the schools own balances.

57. The Primary Schools Refurbishment programme for 2019-20 has made good progress over the summer holidays and is now substantially complete.
58. Air Quality improvement works are been undertaken to Ilderton Primary School to improve the air around the school especially from road pollution. These works incorporate a new acoustic boundary screen to the school and the planting of green walls and trees, which has proven to reduce NOX emissions. The works are set to commence on site in September 2019 and complete by November this year. Work is also underway to procure air quality audits of schools.
59. A key priority of the programme is the provision of SEN places, building upon the work at Cherry Garden School which completed earlier in the year. The SEN capital grant of £1.7m in 2019-20 has been used to complete work at Park College post 16 provision, which started in 2018-19, which is now open. In addition significant work is also underway at SILS KS3 in 2019-20. However there has been some slippage in the opening of resource units at COLA and Charter School East Dulwich and Spa Bermondsey (being separately managed). In addition the planned project at SILS KS4 and Beormond School needs to be reviewed given the change in market conditions, and this may be subject to a future capital bid.
60. Finally in future there may be capital bids for other priority area such as Adult Learning.

ENVIRONMENT AND LEISURE

61. The total value of the departmental capital programme for the period 2019-20 to 2028-29 is £106.4m. The latest projected spend for the year 2019-20 is estimated to be £30.0m. The budget has been re-profiled in line with the projected expenditure for 2019-20 and future. The progress of major schemes is outlined below.

Highways

62. The Highways capital renewal programme is currently forecast to complete in quarter 4 and no major risks are envisaged. Projected spend for the planned maintenance aspect is £5.548m and current spend reflects about a third of this. £800k from this budget represents the devolved highways budget, of which approximately £373k remains unallocated at present. The remaining budget of £300k represents highway structures maintenance.
63. There has been a slow start to delivery on the principal roads programme as the main component of this budget was Southwark Bridge Road which was scheduled for May. However, in discussion with Transport for London (TfL) this work has been deferred to a later year and replacement schemes have been identified and programmed accordingly.
64. Works for the Southwark spine (paid for from the cycling infrastructure fund) have commenced on site. Funding available from the LIP allocation will be used first.

- 65. Works for three 20mph improvement schemes are programmed for construction in the coming year.
- 66. Junction improvement works for Rotherhithe New Rd have been reprogrammed and are now under construction.
- 67. Minor design change has led to a slight delay on St Saviours Dock footbridge but this will be complete by the end of August 2019 and within budget.
- 68. Currently capital programme includes cleaner greener safer budgets up to 2023-24 only. This budget has been updated for a full ten years up to 2028-29 leading to a capital budget variation of £9.4m (£1.88m per annum) and this is reflected in Appendix C for cabinet approval. This bid is to further support the council's ongoing commitment to the successful CGS programme to deliver small scale environmental improvement projects and capital grants in response to local community needs. The addition of this bid means that an equivalent level of provision exists for these schemes in every year of the programme to 2028-29.

Flood Prevention

- 69. Coleman Road flood alleviation project completed within 2018-19 with work ongoing as planned for the gulley replacement programme. A number of new sustainable drainage (SuDS) schemes are currently under development across the borough mostly in housing estates and in Melior Street and Snowfields. A major project is being developed to protect properties in Peckham Rye area.

Asset Management

- 70. Lamp column replacement on the basis of structural integrity and lantern replacement for energy consumption reduction continues as per programme.

Parks and Leisure

- 71. Delivery of the cemetery strategy continues in order to create further burial space and make associated infrastructure improvements. The contract has been awarded for Area Z phase 2 landscaping works, and these are due to commence on site in September 2019. Camberwell new cemetery small lodge refurbishment is completed. The contract has been awarded for the enabling works at Nunhead cemetery lodge and these works are to commence in September 2019.
- 72. Major Parks: Burgess Park west involving major landscaping and the creation of a new playground is now complete, with official opening event held in June 2019. Construction of the iconic new café building and associated landscaping work at Southwark Park is completed. Works to complete Internal fit out of the café to progress in quarter 2 of 2019-20.
- 73. Burgess Park old library baths and wash house building restoration - the condition survey is completed. Property consultants are now preparing marketing material to advertise for partner operator and the advert is to go out in September.
- 74. Southwark athletics centre - detailed design is in progress. Planning application has been submitted.

75. Burgess Park urban games project is progressing. Consultation on the draft plans are due to take place starting in September 2019.
76. Burgess Park sports centre - planning application has been submitted and decision is due in September. GW2 for building architects services RIBA stage 4 contract has been awarded for the Burgess Park sports centre hub.
77. Design approval and planning submission for Pelier Park expected in quarter 2. Cossall Park - final adjustments to the master plan design in progress, to be completed by early September 2019, final design and construction for Leathermarket Gardens expected in quarter 2.
78. Works at Dulwich leisure centre on the air cooling was delayed due to the contractor going into administration. This has now been resolved with a new contractor currently on site and the project is due to be completed by the end of August 2019.
79. All of projects currently in delivery are on budget within the parks and leisure capital programme. Contract awarded for the enabling works at Nunhead East lodge with works due to commence in September 2019.

Culture

80. Library Management System (LMS): The LMS is the overarching database for the library service containing book stock and library membership records. The existing LMS with Capita has been in place for over 20 years, is now no longer fit for purpose and the current contract does not represent good value for money. A new LMS provided by Civica has been procured. This LMS is more efficient, has additional functions, is more user friendly for both staff and customers and enables cost savings to be made. The project to transition to the new LMS is in progress and is anticipated to be completed by January 2020.
81. In January 2019 cabinet agreed to lease 145-147 Walworth Road in the new Elephant Park development for a new library and heritage centre. The design and fit out of these units are being progressed by Southwark council with Lendlease. Good progress is being made. Community engagement on the project has been undertaken, planning permission has been secured, and architects for the fit out have been appointed.
82. Following further technical and cost bench-marking with other comparable projects it has been concluded that additional resources will be needed to fit out the premises to meet the council's brief for the facility. In particular the costs of the display of the heritage collection which is an important and unusual aspect of the project are higher than initially estimated in the original £2.3m allocation. In total the costs of fitting out the ground floor of the premises are now anticipated to be £3.3m including contingency. Technical studies have concluded that a mezzanine floor could be deliverable at the premises and this would add an additional 150sq.m of space. The introduction of this space would provide greater flexibility for the service and would provide scope for quiet activities such as reading and study which would otherwise be difficult to provide in a single ground floor area. This option would increase the total additional resources needed to £1.8m [including contingency] resulting in a total budget of £4.1m.

This budget has been increased by a capital budget variation of £1.8m and this is reflected in Appendix C for cabinet approval.

HOUSING AND MODERNISATION

83. The total value of the Housing and Modernisation general fund capital programme for the ten years to 2028-29 is £97.0m and comprises a diverse range of activity, mostly of a corporate nature. Spend of around £17.4m is currently forecast for 2019-20.

Modernise – Corporate Facilities Management (CFM)

84. The CFM programme aims to ensure the council meets its responsibilities for ensuring its operational buildings are statutory compliant to ensure the health, safety and wellbeing of its employees and service users. This is achieved through a comprehensive inspection and assessment regime and building life-cycle maintenance programme. The forecast spend for 2019-20 is £4m.

Modernise – Queens Road 4

85. QR4 represents a critical element in the council's office accommodation strategy by rationalising existing office provision into a two-hub model at Tooley Street and the Queen's Road complex. This will enable the disposal of a number of buildings that are at or near the end of their useful life, generating cash receipts for the wider capital programme or providing development opportunities for the council's new homes programme as appropriate. Total scheme cost is £19.75m, with delivery scheduled for spring 2021. The project is currently at design stage with estimated spend of around £0.5m in-year.

Modernise – Shared Information and Communication Technology Service (SICTS)

86. There are a number of major projects underway and new projects in development; not least the proposed data centre migration to a cloud computing environment (Azure). Proposals are also being formulated to change the current operating model to ensure tangible improvements in service delivery are achieved in timescale and budget. The impending appointment of a permanent managing director to oversee the SICTS is critical to improving strategic planning, governance and operational resilience going forward. At this juncture the outturn position is shown to be in line with the original financial model, but this needs to be heavily caveated given the uncertainty in relation to the future quantum of resources required, the relative balance between revenue and capital and the planned timeline and spend profile.

Modernise – Smart Working Programme

87. The 'modern ways of working' capital programme budget exists to support investment in the delivery of smart working environments, enabling council employees to work in much more flexible and efficient ways to deliver services. The recent appointment of the strategic programme manager will accelerate the development of a comprehensive smart working programme. Funding for aspects of this programme has already been identified in Modernise, ITDS and CFM programmes and will be consolidated under the programme lead once the

resource requirement has been fully determined. In the interim, the spend forecast assumes £1m for planned activity in the current year.

Asset Management – Housing Renewal

88. Housing Renewal comprises a range of initiatives that principally support people living in private sector accommodation to remain living independently through assistance with repairs and maintenance and adaptations to their homes. Support is also provided to landlords and property owners to bring their properties back into use. The programme is largely funded through Disabled Facilities Grant (DFG) and the council's own resources for the provision of grants and loans. Forecast spend for 2019-20 is very close to target at £2.7m.

Resident Services – Traveller Sites

89. Reconfiguration and improvement works to address health and safety and compliance issues are well progressed and due to complete in 2019-20 with forecast spend of £1.1m. Works to the Ilderton Road West site have been completed, and the temporary site at Devonshire Grove, used to relocate occupants during works, has now been decommissioned. Grant funding of £1.738m has been secured from the Greater London Authority (GLA) towards the cost of this works programme.

HOUSING INVESTMENT PROGRAMME (HIP)

90. Overall, the HIP is forecast to spend £220m in 2019-20, comprising £100m on existing stock, £109m on new council homes including acquisitions and site assembly costs and £11m on wider regeneration schemes. Over the next ten years, the council is planning substantial investment in its existing housing stock and building new council homes. This level of investment will inevitably require borrowing, specifically for the new homes programme and investment in the council's heat network, which cannot be sustained through the revenue budget. At the same time, the council must ensure the HIP remains sustainable and affordable. Maintaining prudential levels of borrowing will require continuous monitoring, review and where necessary, re-profiling of programmes and projects in line with resource availability.

Quality Homes Investment Programme (QHIP)

91. QHIP is the principal strand of the council's asset management strategy for maintaining and renewing the existing housing stock and is the successor to Warm, Dry, Safe (WDS). QHIP recognises the need for a cyclical approach to maintenance and aims to address wider investment needs including internal works, such as kitchens and bathrooms. Spend in 2019-20 is forecast at £69m. In light of other programme commitments and borrowing capacity, further re-profiling of QHIP in subsequent years will be necessary.

Heat Network Strategy

92. The council's Heat Network Strategy recognises the substantial investment required in its ageing heat network. Running alongside this is the council's ambitious commitment to be carbon neutral by 2030. A report commissioned in 2016 by industry experts Parsons Brinckerhoff estimated investment of £100m over ten years and a total of £350m over forty years would be required to

address the situation. The programme to deliver the strategy is currently being developed and based on that advice an additional £50m (over and above the £50m already in the HIP) is being set aside towards meeting this commitment. This is an initial estimate and both the amount and spend profile are subject to change as the programme becomes better defined.

Special Schemes

93. The special schemes programme covers those estates identified as high need/high cost requiring extensive repair and refurbishment. The schemes by their nature are complex and resource intensive and require bespoke funding solutions outside of the main QHIP programme. Programme spend of £51m has been identified through to 2028-29, with £20m spend forecast in 2019-20, principally for the Tustin estate. Programme spend will increase as other schemes, such as the Ledbury estate tower block are progressed.

New Council Homes

94. The council aims to deliver 2,500 new council homes by 2022, with 654 having been built so far. Projects are on site to deliver a further 223 council homes and schemes to deliver a further 539 have received planning permission. Achieving the longer-term commitment to build 11,000 homes by 2043 will require more land for development than is currently available and this is reflected in the HIP with resources earmarked for site assembly. The current spend forecast is £109m for 2019-20.

Regeneration Schemes

95. Forecast spend on regeneration schemes for 2019-20 is £11m. The most significant regeneration scheme is the Aylesbury estate, which is planned in four phases. Forecast expenditure in 2019-20 is £7m which is almost exclusively for acquisitions. The project has been subject to unavoidable delays arising from the rejection of the council's original CPO application resulting in a slower acquisition completion rate for phases 1 and 2. Given the continued uncertainty further revisions to the current forecast and the overall acquisition programme are possible and will be kept under review.
96. Phase 3 environmental works on the East Dulwich estate are due to commence in this year at an estimated cost of £1.7m. The scope of the works includes playground refurbishments and new communal gardens, new car parking areas and pedestrian paving, new planting across the estate and minor drainage works.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

97. The council has a duty to maintain a balanced budget throughout the year and, accordingly, members are required to regularly monitor the council's financial position. Section 28 of the Local Government Act 2003 imposes a duty on the council to monitor its budgets throughout the financial year, using the same figures for reserves as were used in the original budget calculations. The council must take necessary appropriate action to deal with any deterioration in the financial position revealed by the review.

98. The capital programme satisfies the council's duty under the Local Government Act 1999 which requires it to make arrangement to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Capital programme refresh for 2018-19 to 2027-28	Southwark council Finance and Governance 160 Tooley Street London SE1 2QH	Rob Woollatt, Interim Departmental Finance Manager, Finance and Governance
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s80724/Report%20-%20Capital%20Refresh.pdf		

APPENDICES

No.	Title
Appendix A	General fund summary monitoring position at Month 4 2019-20
Appendix B	Housing investment programme summary monitoring position at Month 4 2019-20
Appendix C	Budget virements and variations at Month 4 2019-20
Appendix D	General fund programme detail at Month 4 2019-20
Appendix E	New capital bids

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Finance, Modernisation and Performance	
Lead Officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report Author	Rob Woollatt, Interim Departmental Finance Manager, Finance and Governance	
Version	Final	
Dated	5 September 2019	
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 for Finance and Governance.	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		5 September 2019

Appendix A - General fund summary monitoring position at Month 4 2019-20

Department	2019/20				2020/21			2021/22+			Total Programme 2019/20-28/29		
	Revised Budget	M4 Actuals	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's and Adults' Services	59,024	8,411	21,969	(37,055)	44,006	69,176	25,170	40,522	52,407	11,885	143,552	143,552	-
Southwark Schools for the Future	8,566	1,000	4,723	(3,843)	-	3,706	3,706	-	137	137	8,566	8,566	-
Environment and Leisure	47,234	4,042	30,048	(17,186)	15,278	25,327	10,049	43,907	51,044	7,137	106,419	106,419	-
Housing and Modernisation	24,580	930	17,405	(7,175)	14,993	19,393	4,400	57,444	60,219	2,775	97,017	97,017	-
Place and Wellbeing	159,645	5,210	93,468	(66,177)	61,528	62,007	479	41,707	107,405	65,698	262,880	262,880	-
TOTAL EXPENDITURE	299,049	19,593	167,613	(131,436)	135,805	179,609	43,804	183,580	271,212	87,632	618,434	618,434	-
FUNDED BY:													
Corporate Resource Pool	39,459	-	39,459	-	22,500	22,500	-	22,500	22,500	-	84,459	84,459	-
Reserves	869	-	-	(869)	-	869	869	3,412	3,412	-	4,281	4,281	-
Capital Grants	34,156	2,258	23,538	(10,618)	27,973	22,384	(5,589)	10,106	26,313	16,207	72,235	72,235	-
Section 106 and CIL	12,759	290	10,226	(2,533)	16,251	18,039	1,788	20,057	20,802	745	49,067	49,067	-
External Contributions	9,407	14	830	(8,577)	1,480	1,047	(433)	-	9,010	9,010	10,887	10,887	-
TOTAL RESOURCES	96,650	2,562	74,053	(22,597)	68,204	64,839	(3,365)	56,075	82,037	25,962	220,929	220,929	-
Financing to be agreed (see paragraphs 19-27)*			93,560			114,770			189,175			397,505	-

*In the event that there is a shortfall in funding in any particular year, that gap will need to be bridged by borrowing.

Appendix B - Housing investment programme summary monitoring position at Month 4 2019-20

Project description	2019/20			2020/21			2021/22			2022/23+			Total Programme 2019/20-28/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Warm Dry and Safe															
WDS 2-year programme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS 2012 major works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS 2013 major works	20	20	-	-	-	-	-	-	-	-	-	-	20	20	-
WDS 2014 major works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS 2015 major works	4,388	2,047	(2,341)	90	1,660	1,571	-	771	771	1,155	1,155	-	5,633	5,633	0
M&E heating	299	59	(240)	-	-	-	-	240	240	-	-	-	299	299	(0)
M&E electrical	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS Leathermarket JMB	2,704	4,150	1,446	2,704	2,063	(641)	805	-	(805)	-	-	-	6,213	6,213	-
	7,411	6,276	(1,135)	2,793	3,723	930	805	1,011	206	1,155	1,155	-	12,165	12,165	0
Special Schemes/HINE															
Chilton Grove Wall - Decent Homes	663	663	-	1,574	1,574	-	67	67	-	-	-	-	2,304	2,304	-
Tustin	19,796	16,499	(3,297)	12,049	14,231	2,181	-	866	866	559	809	250	32,404	32,404	-
Portland	448	220	(228)	-	-	-	-	-	-	506	-	(506)	954	220	(734)
Damory/Thaxted externals	(565)	(565)	-	465	674	209	250	41	(209)	-	-	-	150	150	(0)
Maydew	1,155	1,100	(55)	11,917	11,973	55	-	-	-	-	-	-	13,072	13,072	0
Four Squares (HINE)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lakanal House	189	174	(16)	-	-	-	-	16	16	-	-	-	189	189	0
Ledbury Refurbishment	2,000	2,000	-	-	-	-	-	-	-	-	-	-	2,000	2,000	-
	23,687	20,091	(3,596)	26,005	28,451	2,446	317	989	672	1,065	809	(256)	51,075	50,340	(734)
Asset management Strategy (Inc. Kitchens & Bathrooms & LD2)															
Asset Management Strategy	57,436	62,337	4,901	90,251	90,251	-	166,012	166,012	-	404,037	399,135	(4,901)	717,736	717,736	(0)
Installation of LD2	2,455	2,000	(455)	2,000	2,000	-	2,000	2,000	-	14,497	14,952	455	20,952	20,952	0
FRA Contingency Budgets (including Type 4 Fire Risk Assessment)	4,792	4,792	-	5,188	5,188	-	4,000	4,000	-	16,000	16,000	-	29,980	29,980	-
	64,683	69,129	4,447	97,439	97,439	-	172,012	172,012	-	434,534	430,087	(4,447)	768,668	768,668	(0)
HEAT NETWORK STRATEGY															
Heat Network Strategy	-	-	-	5,000	5,000	-	5,000	5,000	-	40,000	40,000	-	50,000	50,000	-
Heat Pumps	168	168	-	6,248	6,248	-	692	692	-	-	-	-	7,108	7,108	-
	168	168	-	11,248	11,248	-	5,692	5,692	-	40,000	40,000	-	57,108	57,108	-
Regeneration															
Aylesbury Estate regeneration	7,443	7,443	-	10,276	10,276	-	3,596	3,596	-	-	-	-	21,315	21,315	-
Bermondsey Spa refurbishment	10	-	(10)	-	-	-	-	-	-	-	-	-	10	-	(10)
East Dulwich Estate	1,700	1,260	(440)	667	1,286	619	300	121	(179)	-	-	-	2,667	2,667	(0)
Elmington Estate	366	366	-	-	-	-	-	-	-	-	-	-	366	366	-
Heygate Estate	164	164	-	-	-	-	-	-	-	-	-	-	164	164	-
Local authority new build	122	122	-	-	-	-	-	-	-	-	-	-	122	122	-
Wooddene - Acorn Plant Reprovision	1,000	50	(950)	1,000	-	(1,000)	1,056	-	(1,056)	-	-	-	3,056	50	(3,006)
Aylesbury PPM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Regeneration Commercial properties	692	692	-	-	-	-	-	-	-	-	-	-	692	692	-
Tustin Low Rise works	450	450	-	150	150	-	-	-	-	-	-	-	600	600	-
	11,946	10,546	(1,400)	12,094	11,712	(381)	4,952	3,717	(1,235)	-	-	-	28,992	25,976	(3,017)
New Builds															
Hostels new build	393	393	-	-	-	-	-	-	-	-	-	-	393	393	-
Hidden Homes	6,083	4,811	(1,271)	376	1,609	1,233	-	38	38	-	-	-	6,459	6,459	(0)
SRPP	17,904	17,904	-	72,465	72,465	-	51,404	51,404	-	20,152	20,152	-	161,925	161,925	-
Direct Delivery - New Council Homes Phase 1	8,753	8,277	(475)	9,349	7,888	(1,460)	4,435	6,210	1,776	-	160	160	22,536	22,536	-
Direct Delivery - New Council Homes Phase 2	95,785	47,620	(48,165)	125,100	125,100	-	114,530	162,695	48,165	124,187	124,187	-	459,602	459,602	(0)
	128,918	79,006	(49,912)	207,290	207,062	(228)	170,368	220,348	49,979	144,338	144,499	160	650,914	650,914	(0)
Acquisitions															
Acquisitions & S106 properties	28,477	28,530	53	26,628	26,628	-	18,724	18,724	-	73,869	73,869	-	147,698	147,751	53
Ledbury Acquisitions	2,000	2,000	-	3,241	3,241	-	3,241	3,241	-	-	-	-	8,481	8,481	-

Project description	2019/20			2020/21			2021/22			2022/23+			Total Programme 2019/20-28/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	30,477	30,530	53	29,869	29,869	-	21,965	21,965	-	73,869	73,869	-	156,180	156,232	53
Other programmes															
Adaptations	1,600	1,600	-	1,600	1,600	-	1,600	1,600	-	11,200	11,200	-	16,000	16,000	-
Cash incentive & Home owner buy back scheme	371	630	259	371	371	-	371	245	(125)	133	-	(133)	1,246	1,246	-
Disposals costs	400	400	-	400	400	-	400	400	-	1,120	1,120	-	2,320	2,320	-
Hostels accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold / freehold acquisitions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major voids	372	372	-	381	381	-	-	-	-	-	-	-	753	753	-
Security	202	202	-	100	100	-	100	100	-	-	-	-	402	402	-
T&RA halls	704	904	200	1,662	1,462	(200)	-	-	-	-	-	-	2,366	2,366	-
Heating Energy Efficiency Measures (North Peckham Pipeworks)	162	162	-	60	60	-	-	-	-	-	-	-	222	222	-
Other Installation of Sprinkler & smoke detection	79	79	-	-	-	-	-	-	-	-	-	-	79	79	-
Ledbury Tenants-Assistance with moving costs	56	56	-	-	-	-	-	-	-	-	-	-	56	56	-
Misc. Tenants Homeloss Assistance & Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Damage Reinstatement	2	2	-	-	-	-	-	-	-	-	-	-	2	2	-
Sceaux Gardens Assistance with moving costs	-	25	25	-	-	-	-	-	-	-	-	-	-	25	25
	3,949	4,433	484	4,574	4,374	(200)	2,471	2,345	(125)	12,453	12,320	(133)	23,446	23,471	25
	271,239	220,179	(51,061)	391,311	393,878	2,567	378,583	428,079	49,496	707,414	702,738	(4,676)	1,748,548	1,744,874	(3,673)
FINANCED BY:															
Capital Receipts b/fwd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital receipts Leather Market Self financing	2,704	4,150	1,446	2,704	2,063	(641)	805	-	(805)	-	-	-	6,213	6,213	-
Capital Receipts	51,045	21,369	(29,676)	9,000	46,329	37,329	8,000	8,000	-	31,500	16,000	(15,500)	99,545	91,698	(7,847)
Additional New Build Receipts-SRPP	-	-	-	-	-	-	-	22,107	22,107	-	-	-	-	22,107	22,107
RTB Receipts - Restricted to New Build (incl buybacks)	11,450	14,427	2,977	11,716	23,596	11,879	10,392	29,627	19,235	9,314	41,871	32,557	42,873	109,520	66,648
Major Repairs Reserves	51,000	61,921	10,921	51,000	51,000	-	51,000	51,000	-	153,000	357,000	204,000	306,000	520,921	214,921
Revenue Contribution	20,745	20,745	-	20,745	20,745	-	20,745	20,745	-	62,234	71,371	9,136	124,469	133,605	9,136
Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Homes Grant	29,513	17,406	(12,107)	34,723	29,452	(5,271)	19,700	27,087	7,388	-	13,921	13,921	83,936	87,867	3,931
Other Grants	-	-	-	-	-	-	-	-	-	5,537	-	(5,537)	5,537	-	(5,537)
Section 106 Funds	52,170	48,172	(3,998)	12,223	20,343	8,120	10,901	10,000	(901)	19,892	22,372	2,479	95,186	100,887	5,701
Borrowing - New Build	-	11,510	11,510	-	146,431	146,431	-	137,668	137,668	-	97,172	97,172	-	392,781	392,781
Borrowing - Acquisitions and site assembly	-	20,479	20,479	-	20,192	20,192	-	15,823	15,823	-	43,032	43,032	-	99,525	99,525
Borrowing - Heat Network	-	-	-	-	11,248	11,248	-	5,692	5,692	-	40,000	40,000	-	56,940	56,940
TOTAL RESOURCES	218,628	220,179	1,551	142,110	371,398	229,288	121,542	327,749	206,207	281,477	702,738	421,261	763,758	1,622,064	858,307
Forecast variation (under)/over	52,612	0		249,201	22,480		257,041	100,330		425,937	0		984,790	122,810	

Appendix C - Budget virements and variations at Month 4 2019-20										
Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
	£	£	£	£	£	£	£	£	£	£
CURRENT PROGRAMME AS AT Month 12 2018	101,647,172	40,355,801	142,002,973	9,285,582	88,573,772	95,214,070	256,569,741	591,646,138	1,240,851,469	1,832,497,607
Month 4 virements to be approved										
Children's										
Redriff	(2,621,643)		(2,621,643)					(2,621,643)		(2,621,643)
Mobile Classroom for St Thomas the Apostle	(50,500)		(50,500)					(50,500)		(50,500)
Albion	81,774		81,774					81,774		81,774
Rotherhithe Primary School Expansion	2,590,369		2,590,369					2,590,369		2,590,369
SSF										
KS3 SILS				(720,000)				(720,000)		(720,000)
Housing and Modernisation										
Workplace Operational						(1,000,000)		(1,000,000)		(1,000,000)
Smart Working						1,000,000		1,000,000		1,000,000
IT planned preventative programme (CRP)						(2,285,829)		(2,285,829)		(2,285,829)
QR4- IT Corporate						2,285,829		2,285,829		2,285,829
Adult Social Care										
Adult PSS Capital Allocations (Old)		(5,691,256)	(5,691,256)					(5,691,256)		(5,691,256)
Adult PSS Capital Allocations (New)		5,363,409	5,363,409					5,363,409		5,363,409
OP Anchor Blue		(237,119)	(237,119)					(237,119)		(237,119)
OP Anchor Green		245,381	245,381					245,381		245,381
OP Anchor Rose		(8,262)	(8,262)					(8,262)		(8,262)
OP Hub and Day Centre		300,000	300,000					300,000		300,000
OP Southwark Resource Centre		27,847	27,847					27,847		27,847
Environment and Leisure										
GMH Park accommodation refurbishment					(22,758)			(22,758)		(22,758)
Dickens Square Project					(21,285)			(21,285)		(21,285)
Leyton Sq Project					(3,140)			(3,140)		(3,140)
Top Quality Playgrounds					3,140			3,140		3,140
Walworth Library & Heritage Centre					6,000,000			6,000,000		6,000,000
Place and Wellbeing										
Hatfields Green Open							3,200	3,200		3,200
Hatfields Public Realm							(3,200)	(3,200)		(3,200)
Cycle Lockers							1,339	1,339		1,339
Old Kent Road Fringes							(1,339)	(1,339)		(1,339)
Bus development prog							5,481	5,481		5,481
Bus Stop Accessibility							(5,481)	(5,481)		(5,481)
Bus development prog							21,861	21,861		21,861
Bus Stop Accessibility							(21,861)	(21,861)		(21,861)
Southwark Cycle Spine							574	574		574
Southwark Cycle Spine							(574)	(574)		(574)
Discretionary Funding							4,050	4,050		4,050
Discretionary Funding							(4,050)	(4,050)		(4,050)
Nicholson St, Chancel St & Dolben St							161,326	161,326		161,326
Quietways 14 Grid							(161,326)	(161,326)		(161,326)
Kennington Park							29,608	29,608		29,608
Newcomen Street							(29,608)	(29,608)		(29,608)
QW 14 Canada Water t							12,145	12,145		12,145
Quietways							(12,145)	(12,145)		(12,145)
74 Rye Lane							750,000	750,000		750,000
Acquisition of Properties							(750,000)	(750,000)		(750,000)

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Crystal Palace Parade							285,377	285,377		285,377
Lordship Lane Traffic							(285,377)	(285,377)		(285,377)
QW 83 Peckham Rye							77,007	77,007		77,007
Quietways Peckham to							(77,007)	(77,007)		(77,007)
Local Environmental							17,087	17,087		17,087
Ilderton Road							(17,087)	(17,087)		(17,087)
Bus Development Programme							6,607	6,607		6,607
Bus Stop Accessibility							(6,607)	(6,607)		(6,607)
QW 82 Kennington Park							(4,000)	(4,000)		(4,000)
QW 83 Peckham Rye							(4,916)	(4,916)		(4,916)
Quietways Peckham to							(7,416)	(7,416)		(7,416)
Quietways 8							(1,896)	(1,896)		(1,896)
Quietways 14 extensi							(121,365)	(121,365)		(121,365)
Quietways 7 Elephant							139,593	139,593		139,593
Quietways 8							(46,384)	(46,384)		(46,384)
Quietways 14 Grid							(43,197)	(43,197)		(43,197)
QW 88 Tower Bridge							89,581	89,581		89,581
Local Environmental							(10,852)	(10,852)		(10,852)
Camberwell South Traffic Mgt							2,450	2,450		2,450
EV Charging Points							8,402	8,402		8,402
BP RMP 3430032 Peckham Rye							49	49		49
RMP 419 - 192 Lower Road							(49)	(49)		(49)
BP RMP 440-441 Denmark Hill							1,407	1,407		1,407
BP RMP 27-28 Croxted Road							(1,407)	(1,407)		(1,407)
BP RMP 1103 College Road							8,240	8,240		8,240
BP RMP South Croxted Road							(8,240)	(8,240)		(8,240)
RMP 419 - 192 Lower Road							(91)	(91)		(91)
BP RMP 1103 College Road							91	91		91
RMP 252 Lower Road							(1,147)	(1,147)		(1,147)
RMP 419 - 192 Lower Road							(295)	(295)		(295)
RMP 420 Junction of Rotherhithe New Rd							(2,601)	(2,601)		(2,601)
BP RMP 27-28 Croxted Road							(21)	(21)		(21)
BP RMP Minor Works							(58)	(58)		(58)
BP RMP Minor Works							(140)	(140)		(140)
BP REL Denmark Hill							4,262	4,262		4,262
BP RMP 79 Denmark Hill							19,321	19,321		19,321
BP RMP 91 Grove Vale							7,353	7,353		7,353
BP RMP 87 Dog Kennel Hill							6,120	6,120		6,120
BP RMP Minor Works							(32,794)	(32,794)		(32,794)
BP RMP 133-135 Camberwell Road							18,231	18,231		18,231
BP RMP Minor Works							(15,149)	(15,149)		(15,149)
REL Lordship Lane							(3,082)	(3,082)		(3,082)
QW Bermondsey to Catford							(69,037)	(69,037)		(69,037)
QW14 Extension Canada Water to Deptford							46,973	46,973		46,973
LCG Cornwall Road							14,375	14,375		14,375
LCG St George's Circus							7,689	7,689		7,689
Camberwell Grove Bridge Bridge strenghtening							330	330		330
Dulwich Wood Park							(330)	(330)		(330)
Camberwell Grove Bridge Bridge strenghtening							5,547	5,547		5,547
Windsor Walk Bridge strenghtening							(5,217)	(5,217)		(5,217)
Dulwich Wood Park							(330)	(330)		(330)
Scheme Review							(8,701)	(8,701)		(8,701)
Camberwell Grove Bridge Bridge strenghtening							8,701	8,701		8,701
Non- Construction Wo							38,315	38,315		38,315
Construction Works							(38,315)	(38,315)		(38,315)
Peckham Rye Station - Professional Fees							712,844	712,844		712,844
Peckham Rye Station - Works							353,955	353,955		353,955
Peckham Palms - Professional Fees							95,257	95,257		95,257
Peckham Palms - Works							986,596	986,596		986,596
Peckham Rye Station Redevelopment(Gateway to Peckham)							100	100		100
Peckham Rye Station Redevelopment(Gateway to Peckham)							(2,148,752)	(2,148,752)		(2,148,752)

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Peckham Rye Works							266,439	266,439		266,439
Holding Code (Not yet set up)							(211,559)	(211,559)		(211,559)
Peckham Rye (Non-Works)							(54,880)	(54,880)		(54,880)
Mint Street Non-Work							81,207	81,207		81,207
Mint Street Works							115,065	115,065		115,065
Mint Street - Interi							20,786	20,786		20,786
Holding Code							(217,058)	(217,058)		(217,058)
Queen's Road 4 - Premises Fit-Out							929	929		929
Queen's Road 4 - Works							(929)	(929)		(929)
132 Queen's Road							18,181	18,181		18,181
Acquisition of Properties							(18,181)	(18,181)		(18,181)
Spa School - Professional fees							(253,217)	(253,217)		(253,217)
Spa School - Works							253,217	253,217		253,217
Dickens Square							21,285	21,285		21,285
GMH Bldgs, Brook Dri							22,758	22,758		22,758
Strategic Property Purchase							(10,700,000)	(10,700,000)		(10,700,000)
593-613 Old Kent Road							10,700,000	10,700,000		10,700,000
Walworth Library & Heritage Centre							(6,000,000)	(6,000,000)		(6,000,000)
Holding Code							(97,769)	(97,769)		(97,769)
Mint Street Works							97,769	97,769		97,769
St Mary's Phase 1							(25,132)	(25,132)		(25,132)
St Mary's Phase 2							(9,770)	(9,770)		(9,770)
Pullens Gardens							265,848	265,848		265,848
GMH Bldgs, Brook Dri							98,253	98,253		98,253
Victory Park							37,185	37,185		37,185
Nursey Row							132,900	132,900		132,900
Green Links							(499,284)	(499,284)		(499,284)
Pullens Gardens							(531,696)	(531,696)		(531,696)
Nursey Row							531,696	531,696		531,696
Spa School							720,000	720,000		720,000
HRA										
Damory/Thaxted externals									(1,543,839)	(1,543,839)
Direct Delivery - New Council Homes Phase 2									1,543,839	1,543,839
Asset Management Strategy									178,111	178,111
Installation of LD2									(178,111)	(178,111)
Total virements to be approved at Month 4	-	-	-	(720,000)	5,955,957	-	(5,135,007)	-	-	-
Month 4 - Variations to be approved										
Children's										
SEND and Disabilities Development	1,149,253		1,149,253					1,149,253		1,149,253
Phoenix Additional Classrooms	400,000		400,000					400,000		400,000
Environment and Leisure										
ED Harris Academy - Air Purification					5,250			5,250		5,250
Cemetery Burial Strategy					5,183			5,183		5,183
S106 Balfour Streets					78,175			78,175		78,175
Russia Dock Woodlands					82,525			82,525		82,525
Flood Prevention (Highways drainage gully replacement) Programme					380,000			380,000		380,000
North Peckham Healthy Streets					138,000			138,000		138,000
Cleaner Greener Safer (CGS)					9,400,000			9,400,000		9,400,000
Walworth Library & Heritage Centre					1,800,000			1,800,000		1,800,000
Housing and Modernisation										
DFG - Housing Renewal						1,803,178		1,803,178		1,803,178
Place and Wellbeing										
Central London Grid Phase 2 - QDP's							16,000	16,000		16,000
Cornwall Rd (Q1) - Blackfriars Rd (Q14) - Design							20,000	20,000		20,000

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Cornwall Rd (Q1) - Blackfriars Rd (Q14) - Construction							250,000	250,000		250,000
St Georges Circus (CS6) - Thurlow St - Construction							250,000	250,000		250,000
St Georges Circus (CS6) - Thurlow St - Design							49,495	49,495		49,495
Southwark Bridge Rd (CS7) - Southwark Bridge - Design							40,000	40,000		40,000
Tanner St to Willow Walk - Design							50,000	50,000		50,000
Q7 Gipsy Hill/Dulwich Wood Avenue							55,000	55,000		55,000
Q7 Risk Drawdown- Dulwich Village Improvements							25,000	25,000		25,000
Q7 Dulwich Village Junction Alterations							20,000	20,000		20,000
QBC Rolls Road							50,000	50,000		50,000
QBC Coopers Road/Mawbey Place Junction							15,000	15,000		15,000
QBC Mawbey Place							1,000	1,000		1,000
QBC Glengall Road							20,000	20,000		20,000
QBC Surrey linear Canal Path							164,890	164,890		164,890
QBC Neate Street							55,000	55,000		55,000
QBC Trafalgar Avenue							350,000	350,000		350,000
QBC Summer Road/Willowbrook Road junction							35,000	35,000		35,000
QBC Summer Road							60,000	60,000		60,000
QBC Commercial Way							100,000	100,000		100,000
QBC Jocelyn Street							5,000	5,000		5,000
QBC Design & PM							24,630	24,630		24,630
QCWD Off-highway next to Swan Road							30,000	30,000		30,000
QCWD Albatross Way							15,000	15,000		15,000
QCWD Albatross Way junction with canal							10,000	10,000		10,000
QCWD Bridge crossing canal							120,000	120,000		120,000
QCWD Outside Alfred Salter School							30,000	30,000		30,000
QCWD Archangel Street							25,000	25,000		25,000
QCWD Entrance to Russia Dock Woodland							2,500	2,500		2,500
QCWD Compass point, Russia Dock Woodland							2,500	2,500		2,500
QCWD Underpass under Redriff Road							80,000	80,000		80,000
QCWD Bonding Yard Walk							60,000	60,000		60,000
QCWD South Sea Street							10,000	10,000		10,000
QCWD Rope Street							10,000	10,000		10,000
QCWD Rope Street to South Dock Lock							10,000	10,000		10,000
Q8 Kennington Park Gardens							73,000	73,000		73,000
Q8 Meadcroft Road/ Hillingdon Street							40,000	40,000		40,000
Q8 Hillingdon Street- John Ruskin Street							130,330	130,330		130,330
Q8 John Ruskin Street							162,500	162,500		162,500
Q8 Bethwin Road							20,000	20,000		20,000
Q8 Camberwell Road/ Addington Square Junction							40,000	40,000		40,000
Q8 Design & PM							19,066	19,066		19,066
Q8 Risk Drawdown							65,000	65,000		65,000
QPS Design & PM							50,000	50,000		50,000
QPS Risk Drawdown- Barry Road area improvements							25,000	25,000		25,000
Q14 SC Wayfinding							20,000	20,000		20,000
Blue Market Regeneration Programme							2,000,000	2,000,000		2,000,000
Demonstrator Zones							100,000	100,000		100,000
Southwark Cycle Spine							200,000	200,000		200,000
Deliver Walking Network							300,000	300,000		300,000
Test & Evaluate MP Schemes							150,000	150,000		150,000
Local Environment Improvements							180,000	180,000		180,000
Calm Street/Decluttered							50,000	50,000		50,000
Long Lane							150,000	150,000		150,000
Lordship Lane							100,000	100,000		100,000
Kerbside Smarter Street Programme							150,000	150,000		150,000
Timed Closure of Streets							80,000	80,000		80,000
Vision Zero							40,000	40,000		40,000
Improving Bus Journey Times							9,000	9,000		9,000
South Bermondsey Liveable N'Hood							100,000	100,000		100,000
Local Transport(Discretionary Funding)							100,000	100,000		100,000
RMP 440/441 Denmark Hill							250,000	250,000		250,000
RMP 27/28 Croxted Road junction							30,000	30,000		30,000
RMP 133/135 Camberwell Road							25,000	25,000		25,000
RMP 30/31 South Croxted Road							30,000	30,000		30,000
RMP 79 Denmark Hill junction CHL							35,000	35,000		35,000

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
RMP 87 Dog Kennel Hill							70,000	70,000		70,000
RMP 3430032 Peckham Rye							20,000	20,000		20,000
RMP 1103 College Road							85,000	85,000		85,000
RMP 420 RHNR jct RHOR							75,000	75,000		75,000
RMP 252 Lower Road							100,000	100,000		100,000
RMP 419 192 Lower Road							25,000	25,000		25,000
BP Walworth Road							5,000	5,000		5,000
Livesey Exchange							581,161	581,161		581,161
The Old Vic Annex							3,750,000	3,750,000		3,750,000
Q7 Rodney Road							6,000	6,000		6,000
Q7 Dog Kennel Hill							34,000	34,000		34,000
Q7 Champion Hill Monitoring							10,000	10,000		10,000
Elephant & Castle Regeneration(REFCUS)							-	-		-
HRA										
Tustin									558,997	558,997
Ledbury Refurbishment									2,000,000	2,000,000
Asset Management Strategy									(15,219,130)	(15,219,130)
Heat Network Strategy									50,000,000	50,000,000
Heat Pumps									7,107,570	7,107,570
Tustin Low Rise works									600,000	600,000
Hidden Homes									294,299	294,299
Direct Delivery - New Council Homes Phase 1									3,219,289	3,219,289
Direct Delivery - New Council Homes Phase 2									136,003,992	136,003,992
Acquisitions									136,150,728	136,150,728
Ledbury Acquisitions									8,166,500	8,166,500
SRPP									144,068,929	144,068,929
othAdap									6,390,253	6,390,253
othSec									354,683	354,683
FRA Contingency Budgets (including Type 4 Fire Risk Assessment)									28,000,000	28,000,000
Total variations to be approved at Month 4	1,549,253	-	1,549,253	-	11,889,133	1,803,178	11,546,072	26,787,636	507,696,110	534,483,746
TOTAL PROGRAMME BUDGET VIREMENTS & VARIATIONS AT MONTH 4 2019/20	1,549,253	-	1,549,253	(720,000)	17,845,090	1,803,178	6,310,115	26,787,636	507,696,110	534,483,746
REVISED BUDGETS	103,196,425	40,355,801	143,552,226	8,565,582	106,418,861	97,017,248	262,879,856	618,433,773	1,748,547,579	2,366,981,352
VIREMENTS & VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:										
Corporate Resources / Capital Receipt				(720,000)	17,180,382		(1,507,242)	14,953,140	84,153,938	99,107,078
Major Repairs Allowance									(15,219,130)	(15,219,130)
Reserves										
Revenue									2,913,680	2,913,680
Capital Grant	1,149,253		1,149,253		385,183	1,803,178	7,482,211	10,819,824	54,916,726	65,736,551
Section 106 and CIL	400,000		400,000		274,275		161,846	836,121	63,786,163	64,622,284
External Contribution					5,250		173,300	178,550	317,144,733	317,323,283
Supported Borrowing										
TOTAL RESOURCES	1,549,253	-	1,549,253	(720,000)	17,845,090	1,803,178	6,310,115	26,787,636	507,696,110	534,483,746

Appendix D - General fund programme detail at Month 4 2019-20

Capital Programme 2019/20-2028/29 Description of Programme / Project	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment and Leisure Total												
Cleaner Greener Safer	3,004	1,912	(1,092)	2,224	3,316	1,092	16,073	16,073	0	21,301	21,301	0
Other PR Projects	8,755	3,304	(5,452)	510	2,976	2,466	820	3,806	2,986	10,085	10,085	0
StreetCare	10,276	8,600	(1,676)	4,145	5,131	986	24,051	24,741	690	38,472	38,472	0
Environmental Services	2,482	1,420	(1,062)	250	800	550	275	788	512	3,008	3,008	0
Street Metal Works	606	606	0	500	500	0	1,500	1,500	0	2,606	2,606	0
Culture	8,441	7,383	(1,058)	0	1,058	1,058	0	0	0	8,441	8,441	0
Parks	10,080	4,892	(5,188)	7,473	9,711	2,239	1,188	4,137	2,949	18,740	18,740	0
South Dock Marina	685	635	(50)	0	50	50	0	0	0	685	685	0
Leisure	2,904	1,296	(1,608)	176	1,784	1,608	0	0	0	3,080	3,080	0
Environment and Leisure Total	47,234	30,048	(17,186)	15,278	25,327	10,049	43,907	51,045	7,137	106,419	106,419	0
Place and Wellbeing												
PLANNING	6,183	6,183	0	0	0	0	0	0	0	6,183	6,183	0
TRANSPORT POLICY & PLANNING	7,945	7,945	0	2,086	2,086	0	0	0	0	10,031	10,031	0
REGENERATION NORTH	40,324	9,433	(30,890)	11,750	11,441	(309)	15,000	46,199	31,199	67,074	67,074	0
REGENERATION SOUTH	34,436	11,557	(22,879)	19,468	22,155	2,686	650	20,843	20,193	54,555	54,555	0
REGENERATION CAPTAL	19,679	7,271	(12,408)	13,278	11,379	(1,899)	0	14,307	14,307	32,956	32,956	0
PROPERTY SERVICES	51,078	51,078	0	14,946	14,946	0	26,057	26,057	0	92,081	92,081	0
Place and Wellbeing Total	159,645	93,468	(66,177)	61,528	62,007	479	41,707	107,405	65,698	262,880	262,880	0
Children's and Adults' Services												
Castlemead, 232 Camberwell road	599	599	0	0	0	0	0	0	0	599	599	0
Centre of Excellence	504	504	0	4,866	4,866	0	0	0	0	5,370	5,370	0
Anchor Blue Grove	12	12	0	0	0	0	0	0	0	12	12	0
Anchor Greenhive	245	245	0	0	0	0	0	0	0	245	245	0
Anchor Rose court	18	18	0	0	0	0	0	0	0	18	18	0
Adult PSS Capital Allocations	172	172	0	5,191	5,191	0	0	0	0	5,363	5,363	0
Telecare expansion	0	0	0	143	143	0	0	0	0	143	143	0
Southwark Resource Centre	28	28	0	0	0	0	0	0	0	28	28	0
Lifecycle capital prog- Anchor homes	2,500	2,500	0	2,308	2,308	0	3,080	3,080	0	7,888	7,888	0
Lifecycle capital prog- ASC properties	600	600	0	1,535	1,535	0	8,540	8,540	0	10,675	10,675	0
Half Moon Lane	14	14	0	0	0	0	0	0	0	14	14	0
Bed Based Care	0	0	0	0	0	0	10,000	10,000	0	10,000	10,000	0
2019/20 Primary Schools refurbishment programme	5,386	4,237	(1,149)	0	1,149	1,149	0	0	0	5,386	5,386	0
2018/19 Primary Schools refurbishment programme	1,879	433	(1,447)	0	1,447	1,447	0	0	0	1,879	1,879	0
Autism Spectrum	1,800	0	(1,800)	0	900	900	0	900	900	1,800	1,800	0
Beormund Primary School Redevelopment	11,618	100	(11,518)	0	11,518	11,518	0	0	0	11,618	11,618	0
Healthy Pupils Programme	201	201	0	0	0	0	0	0	0	201	201	0
Ilderton School	340	200	(140)	10	150	140	0	0	0	350	350	0
LSBU Passmore	819	819	0	0	0	0	0	0	0	819	819	0

Appendix D - General fund programme detail at Month 4 2019-20

Capital Programme 2019/20-2028/29 Description of Programme / Project	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Maintenance Programme for Schools	966	0	(966)	0	966	966	0	0	0	966	966	0
Nursery Buildings	200	150	(50)	0	50	50	0	0	0	200	200	0
Permanent Expansion	10,159	6,411	(3,748)	14,470	13,641	(829)	366	4,943	4,577	24,995	24,995	0
Primary Schools refurbishment programme	0	0	0	3,500	3,500	0	17,500	17,500	0	21,000	21,000	0
Riverside Primary School	500	500	0	2,000	2,000	0	1,000	1,000	0	3,500	3,500	0
Retention	2,075	0	(2,075)	0	2,075	2,075	0	0	0	2,075	2,075	0
Rotherhithe Primary School Expansion	10,934	1,050	(9,884)	8,499	12,000	3,501	0	6,383	6,383	19,433	19,433	0
SEND and disabilities development	2,077	1,000	(1,077)	550	1,627	1,077	0	(0)	(0)	2,627	2,627	0
SILS 3 (PRU)	1,679	1,679	(0)	784	759	(25)	37	62	25	2,500	2,500	0
Southwark Inclusive Learning Service KS4	3,000	0	(3,000)	0	3,000	3,000	0	0	0	3,000	3,000	0
Alternative provision accommodation at STAC	200	0	(200)	0	200	200	0	0	0	200	200	0
Troubled Families	247	247	0	0	0	0	0	0	0	247	247	0
Classrooms	250	250	0	150	150	0	0	0	0	400	400	0
Children's and Adults' Services Total	59,024	21,969	(37,055)	44,006	69,176	25,170	40,523	52,407	11,885	143,552	143,552	0
Southwark Schools for the Future												
St Michael's PFI	55	0	(55)	0	0	0	0	0	0	55	0	(55)
SMAA - Ark All Saints	484	0	(484)	0	0	0	0	0	0	484	0	(484)
KS3 SILS	7,037	4,678	(2,359)	0	677	677	0	136	136	7,037	5,491	(1,546)
ICT	463	45	(418)	0	0	0	0	0	0	463	45	(418)
Contingency and retention payments	526	0	(526)	0	3,029	3,029	0	0	0	526	3,029	2,503
Southwark Schools for the Future Total	8,566	4,723	(3,842)	0	3,706	3,706	0	136	136	8,566	8,566	0
Housing and Modernisation												
Brayards Improvement Zone	9	9	0	0	0	0	0	0	0	9	9	0
Housing Renewal	2,867	2,729	(137)	2,204	1,845	(359)	14,287	14,783	496	19,358	19,358	(0)
Gypsy and Travellers Site Fire Safety Reconfiguration	1,136	1,136	0	0	0	0	0	0	0	1,136	1,136	0
IT Investment Schemes	3,382	8,000	4,618	1,258	2,462	1,204	15,346	9,524	(5,822)	19,986	19,986	0
Leathermarket - Kipling Garages	98	98	0	0	0	0	0	0	0	98	98	0
Modern Ways of Working	1,008	1,008	0	915	915	0	50	50	0	1,973	1,973	0
Planned Preventative Maintenance	4,439	3,836	(603)	1,355	3,590	2,235	20,065	18,433	(1,632)	25,859	25,859	0
PPM & Compliance Programme (CRP)	1,030	125	(905)	1,030	1,030	0	7,697	8,601	905	9,757	9,757	0
Springtide Close travellers site	14	14	0	0	0	0	0	0	0	14	14	0
Queens Road 4	10,597	450	(10,147)	8,231	9,550	1,319	0	8,828	8,828	18,828	18,828	0
Housing and Modernisation Total	24,580	17,405	(7,175)	14,993	19,393	4,400	57,444	60,220	2,775	97,017	97,017	0
Capital Programme 2019/20-2028/29	Total General Fund Programme											
	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	299,047	167,612	(131,436)	135,805	179,609	43,804	183,581	271,213	87,632	618,434	618,434	0

Appendix D - General fund programme detail at Month 4 2019-20

Capital Programme 2019/20-2028/29	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
Description of Programme / Project	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Resources	96,650	74,053	(22,597)	68,204	64,839	(3,365)	56,075	82,037	25,962	220,929	220,929	0
Forecast variation (under)/over	202,397	93,559	(108,839)	67,601	114,770	47,169	127,506	189,176	61,670	397,505	397,505	0
Cumulative position				269,999	208,329	(61,670)	397,505	397,505	0	397,505	397,505	0

Appendix E - New capital bids

Paragraph	Service	Project/Programme Description	2019/20 £'000	2020/21+ £'000	Total Programme £'000	Financing	
						Funded (S106/CIL, Grant etc) £'000	Resources to be identified £'000
para 47	Place and Wellbeing	The Old Vic	750	3,000	3,750	-	3,750
para 69	Environment and Leisure	Cleaner Greener Safer	-	9,400	9,400	-	9,400
Para 82-83	Environment and Leisure	Walworth Library and Heritage Centre	1,800	-	1,800	-	1,800
			2,550	12,400	14,950	-	14,950

Item No. 11.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		LBS Housing Rents Income Collection Policy	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD - COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT

The council is one of the biggest social landlords in the country and is strongly committed to its role as a social landlord. It is the rent that our tenants pay that enable the council as a landlord to ensure that the homes it provides are warm dry and safe for the tenants who live in them now and for those who may do so in the future – and that also ensure that our great estates continue to be clean and well maintained.

The rents paid by Southwark Council tenants are among the lowest charged by any social landlord in London and we are determined to ensure that they continue to remain as low as possible – but we will only be able to do that if tenants pay rent due. Paying rent is hugely important and both the council and its tenants recognise that. The vast majority of our tenants have always paid their rent in full and on time – including the large numbers who at times in their lives find themselves reliant on the benefit system to help them do so. However, ongoing Government welfare reform, most significantly the rollout of Universal Credit (UC), combined with the wider impacts of austerity have created new challenges for tenants who are required to pay their rent - and for the council which has a responsibility to collect it.

This new rent income collection policy is the council’s carefully considered response to those challenges. It draws on findings from independent social research into the impacts of Government welfare reform and builds on previous commitments by the council. It ensures that those affected by Government welfare reform, or who are vulnerable for other reasons, and who find themselves temporarily unable to pay their rent or falling into arrears, are treated fairly and have access to the support they need. But the policy is also fair to all current and future tenants by making it clear to all tenants that while the council will do all it can to enable them to continue living in their home, their responsibility to pay rent due is in the end irrevocable. The council recognises the many shortcomings of the Universal Credit policy and will continue to stand up for its tenants and call on Government to make the changes required or if the system proves unfixable to scrap Universal Credit completely.

The policy also sets out how the council will modernise arrangements for paying rent, reducing costs to the council as landlord and ultimately to tenants and making it easier for all our tenants to pay their rents by a wider range of methods and at a time that is convenient for them.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That cabinet agrees the rent income collection policy as set out within Appendix 1 and to be implemented from autumn 2019.

Recommendation for the Leader

2. That the Leader delegate future updates or revisions of the rent income collection policy to the cabinet member for finance, performance and Brexit.

BACKGROUND INFORMATION

3. The need for a new rent income policy is driven largely by impacts of Government welfare reform and, in particular, the introduction of Universal Credit (UC). This has resulted in major changes to how help to pay rent for council tenants is calculated and paid. The key changes are, firstly, UC for housing costs is paid monthly in arrears, where previously housing benefit to help council tenants pay their rent was always paid weekly in advance. Secondly, and just as significantly, UC housing costs payments are paid directly to council tenants by default, where previously they were always, and without exception, paid to the landlord – the council. For tenants in the private rented sector, or for tenants of other social landlords, neither of these conditions applied under the previous housing benefit arrangements.
4. A majority of council tenants - some working, some not - will rely on the benefit system to pay some or all of their rent, for a least part of any given year. Numbers rise and fall depending on factors such as the state of the economy, employment and wage levels but, typically, benefit payments account for almost half of the council's total annual rent income. This situation is not expected to change under UC but the payment behaviours required of tenants will change and it is part of the Government's policy intent that they should change.
5. Southwark was among the first places in Great Britain to see UC roll out and the council's response was consistent with commitments to stand up for residents and be more than a landlord. It has commissioned a series of independent research reports that evidences design failures in UC and the unintended consequences that have flowed from those - for example, rising levels of rent arrears among its tenants. The council has also sought to influence Government policy on UC, with some successes to date which include giving evidence to the Work & Pensions Select Committee, and will continue to do so.
6. When the first "Safe as Houses" research findings was published in late 2017, the council immediately responded by making its first rent policy statement on UC – that it would not commence possession action against any tenant who had claimed UC and fallen into rent arrears, or deeper into rent arrears, through no fault of their own.
7. The purpose of the proposed new policy is to build on that commitment and sets out how the council as a landlord will work with its tenants to ensure that rents continue to be paid and tenancies sustained. This is set within the context of UC which has already affected 8,000 council tenants, with a larger number expected to be affected over the next few years.

8. There are a number of key strands in the new policy which reinforce traditional messages on the importance of paying rent and the likely consequences of persistent or wilful failure to do so. But the new policy also tempers those messages in ways that recognise the impacts of UC for tenants as revealed by research findings and other data.
9. We know that tenants claiming UC struggle to pay their rent as they wait for their first UC payment and the policy refers to the *reasonable forbearance* that the council will demonstrate during that period. It sets out clearly what is meant by *reasonable forbearance* and is equally clear on what the council as a landlord expects of its tenants at that time.
10. A key finding from the research is that *alternative payment arrangements* under which help to pay rent in UC is paid directly to the landlord - not the tenant – are an effective means of keeping rent arrears under control for those struggling to cope with the impact of UC. The new policy sets out clearly the circumstances in which the council will use *alternative payment arrangements*, when they may be used and how it will inform tenants of its decision to do so. Codification of the already greatly increased use of *alternative payment arrangements* sits at the heart of the new policy.
11. We know from research and other evidence that tenants can protect themselves from the impacts of UC by paying rent in advance and overpaying rent if they believe they may have to claim UC in the future. Those who do so are much less likely to fall into rent arrears after claiming UC. The policy encourages and enables tenants to pay their rent monthly in advance but does not require them to do so.

KEY ISSUES FOR CONSIDERATION

Policy implications

12. Southwark Council's corporate income policy states that each department is responsible for the creation and maintenance of its own income policy for each income stream. The corporate policy's aim is to maximise income generation and collection to enhance the social and economic well being of the community Southwark Council serves.
13. The new policy ensures that rent collection within Exchequer Services, along with its other income streams, adheres to the council's corporate policy. It aims to maximise collection at the same time as sustaining tenancies.

Community impact statement

14. The policy is consistent with 'a place to call home' fairer future commitment set out in the Council Plan 2018 – 22 as well as the values to treat residents as if they were a valued member of the family and to be open, honest and accountable. We have engaged with tenants and stakeholders through a series of consultation activities to ensure service users have contributed to the policy.
15. The policy provides equality of application across all residents and does not discriminate against protected characteristics as defined in the Equality Act 2010.

16. Following the introduction of the new policy and prior to any decision that may be made to amend it, further equality analysis will be conducted to measure the impact and whether it has had any unanticipated, disproportionate affect on any particular groups.

Resource implications

17. New and revised work procedures based on the new policy are currently being developed. The new policy has been developed to work within existing resource frameworks, will not require increased resources and is cost neutral.
18. It is not expected to have significant financial impacts for the HRA. Future impacts of UC will be reflected in HRA Budget setting reports.

Legal implications

19. The statutory framework for income collection and recovery of council rent is set out in the Housing Acts 1985 and 1988. In addition to this the Ministry of Justice's Pre-Action Protocol for Possession Claims by Social Landlords prescribes the specific procedures that social landlords should follow before issuing possession claims.
20. The new policy is set within these governing frameworks. It will not abridge or weaken council tenant's current rights or make it more likely that they will lose their home. The new policy will help reduce the risk of tenants losing their home as a result of rent arrears.
21. The number of tenants evicted by the council in the last two years has been at a historically very low level in spite of UC impacts and rising rent arrears. The number of evictions is expected to remain low after implementation of the new policy reflecting both the priority attached by the council to tenancy sustainment and the legal protections that already exist for its tenants.

Consultation

22. The council consulted widely with both internal and external stakeholders at all points throughout the development of the policy.
23. We consulted with tenants through a series of meetings with Tenant Council and Area Housing Forums. The new policy was first presented to Tenant Council on the 13 May 2019 and cascaded thereafter to Area Housing Forums before a final consideration at Tenant Council on the 22 July 2019.
24. Separate consultation was carried out with local community advice organisations in April 2019 and their feedback incorporated into the policy. We have committed to continue consulting at regular intervals with advice organisations once the policy is implemented and prior to any future amendments. Additional consultation was carried out with Solace Women's Aid during July to address issues of domestic violence.
25. A survey was sent to all Tenant Management Organisations (TMOs) that provide housing management services for Southwark residents in August 2018. The purpose of this survey was to understand their current rent collection working practices and response to the challenge of UC. Whilst not in the scope of this

policy, further consultation will be carried out to assess the extent that TMOs should be brought into the scope of the policy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

26. It is good practice and in certain situations legally required for the council to consult with secure tenants on matters of housing management and policy. Section 105 of the Housing Act 1985 includes a requirement to consult in matters of housing management which represent a change in policy likely to substantially affect secure tenants. The principals of consultation, to meet legal requirements and procedural fairness for a reasonable decision to be made require that consultation is undertaken when the proposals are still at a formative stage, include sufficient reasons for the proposals to allow any interested party the opportunity to consider the proposal and formulate a response and allow adequate time for interested parties to consider the proposal and formulate their response. The results of the consultation must be conscientiously taken into account when decisions are made. These central requirements for fair and proper consultation should be applied at all stages of the consultation process and Members should satisfy themselves as to consultation and take this into account when making a decision on the recommendation.
27. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to eliminate discrimination, advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. Relevant protected characteristics for the purposes of the Equality Act are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The duty also applies to marriage and civil partnership, but only in relation to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct.
28. When considering the recommendation Members should have due regard to the need to identify any potential disproportionate effects on groups sharing protected characteristics so that these can be considered, and any appropriate mitigation that might be required can be put in place for the council to meet its public sector equality duty.

Strategic Director of Finance and Governance

29. The new LBS Housing Rents Income Collection Policy sets out how the council as landlord will work with its tenants to ensure that rents continue to be paid and tenancies sustained. Effective rent arrears control and recovery is critical to ensure that rental income is maintained so that all tenants receive the best possible services.
30. There are no immediate financial impacts arising from this report. The new policy has been developed to work within existing resources.
31. As set out in the Report, the revised Policy is not expected to have any immediate financial implications for HRA rental income. Any future impacts of UC will be reflected in HRA Budget setting reports.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Safe as Houses: The impact of Universal Credit on tenants and their rent payment behaviour in the London boroughs of Southwark and Croydon, and Peabody	Exchequer Division, Southwark Council, 1 st Floor, 160 Tooley Street	Paul Anderson 020 7525 708
Link (please copy and paste into your browser): http://www.southwark.gov.uk/assets/attach/5092/Safe_as_Houses.pdf		
Safe as Houses 2: A follow-on report into the impact of Universal Credit on Southwark Council's housing tenants rent payment behaviour	Exchequer Division, Southwark Council, 1 st Floor, 160 Tooley Street	Paul Anderson 020 7525 708
Link (please copy and paste into your browser): https://www.southwark.gov.uk/assets/attach/8291/safe-as-houses-2.pdf		

APPENDICES

No.	Title
Appendix 1	Rent Income Policy 2019-20

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Finance, Performance and Brexit	
Lead Officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report Author	Dominic Cain, Director of Exchequer	
Version	Final	
Dated	6 September 2019	
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	6 September 2019	



EXCHEQUER SERVICES
RENT INCOME POLICY 2019-20

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1. Purpose
 2. Scope
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 8. Refunds
 9. Communication
 10. UC and Housing Benefit
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 12. UC Alternative Payment Arrangements
 13. UC and Trusted Partner
 14. Recovery action
 15. Possession proceedings
 16. Rent liability and “untidy tenancies”
 17. Support for Tenants claiming UC and Financial inclusion
 18. Review period and policy ownership
- Appendix A – Vulnerability and support**
Appendix B - APA eligibility criteria

1. Purpose

- 1.1. This policy has been developed to fulfil the requirement of the Council’s Corporate Income Policy that each Department is responsible for the creation and maintenance of its own income policy, for each income stream, and that will support the attainment of performance targets agreed annually with the Strategic Director.
- 1.2. The policy below sets out and clarifies Southwark Council’s approach to the collection of rent from tenants of its general needs social housing - including the prevention and recovery of rent arrears – taking particular account of the impacts of Government welfare reform and above all Universal Credit (UC).
- 1.3. Not all Council tenants rely on the benefit system to help them pay their rent and in any given week a majority of tenants will pay their own rent in full and on time. However, in any given year a majority of all council tenants - some working some not - will rely on the benefit system to help them pay their rent for at least part of that year. That situation is not expected to change under UC but UC’s impacts were expected to prove disruptive to tenant’s rent payment behaviours and the evidence gathered over a period of three years by the programme of independent social research commissioned by the Council itself into those impacts allows us to conclude that they have indeed proved to be highly disruptive. This policy marks the

Council's considered response to those impacts and will help mitigate them to the extent that mitigation is in the Council's own powers. There is little doubt that full mitigation is in the hands of Government and in the Council's view will require significant change to UC policy beyond the changes announced by Government to date.

- 1.4. The Council remains strongly committed to its role as a social landlord and to providing good quality, affordable housing that is available for all its residents. Southwark Council rents are among the lowest in London and have fallen in recent years. Demand for Council housing exceeds our ability to meet it but the Council attaches a very high priority to ensuring that all those who become council tenants are able to remain as council tenants for so long as they wish to do so and are making every reasonable effort to meet all the terms of their tenancy – including their responsibility to pay rent.
- 1.5. This policy addresses rent payment methods, pattern and frequency for all tenants and also builds upon existing commitments by the Council to demonstrate reasonable forbearance where a tenant's ability to pay their rent is affected when they claim or migrate to UC. It also addresses communication with all tenants about rent payments, the support that will be available to any tenants who might struggle to pay their rent, for any reason and that takes proper account of their situation and any vulnerabilities including, for example, experience of domestic violence. The policy also sets out the steps the Council will take, as a last resort, in response to a persistent failure by any tenant to engage meaningfully in efforts to address their arrears, or to make, or sustain, a reasonable arrangement to pay rent and reduce rent arrears.
- 1.6. The policy is designed to enable efficient and effective rent collection. This is based on the key principles that we will always seek to prevent rent arrears from occurring, act quickly to work with tenants to resolve any rent arrears issues which may arise, and only act decisively to recover arrears which are persistent and where all reasonable efforts to engage the tenant have not been successful. These guiding principles will enable:
 - Maximisation of rent income for Southwark Council to provide services to all its tenants, encouraging payment in advance wherever possible
 - All tenants having a clear understanding of what UC means for them and are adapting their behaviours to reflect changing requirements
 - All tenants having the payment arrangements in place that work best for them and that protect their interests and those of their household
 - Avoidance of unnecessary, premature and costly legal action that may increase a tenant's debt
 - Sustainment of tenancies and prevention of homelessness
 - Greater financial inclusion among council tenants
 - Modernisation of rent payment and collection arrangements so they are flexible and available through a wider range of channels and available at times that are convenient for tenants and service users

2. Scope

- 2.1. This policy outlines Southwark Council's approach to the collection of rent from all forms of current secure and introductory tenancies.
- 2.2. This policy does not apply to former council tenants who may continue to have rent debts, households placed in temporary accommodation, tenants in sheltered

housing, tenants of properties managed by a Tenant Management Organisation (TMO) and leaseholder service charges or garage rents.

- 2.3. The scope of the policy may be reviewed in future but meanwhile every effort will be made to ensure that policies for all those living in Council provided rented accommodation of any kind are consistent. Those living in properties managed by TMOs may be subject to those organisations' own policies.
- 2.4. Responsibility for rent collection for tenancies within the scope of this policy (which represent the vast majority of Southwark Council tenancies) sits with the Income Operations team within Exchequer Services (Finance and Governance).

3. Background

- 3.1. While the majority of the Council's tenants have always paid their rent in full and on time the challenges of non-payment of rent due and rent arrears among a minority of its tenants are not new. Most Council tenants still pay their rent in full and on time but there is no doubt that the introduction of UC in Southwark and other ongoing Government welfare reform including the benefit cap, the "bedroom tax" and the benefit freeze have added significantly to those challenges. Government welfare reforms have impacted on household budgets and, potentially, the ability of a large number of tenants to sustain their tenancies. This is at the same time as wider challenges for local authorities of maintaining services in the face of continuing budgetary pressures. Both have led Southwark Council to find new and different ways of working and our approach to rent income management is no exception.
- 3.2. Additionally, the design of UC means a significant change to the way in which the very large number of our working age tenants who are, at any given time, receiving housing cost support *through the benefit system* pay their rent and requires those tenants to take greater personal responsibility for doing so. Under UC the whole payment is made to one individual in the household.
- 3.3. As it is paid monthly and, in most cases, directly to tenants, payment of UC housing costs will require fundamental changes to the ways in which households manage their budgets and meet priority bills. Failure to adapt their payment behaviour carries significant risk to tenants through rent arrears – at worst loss of their home - and to the Council, as a landlord, through potential losses to its housing revenue account.
- 3.4. This policy also reflects the Council's *Fairer Future* values as set out in the Council Plan 2018 – 2022. When we engage with residents we will treat them as if they were a valued member of our own family. As a service we will be open, honest and accountable, whilst spending money as if it were from our own pocket.
- 3.5. As the biggest social landlord in London and one of the biggest social landlords in the country, Southwark has been at the forefront of the sector's preparation and planning for UC. The Council has engaged Government on UC not because it is supportive of UC - but because neither the Council, as a landlord, nor its tenants, could afford for UC to go wrong. The Council remains determined to stand up for its residents and do all it can to mitigate any potentially negative impacts of Government welfare reform.
- 3.6. Tenants are *always* responsible for paying their rent and will be responsible for paying all rent due – including rent arrears - for so long as they remain tenants. The average length of tenure among our current tenants is almost seventeen years - and lengthening - and many of those may be expected to remain as council tenants for

many years to come: some of our tenants have lived in their current home for more than forty years.

- 3.7. But the Council also recognises that much of the non-payment of rent due that it has seen recently among those tenants claiming UC is at least partially rooted in what are now widely accepted issues in UC policy, design and delivery. The new rent income policy recognises that current reality and is partly based on findings from the Council's own, independent research into the impacts of UC for its tenants.
- 3.8. The Council will continue to seek to influence Government by evidencing issues and calling for changes to UC that will help its tenants and other residents who are affected. For example we have already commissioned and published two independent research reports that evidence the effects UC has on rent arrears, as well as providing evidence to the Department for Work and Pensions, other Government departments, Parliamentary committees and other public bodies responsible for scrutinising the implementation of UC.
- 3.9. The Council warmly thanks Tenant Council for its support in that effort and also thanks the Tenant Management Fund for its generous contributions to the costs of the independent research and its participation in the delivery of that research.
- 3.10. Government has already introduced or announced future changes to UC that it believes will go some way to helping social housing tenants cope better with the impact of UC. The Council will not hesitate to call for further changes in future where evidence is available to support such a call. The Council sees the essential problems of UC for social housing tenants as the following:
 - Too many tenants find it difficult to claim UC: according to the Government's own figures, as many as 30% of all UC claims fail because claimants have been unable fulfil all the requirements of their claim.
 - Many tenants have to wait too long for their first UC payment and many wait even longer to receive their first UC payment in respect of housing costs. The minimum five week wait is too long and the delay can be compounded by the fact that UC is paid monthly in arrears.
 - Many tenants are left with too little money to pay their rent and other priority bills even after their UC payments begin and this can be due to deductions for other debt and / or sanctions.
- 3.11. Examples of changes to UC policy that the Council is calling on government to deliver at this time that will improve the system of its tenants include:
 - Making it easier for tenants to claim UC or have their claim backdated and ensuring that all those claiming UC get the support they need to do so – especially the most vulnerable
 - Reducing the time claimants have to wait before receiving their first payment for housing costs –and looking again at whether UC should be paid monthly *in arrears*
 - Limiting the deductions that can be taken from a claimant's monthly UC allowance to pay for other debt

4. Legal and regulatory framework

4.1. The rent income policy and associated procedures complies with legislative and good practice requirements and a number of existing Council policies and plans. This includes:

- Housing Acts 1985, 1988, 1996
- Homeless Reduction Act 2017
- Social Housing Rents (Exceptions & Miscellaneous Provisions) Regulations 2016

- Pre-Court Action Protocol for Rent Possession Claims by Social Landlords– Civil Procedure Rules, Ministry of Justice
- Chartered Institute Housing good practice guide to rent collection
- Data Protection Act 2018
- Protection from Eviction Act 1977
- Equality Act 2010
- Human Rights Act 1998
- Welfare Reform Act 2012, 2016
- LBS Corporate Income Policy
- Southwark Council tenancy agreements
- Southwark Council Plan 2018 – 2022
- Southwark Housing Strategy 2015 – 2043
- Southwark Council Economic Wellbeing Strategy 2017-2022
- DWP Alternative Payment Arrangements – Good Practice Guidance 2019

5. Operational procedures

- 5.1. Detailed operational procedures based on the rent income policy will be set in place for the collection of rent and arrears. We will work with tenants to address outstanding rent arrears. Our approach will remain focused on preventative action and early intervention to stop the build up of arrears, with early signposting of tenants to appropriate support services – including debt advice , Help to Claim and third sector organisations who support victims of domestic violence in all its forms.
- 5.2. Our procedural approach to rent collection will seek to prevent, resolve and recover arrears and will be framed in response to ongoing welfare reform. These procedures will be designed to create a more efficient and effective rent collection service.
- 5.3. That service will have a well trained workforce equipped to recognise vulnerability among our tenants and to identify appropriate internal and external support services. Officers will also recognise how those vulnerabilities may be heightened by features of UC design and the concomitant risk of rent arrears.
- 5.4. Our procedures will be based on effective management of tenancies and rent accounts so that all those living in council properties, and the Council as the landlord, understand their respective obligations and make or accept rent payments that are due.
- 5.5. We will ensure that all payments made are allocated to the rent account they were intended for and that any payment allocation issues that may arise are resolved in a timely manner.

6. Payment pattern and frequency

- 6.1. Tenancy terms and conditions require tenants to pay their rent weekly in advance and delayed or late payments may contribute to rent arrears. This policy aims to further promote a culture of payment in advance among all Council tenants; we encourage early payment to prevent tenants falling into rent arrears.
- 6.2. One of the key changes imposed by UC for council tenants is that, under the new system, benefits to help pay rent are no longer paid weekly in advance, *but monthly in arrears*. UC payments may also be expected to be somewhat less stable or predictable than Housing Benefit payments and will, in many cases, change from month to month.
- 6.3. The Council recognises that tenants will not always be in a position to make additional payments in advance and the Council will not place unfair or oppressive

demands on its tenants to make payments more than one week in advance where they cannot afford to do so, or choose not to do so. However, evidence from independent research commissioned by the Council and other analysis strongly suggests that one of most positive steps tenants can take to reduce the risks to their rent payments known to be associated with UC is to start paying their rent by more than a week in advance and do so *before* they are affected by UC.

- 6.4. Many tenants already have a credit on their rent account equivalent to more than one weeks rent. Evidence also indicates that tenants who had built up a credit on their rent account equivalent to three weeks rent or more *before they claimed UC* were much less likely to fall into rent arrears after they claimed UC and more likely to keep up with their rent payments over time than those without a credit on their account at point of claim for UC.
- 6.5. There is no requirement for tenants ever to pay more than one weeks rent in advance. However, the Council is duty bound as a responsible social landlord to alert tenants to the evidence of risks of rent arrears associated with UC and how tenants may take action to help reduce those risks - for example by paying more rent in advance and building up a credit on their rent account, *if they can*.
- 6.6. All our communication with tenants about rents will encourage payment in advance and express the rent due as both a monthly and weekly figure. The Council may take further steps in future to further facilitate advance payments, in particular calendar monthly payment, among those tenants preferring to do so.
- 6.7. All tenants are responsible for ensuring rent is paid on time and are expected to contact us at the earliest opportunity if they are unable to pay their rent weekly in advance for whatever reason. For example, evidence from our independent research indicates that many tenants struggle to pay rent in the period after they claim UC and as they wait for their first UC payment. Tenants should not delay in contacting the Council if they find themselves in that situation.

7. Payment Methods

- 7.1. To enable an efficient and effective rent collection service we will promote automated payment methods wherever possible. Our preferred method of payment of rent is direct debit and for those who do pay their rent monthly in advance, or who are claiming UC, Direct Debit will very often be a suitable payment method.
- 7.2. A small but significant and growing number of tenants – about one in eight of all tenants - already pay their rent by Direct Debit and the Council will continue to take steps to make it easier for more tenants to do so in future.
- 7.3. We also recognise that many of our tenants manage their budgets and pay their rent in ways that are reflective of their household circumstances and that work best for them. The Council will continue to offer a wide range of other, accessible and flexible rent payment options to meet the needs of all our tenants including those on low and fluctuating incomes.

8. Refunds

- 8.1. If a tenant has a historical credit on a previous rent account we will firstly transfer this to other rent accounts held by the tenant to offset any outstanding arrears before issuing a refund.

- 8.2. If a refund is requested we will check other services to identify if other debts are owed to the Council. Should debts be identified then we will offer the tenant the opportunity to authorise us to use their rent account credit to offset those debts.
- 8.3. Rent is charged weekly and it is a condition of tenancies that rent should be paid a week in advance. Should a tenant be eligible for a refund, then the amount equal to the following week's rent will be deducted from any refund.

9. Communication

- 9.1. The Council is already committed to modernising all its services. Government welfare reform and changes to the way the tens of thousands of our tenants who are reliant on benefits to pay their rent means that efficient rent collection and sustaining tenancies relies on effective communication more than ever. We will utilise new technology to communicate more effectively with all tenants and in ways that are more convenient to them.
- 9.2. All tenants receiving UC will personally receive tailored communications products telling them more about how UC works, how it differs from the previous benefit system, the steps they can take to adapt to the new arrangements and how they may access the various forms of support that are available. Additional information about the impacts of UC and how to deal with them is also available on the Council's website.
- 9.3. Where an alternative payment arrangement (APA), under which housing costs are paid direct to landlord, is set in place after a tenant claims UC we will notify the tenant that this has been done, the reasons why and the period for which the arrangement is expected to remain in place. There is no formal right of appeal against an APA but we will always review our decision when we are asked by a tenant or their partner to do so. For further details about APAs see section 12 of this policy. There will be separate arrangements for other types of APA that may be set in place, for example those set in place to deal with a risk of economic or financial abuse.
- 9.4. All standard communications with all tenants about rent will express the rent amount due figure as both a weekly and a monthly amount.
- 9.5. Where rent arrears do arise in any circumstances we will be proactive in contacting tenants from the outset. Our communication will be personalised and keep tenants informed at every stage.
- 9.6. To achieve this we will use the latest technology. We have already rolled out the use of personalised SMS text messaging and automated voice messaging services. We will continuously review communications and improve our digital services, including introducing a new customer portal to allow tenants to make payments or view payments and statements 24 hours a day seven days a week and at a time that is convenient for them.

10. UC and Housing Benefit

- 10.1. Tenants who claim UC including housing costs will be expected to comply with the responsibilities of their UC claim. However, we recognise that some of those claiming UC may need additional support not only to manage their claim to UC but with managing their rent payments in ways that would not have been necessary under Housing Benefit that UC replaces. We will ensure that tenants are made

aware of UC and what new or additional responsibilities they will have to pay rent, minimise rent arrears and sustain their tenancy as a result of those changes

- 10.2. As soon as we are made aware that a tenant's UC claim includes housing costs we will contact the tenant confirming that we have been asked for, and provided, verification of their rent via the "landlord portal" (see section 11 below) to the government department which administers UC. When we make that contact we will also advise all tenants claiming UC on what they need to do next and make an unconditional offer of additional support.
- 10.3. We will work with tenants to resolve issues such as new or deeper rent arrears that may arise during the period after they claim UC. For example, this may include referral to budgeting or other forms of support, pausing any ongoing recovery action or applying to the DWP for direct housing payments (APAs, sometimes called managed payments).
- 10.4. We will continue to support the large number of tenants who still receive help with rent payments in the form of Housing Benefit pending their migration to UC or the introduction of new benefit arrangements for pension age households who need help with housing costs. The council's benefit team will always work to ensure Housing Benefit is correctly assessed and that payments reach rent accounts in a timely manner to avoid rent arrears.
- 10.5. For further details about our approach to vulnerable tenants see section 17 of this policy.

11. The Landlord Portal

- 11.1. The "landlord portal" is a DWP on-line service that enables social landlords to provide information to UC about their tenants to verify that they are tenants and to provide details of housing costs. The landlord portal is intended to support payment of UC housing costs to claimants at the earliest possible opportunity. Southwark Council was among the first landlords in the country to use the landlord portal. The portal also allows social landlords to identify to the DWP any tenants that require a direct payment of rent or other form of alternative payment arrangement.

12. Alternative Payment Arrangements (APAs)

- 12.1. The move to a single monthly household payment – including housing costs – in UC marks a significant change to the way benefits are paid. APAs provide safeguards for those who are struggling to cope with those changes, or who may struggle to cope and where an inability to cope is likely to result in financial harm to the claimant and, or, their household. Some APAs also provide safeguards for those facing risk of forms of financial abuse that are often associated with domestic violence.
- 12.2. APAs take three forms:
 - Paying the housing element of UC as a managed payment direct to the landlord
 - More frequent than monthly payments
 - A split payment of an award between partners
- 12.3. To safeguard the claimant's home, the Council will notify UC of a build up of rent arrears and ask for the tenant's UC housing element to be paid direct to the Council in any case where a rent arrears 'trigger' has been reached. There are two such triggers. First, any case where the rent arrears are greater than eight weeks rent; and second where current rent arrears are greater than four weeks rent and where

the tenant has a previous history of rent arrears or has previously been evicted for rent arrears.

- 12.4. There are circumstances in which the Council may set up an APA *even where the tenant claiming UC has no rent arrears*. Full details of the circumstances in which the Council may do so and examples can be found in Appendix B.
- 12.5. Under APA managed payments, paying the UC housing element to the landlord will be the first priority for UC where it is part of the UC award, in order to safeguard the claimant's home.
- 12.6. APAs can be considered at any point during the UC claim. They are not permanent but can last for up to two years before they are reviewed.
- 12.7. Both the Council and the DWP recognise some technical deficiencies in the existing APA arrangements due to anomalies between the rent and UC the payment cycles. The Government is committed to remedying those deficiencies in the near future and the Council will continue to press the case for those changes to be implemented as soon as possible.

13. Trusted Partner

- 13.1. Southwark Council has been a *Trusted Partner* for UC since April 2017. A *Trusted Partner* is a social landlord recognised by DWP and empowered to identify those of its tenants who have existing rent arrears or who may be unlikely to pay their rent after claiming UC.
- 13.2. The Council will assess the need for an APA in all cases where tenants are claiming UC, acting in accordance with DWP guidance and good practice as well as the key principles set out in section 1.5 of this policy. Where the Council judges an APA to be appropriate for any tenant or their spouse or partner, at any time, during the period of their UC claim, the Council will instruct UC to set one in place, doing so via the UC landlord portal. The Council will notify any tenant affected of its decision to set in place an APA and its reasons for making that decision but in some situations, such as domestic violence, alternative notification arrangements may be set in place where appropriate

14. Recovery action

- 14.1. Our aim, consistent with the principles of this policy in all cases is that we will always do as much as reasonably can to sustain tenancies and work with tenants to prevent and control arrears. The Pre-Action Protocol and the courts afford our tenants with additional protection but wherever possible we will seek to avoid costly legal action except as a last resort. This approach will be applied in respect of all tenancy types within the scope of this policy. Introductory tenants have a responsibility along with secure tenants to ensure payment is made in advance and that they adhere to the terms and conditions of their tenancy.
- 14.2. If a tenant does fall into arrears for any reason we will contact them to discuss their situation and offer support. The aim of those discussions will always be to clear the account or agree a reasonable and sustainable repayment arrangement that returns the account to credit as soon as reasonably practicable. We recognise that some tenants have fluctuating incomes (such as those on zero hour contracts) and this will be taken into consideration when repayment arrangements are discussed.

- 14.3. The Council's experience of UC to date is that rent arrears, or deeper arrears, very often arise around the time that a tenant makes a claim for UC and that tenants often struggle to pay those rent arrears down.
- 14.4. If a tenant is on UC and has more than two months arrears (more than a month in some cases) or is identified as being vulnerable and at risk of financial harm, using criteria set out in Appendix B the Council will instruct UC to set in place an APA under which the housing cost element of their UC may be paid direct to their landlord- the Council.
- 14.5. APAs will not be permanent and will be reviewed periodically; generally no less frequently than every three months and no less frequently than every two years. An APA will always be reviewed where the tenant asks the Council or the DWP to do so.
- 14.6. In most cases where an APA is requested due to high existing rent arrears we will also ask UC to make monthly deductions from the tenant's UC to help pay off those rent arrears.
- 14.7. The amount to be deducted is a matter for UC but the Council will always seek what it would consider to be the most appropriate level of deduction based on the balance set out in our guiding principles and on what is reasonable and sustainable after taking the widest possible view of the claimant's circumstances.
- 14.8. Where attempts to persuade UC to reduce deductions to a sustainable and affordable level are not successful the Council will consider alternative means of recovering outstanding rent arrears. Particular regard will be paid to any situation where the tenant would suffer prolonged and severe hardship if deductions from their UC payments, at level set by UC, were to continue.
- 14.9. In circumstances where an APA has been requested for repayment of arrears and those arrears have subsequently been cleared we will assist the tenant to ensure the APA is ended by the DWP.
- 14.10. Additionally, and where the tenant agrees, we may consider an arrangement for repayment of rent arrears debt along side other important debts they have may to the Council – for example council tax. This will provide further assurance that any arrangements to repay debt are reasonable, sustainable and based on the widest possible view of the tenant's circumstances.
- 14.11. If a tenant has claimed UC and has fallen into arrears through no fault of their own then we will not take court action against them on grounds of rent arrears.
- 14.12. *Through no fault of their own* means where a tenant was previously up to date with their rent payments or adhering to a previous arrangement or order to repay rent arrears but then falls into rent arrears or breaches an earlier agreement after they claim UC.
- 14.13. We know that many people struggle to claim UC successfully at first time of asking or find themselves having to appeal a decision by DWP they consider to be incorrect. Even after making an effective claim many still have to wait for a long time before they receive their first payment of UC and often lack the means to pay their rent during that period. The Council will always demonstrate reasonable forbearance during the period when tenants claiming UC are awaiting their first payment, or when a change in circumstances later on causes their UC claim to be stopped or refused wrongly.
- 14.14. Additionally, the Council will not encourage tenants to apply for advances (loans payable by UC) or resort to other forms of debt to help pay their rent when awaiting

their first UC payment. This is because repayment of such debt may compromise a tenant's ability to pay rent or meet other liabilities to the Council over the longer term. Where tenants have other pre-existing and significant debts, and where appropriate, the support offered to tenants will include referral to debt advice.

- 14.15. Recovery action in respect of unpaid rent will only be considered after a tenants UC claim is known to be in payment, the payment pattern has stabilised and, except in those instances where an APA has already been set in place, until there has been a reasonable opportunity for an affordable arrears repayment plan to be agreed and activated.
- 14.16. We will escalate recovery proceedings which may result in court action only as a last resort and where all alternative action has failed to result in engagement or repayment.
- 14.17. If a tenant fails to engage with the Council, or persistently breaks an arrangement without making contact, possession proceedings will re-commence.

15. Possession proceedings

- 15.1. In any case where attempts to arrange a suitable repayment agreement with the tenant have not been successful and are exhausted, an application for possession of the property will be made. Any possession proceedings will only be carried out after meeting the requirements set out in the pre-action protocol.
- 15.2. We may also enforce an existing order by applying to execute a warrant of possession.
- 15.3. However, even at that late stage, possession proceedings or an eviction may still be avoided, especially in cases where rent arrears are the sole grounds for the eviction. If the tenant tangibly demonstrates a willingness to engage and fall in line with their court order the Council may exercise discretion.
- 15.4. In that event the tenant would then be expected to adhere strictly to the terms of any court order to maintain the tenancy and may also be required to engage with a support offer or to seek debt advice, but any further breach of the order would almost certainly lead the order being enforced.
- 15.5. In the event that an eviction has been executed and the tenant subsequently satisfies the possession order, the Council can still exercise discretion on the terms of re-entry to the property in accordance with the Council's allocation policy.

16. Rent liability and "untidy tenancies"

- 16.1. Where apparent rent liability issues are identified the Council will work with tenants, occupants and DWP to resolve them as quickly as possible.
- 16.2. Rent liability issues can include "untidy tenancies" where a joint tenant is no longer living in the property but where their name remains on the rent account. Examples of this are when there is a relationship breakdown and a joint tenant leaves the property, if a joint tenant dies, or where domestic violence has resulted in the perpetrator being required to leave the property. The DWP would normally divide the rent due equally amongst joint tenants when calculating housing costs, but with "untidy tenancy" situations they can allow a joint tenant to be paid housing costs on the full rent amount. The Council will provide appropriate assistance to victims of domestic violence who wish to remain in their home to assist with an application to DWP requesting that it seek its discretion in the victim's favour.

- 16.3. The Council will always encourage tenants of domestic violence who wish to remain living in their home and for the perpetrator to be removed to seek appropriate support and legal advice that may include advice about transferring a tenancy.
- 16.4. Where there has been a change in rent payment liability which is not yet reflected on the tenancy agreement, the Council will work with the tenant and the DWP to ensure the correct housing costs are paid from the first UC award. We will treat any case where the rent payment liability has been changed or transferred by court order following domestic violence as a very high priority, reflecting the Council's commitment to supporting victims of domestic violence where they wish to remain in their home.

17. Support for UC and Financial inclusion

- 17.1. All tenants may require some level of support where they find themselves having to deal with making a claim for UC, maintaining their UC claim, rent arrears, welfare benefit issues, or challenging DWP decisions. Some tenants may also require digital or budgeting support.
- 17.2. Support is available for any tenant, and we recognise that the some tenants support needs will be greater than others – for example those with disabilities or language difficulties.
- 17.3. When a tenant is identified as vulnerable, or at risk of rent arrears, we will offer the full range of support they need in order to successfully sustain their tenancy. Referrals will be made, and consent obtained where appropriate, to a range of support services.
- 17.4. We work closely with financial inclusion teams across the council and external independent partner organisations so that support is provided to those tenants who need it.
- 17.5. Teams responsible for income collection work in collaboration with the Council's Local Support Team to assist tenants in difficulties with their rent, to maximise their income and to access Council administrated schemes such as the Hardship Fund. Officers will also work closely with the Council's Sustain team which offers a free service to support vulnerable tenants with rent arrears.
- 17.6. It is recognised that tenants will often need independent advice. We will signpost tenants to national and local support organisations as necessary where further support needs are identified, for example mental health issues or problem debt.
- 17.7. We will maintain a directory of external support services which will be reviewed annually.
- 17.8. We commit to regular partnership meetings with members of the Southwark Legal Advice Network, in order to ensure information about external services are up to date, to share information and receive feedback on the operation of this policy.

18. Review period and policy ownership

- 18.1. The Director of Exchequer Services retains the responsibility for the implementation of this policy. The policy will be reviewed annually or in line with legislative or regulatory changes.

APPENDIX A

Name / Organisation	Nature of services provided	Contact details
<p>Bermondsey Citizens Advice</p> <p>Peckham Citizens Advice</p>	<p>Citizens Advice provides information and advice on all subjects and specialist advice in immigration, welfare benefits and debt and housing.</p> <p>There is a specific service assisting people with claiming Universal Credit called Help To Claim. It can be accessed via CAS offices, local Jobcentres, webchat and telephone.</p> <p>Citizens Advice Southwark also provides outreach services in hospital settings for people affected by cancer funded by Macmillan Cancer Support and Dimpleby Cancer Care. There are dedicated services for carers and Southwark Council homeowners and Council Tax and Council rent arrears clinics.</p> <p>Citizens Advice Southwark is the lead partner for the Southwark Legal Advice Network. Citizens Advice provides information and generalist advice on all subjects and specialist advice in immigration, welfare benefits and debt.</p> <p>Citizens Advice Southwark also provide outreach services in hospital settings for people affected by cancer funded by Macmillan Cancer Support and Dimpleby Cancer Care.</p> <p>Citizens Advice Southwark is the lead partner for the Southwark Legal Advice Network.</p>	<p>Bermondsey: 8 Market Place, Southwark Park Road London SE16 3UQ</p> <p>Peckham: 97 Peckham High Street SE15 5RS</p> <p>Tel: 0344 499 4134 www.citizensadvicesouthwark.org.uk</p> <p>Agencies can refer directly to any of our services at www.citizensadvicesouthwark.org.uk/advice/generalist-agency-referral/</p> <p>Help To Claim Client Line Tel: 0800 144 8 444 or clients can email via www.citizensadvicesouthwark.org.uk/projects-and-services/helptoclaim/help-to-claim-client-request/</p>

<p>Southwark Local Support Team</p>	<p>The Local Support Team works closely with the Council's rent income team and others to offer vulnerable households assistance to maximise their income through supported welfare benefit applications and better off calculations. This can include helping tenants to make a new claim for Universal Credit (UC) or to resolve problems with an existing UC claim.</p> <p>Local Support also administer the <i>Southwark Emergency Support Scheme (SESS)</i> and the Hardship Fund, both of which help residents who are experiencing severe financial difficulties including those affected by UC.</p>	<p>Referrals for assistance with income maximisation: www.southwark.gov.uk/benefits-and-support/other-welfare-benefits or by calling 020 7525 2434</p> <p>Applications for assistance under the Southwark Emergency Support Scheme (SESS): www.southwark.gov.uk/benefits-and-support/emergency-support or by calling 020 7525 2434</p> <p>Applications for assistance with priority debts such as rent arrears: www.southwark.gov.uk/benefits-and-support/hardship-fund or by calling 020 7525 2434</p>
<p>Southwark Law Centre</p>	<p>Provides specialist level casework and representation in housing, welfare rights, immigration and asylum, and employment law.</p> <p>Clients seen following referral from another organisation such as: Local Support, Sustain, social workers, tenants residents associations, councillors, MPs and generalist advisors.</p> <p>Provides monthly rent arrears drop in clinics last Wednesday of the month 10-1 in the premises of Southwark Group of Tenants Organisation.</p>	<p>Consultancy line for support agencies 0207 732 2008 (Monday to Friday 10-1 and 2-5)</p>
<p>Cambridge House</p>	<p>Provides specialist level casework and representation.</p>	<p>Cambridge House</p>

Law Centre	Daily reception service for information, advice and signposting.	<p>1 Addington Square, Camberwell, London SE5 0HF</p> <p>Tel: 020 7358 7025 Fax: 0845 305 2162</p> <p>Email: info@ch1889.org www.ch1889.org</p>
Southwark Credit Union	Credit Unions are not-for-profit co-operatives aiming to provide affordable financial services for members of the local community.	<p>Walworth Road: 177 Walworth Road, London SE17 1RW</p> <p>Peckham: 4 Heaton Road, Peckham, London SE15 3TH</p> <p>Opening hours: Monday to Friday - 9.30am to 4.30pm</p> <p>Tel: 020 3773 1751 Email: info@creditunion.co.uk www.creditunion.co.uk</p>
Southwark Group of Tenant's Organisation	Southwark Group of Tenants Organisation is an independent voluntary organisation representing and promoting the rights of tenants and residents groups within the London Borough of Southwark.	<p>Bells Gardens Community Centre, 19 Buller Close Peckham, London, SE15 6UJ</p>

		<p>Tel: 0207 639 6718 www.sgto.org.uk</p>
The Men's Advice Line	<p>Men's Advice Line offers a confidential helpline for men experiencing domestic violence from a partner or ex-partner (or from other family members). They help by providing those calling the line with time to tell their story; offering emotional support; providing practical advice; and signposting clients to other services for specialist help.</p>	<p>Tel: 08088010327 9am – 5pm Mon- Friday Email: info@mensadvice.org.uk</p>
Southwark SOLACE Advocacy & Support Service	<p>Southwark Advocacy & Support Service (SASS), delivered by Solace Women's Aid in partnership with Southwark Council, provides confidential advice, advocacy and support to women and men aged 16 years and over who live in Southwark.</p> <p>They support people who have experienced:</p> <ul style="list-style-type: none"> • Domestic abuse, (inc. physical, sexual, psychological or financial abuse), within an intimate or family relationship • Sexual violence/abuse • Child to parent abuse • Forced marriage • Female genital mutilation • Honour-based violence • Trafficking (into domestic servitude or sexual exploitation) • Abuse within same sex relationships 	<p>Southwark Wellbeing Hub Thames Reach 29 Peckham Road SE5 8UA</p> <p>Tel: 0203 751 9684</p>
National Debtline	<p>National Debtline offer free, impartial and confidential debt advice. They are an independent charity, dedicated</p>	<p>Tel. 0808 808 4000</p>

	to providing free debt advice by phone and online to people across the UK.	9am-8pm Monday – Friday 9.30am – 1.30pm Saturday www.nationaldebtline.org
Step Change Debt Advice Charity	<p>Step Change offer free independent debt advice that is based on a comprehensive assessment of a client’s situation. They then provide practical help and support for however long it’s needed.</p> <p>Step Change provide debt advice online or over the phone. and follow what they describe as simple, three-step process to deal with a client’s debt (see below).</p>	Tel: 0808 138 1111 8am – 8pm Monday – Friday 8am – 4pm Saturday www.stepchange.org

1) Tier One factors – Highly likely/probable need for Alternative Payment Arrangements

1.1 Drug/alcohol and/or other addiction problems e.g. gambling

- Tenant declares/has disclosed that he or she has a problem with substance abuse.
- Tenant considers themselves to be addicted/a regular user.
- Substance misuse includes problems with alcohol, any type of illegal drug or improper use of non-illegal substances e.g. glue.
- Feedback from third parties about the individual's addiction should also be taken into account e.g. support agency staff.

1.2 Learning difficulties including problems with literacy and/or numeracy

- Tenant has difficulty reading, writing and/or performing simple mathematical tasks.
- May be evidenced by low/no educational achievement.
- May also be linked to a medical condition (e.g. autism, Down's syndrome).

1.3 Severe/multiple debt problems

- Tenants are unable to meet credit commitments from available income, taking account of minimal necessary expenditure. This may include credit card, personal loan repayments, utility arrears and other debts.
- Severe debt problems could be evidenced by multiple debts and/or non-payment of multiple debts over a period of two months or more and possibly heavy use of the new localised welfare assistance schemes.

The key factor is that the tenant has not made a repayment plan or is not sticking to the terms of a repayment plan, and is a very disorganised money manager.

1.4 Homeless

- As per the Housing Act 1996, a person is homeless if they have no accommodation that it is safe or reasonable for them to occupy, or if they are expected to have no access to accommodation within 28 days.
- In practice, this includes people who are rough sleeping, people who are sofa surfing with friends or relatives, people in hostels, people who are about to be evicted and people in unsafe and unsuitable accommodation such as squats.
- Should have been homeless for more than two weeks or not at the same address for no more than one month.
- Some people who are homeless may still be financially capable.

1.5 Domestic violence and abuse

- Tenants who are currently suffering domestic abuse, or have had domestic abuse inflicted on them.
- This includes any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are, or have been, intimate partners or family members, regardless of gender or sexuality. This can also include forced marriage and so-called 'honour crimes'.
- Abuse that forms a pattern of coercive and controlling behaviour e.g. controlling the other person by using a variety of financial means.

The Council will, in any event work closely with victims of domestic violence or their support workers to determine the most appropriate form of rent payment to ensure tenancies are sustained.

1.6 Mental health condition

- Tenant has a mental health condition (e.g. phobia, bi-polar disorder, severe depression) which impairs their ability to manage their own affairs effectively.
- Feedback from a third party about the symptoms that the individual has should be taken into account, including any evidence from legacy information held.

1.7 Currently in rent arrears/threat of eviction/repossession

- Tenant is currently in arrears with their rent for an amount equal to or more than two months of their rent.
- Tenant has continually underpaid their rent over a period of time, and they have accrued arrears of an amount equal to or more than one month's rent.

- Tenant is known to have been evicted for rent arrears within the last 12 months.
- Tenant is subject to/threatened with eviction and/or repossession.

1.8 Tenant is young: a 16/17 year old and/or a care leaver aged 18-24

- 16/17 year olds – many will have limited or no financial capability and in order to claim UC will have to be in some form of hardship already (i.e. estranged from parents, have a child, be sick/disabled, etc.).
- Care leavers – claimants who have recently been in local authority care and includes those over 17. Most claimants leave care at 18, but local authorities will have continuing responsibility to young people leaving care for several years as corporate parent. Corporate parenting principles require that young people leaving care should be helped to prepare for independent living as adults - including development of the financial skills required to manage money and a household budget. The situation of a care leaver aged 18 will likely differ to that of a young person aged 23 and over time it may be expected that many young people leaving care will be able to pay their own rent and will no longer require an APA. A care leaver's ability to manage their own budget and pay their own rent will be considered at first and subsequent review of the APA and the views of both the care leaver themselves and their social worker taken into account.



1.9 Families with multiple and complex needs

- The tenant is part of a family that is part of the Troubled Families Programme.
- Other families with multiple and complex needs could include a combination of persistent offending behaviour, persistent anti-social behaviour, mental health issues, drugs and alcohol issues, domestic violence, safeguarding issues and debt.
- Feedback from third parties, e.g. family intervention case worker, about the complex and overlapping nature of problems in the tenant's family should be taken into account when deciding whether or when an APA should be reviewed

2) Tier Two factors – Less likely/possible need for Alternative Payment Arrangements

2.1 Third party deductions in place (e.g. for fines, utility arrears)

- Tenant is currently making payments from benefit to repay utility arrears (eg gas, water, electricity).

2.2 Tenant is a refugee/asylum seeker

- This definition applies to those claimants who have been *granted* refugee status, with indefinite leave to remain and with recourse to public funds within the last 12 months.
- Claimant is an asylum seeker who is eligible to claim DWP benefits while their application is being processed.
- Their status impedes their ability to manage their own financial affairs effectively.

2.3 Tenant has a recent history of rent arrears

- Claimant is not in arrears but may have been within the last 12 months and was subject to/threatened with eviction and/or repossession.
- Consider the fact that the claimant may now be financially capable and able to manage their own financial affairs effectively.

2.4 Previously homeless and/or in supported accommodation

- Tenant was homeless (as per definition above) within the last 12 months but is now in suitable accommodation.
- Claimant has moved from supported housing into independent accommodation within the last 12 months.

2.5 Other disability (e.g. physical disability, sensory impairment)

- Tenant has a disability/impairment not covered by the 'mental health condition' section that impairs their ability to manage their own financial affairs effectively.

2.5 Tenant has just left prison

- Tenant has left prison within three months of making their claim to UC.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

2.6 Tenant has just left hospital

- Claimant has just left hospital within three months of making claim to UC.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

2.7 Recently bereaved

- Tenant has suffered the loss of a close family member (as described in social fund guidance) within the last three months.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

2.8 Language skills (e.g. English not spoken as the ‘first language’)

- Tenant does not speak/understand English or does not speak/understand English as their first language.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

2.9 Ex- Service personnel

- Tenant was a member of HM Forces and was discharged within the last 18 months. This does not include civilian posts with HM Forces or any reserve organisations e.g. Territorial Army.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

2.10 Not in Education, Employment or Training (NEETs)

- Tenant is aged 18-24 and not in education, employment or training.
- Consider only if their status impedes their ability to manage their UC financial affairs effectively – budgeting or other support may be the answer rather than an Alternative Payment Arrangement.

3) Case Studies

Case Study 1

Lucy is 26 years old and makes a claim to UC and following a conversation with a member of Council staff, it comes to light that she has a drug addiction problem. She is currently a regular user of cannabis and is not receiving treatment (she says her local support service can only treat class A users at present), she wants treatment and says without it she cannot stop 'using'. She is therefore considered for an Alternative Payment Arrangements as she risks spending a large proportion of her UC income on drugs.

A decision is made to pay her rent direct to her landlord and to pay her more frequently than monthly. She is referred for treatment. Her circumstances will be reviewed in 9 months time.

Case Study 2

Gary is 22 and not in education, employment or training and claims UC. Following a conversation with his rent income officer, it comes to light that he has dyslexia and struggles to read. He does not understand basic written documents and finds it difficult to manage his finances.

During the conversation with him we discover that he also has debts. Although he does have some agreements in place to repay his arrears he is not sticking to the terms and therefore risks further action if he continues to fail to pay.

He is also in debt to family members and is paying small amounts in erratic ways and well below what was agreed.

He continues to borrow more money from friends to cover his debt payments. This is causing him a lot of anxiety.

It is agreed to pay his UC housing costs direct to his landlord. His case will be reviewed in 6 months time.

Case Study 3

Susan claims UC and when the Council receives notification from UC her housing officer can see that she has over 2 months' rent arrears. The housing officer decides that direct payment to the landlord would be appropriate from the start of the claim to ensure that rent payments are made and so that rent arrears may be paid down.

This is welcomed by Susan as this will help her manage her outgoings while she looks for another job.

The housing officer applies for an APA and decides that it will be reviewed in 12 months time.

Case Study 4

Tracy was a victim of domestic violence and financial abuse. Her partner John, with whom she was a joint tenant of a Council property, had named himself as the person to whom all payments should be made when they first claimed UC. As part of a wider pattern of financial abuse and coercive control, the partner used UC payments to fund his lifestyle – not to meet basic household costs, including rent. This behaviour resulted in debts building up but John deprived Tracy of access to money and withheld information about their financial situation from her. When the Council eventually became aware of the domestic violence Tracy's housing officer applied for a double APA – one to split the UC payment between Tracy and her partner and another to ensure that housing costs were paid directly to the landlord for a period of at least twelve months.

This was welcomed by Tracy. She wished to remain in her home and the APA ensured that she had access to money and that bills and debts were being paid as she took advice on how John might be removed from the property and his name removed from the tenancy.

Item No. 12.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Consultation on the future of South Dock Marina, and boatyard, and Greenland Dock	
Ward(s) or groups affected:		Surrey Docks	
Cabinet Member:		Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ENVIRONMENT, TRANSPORT AND THE CLIMATE EMERGENCY

South Dock Marina, consisting of South Dock and Greenland Dock together with the boatyard, provides some of the more unusual services offered by a council and helps make our borough so attractive. The Marina is a special place that needs cherishing, but also needs investment to improve it. Getting this balance right will require us to work carefully with the local community.

This report sets out how the council plans to consult with the berth holders at the marina and other local residents and stakeholders on proposals to improve these facilities.

The ideas set out in the report include how the marina could be expanded to better meet the demand for people to live on the marina; how the infrastructure of the area could be improved to meet the needs of berth holders and the broader community; how the space at the boatyard could be developed to both enhance its operation and provide new council homes; and how to give berth holders greater certainty on future fee increases.

If agreed by cabinet, we look forward to working with the community to develop these ideas and make the Marina and its surrounds an even better place to live, work and enjoy.

RECOMMENDATIONS

Recommendations for the Cabinet

That the Cabinet:

1. Approves the key considerations and principles for any future proposals as set out in this report in paragraph 13 and paragraphs 17 to 43.
2. Approves the consultation and engagement plan for proposals relating to South Dock Marina, Greenland Dock and the boatyard as set out in paragraphs 44 to 55.
3. Delegates authority to the strategic director of environment & leisure, in consultation with the cabinet member for environment, transport and the climate emergency, to approve the content of the consultation and any other associated details.

BACKGROUND INFORMATION

4. South Dock Marina is located on the south side of the Thames and is the only central London marina with an integral boatyard. The marina is spread across two converted commercial docks, South Dock and Greenland Dock.
5. The current facility consists of 200 berths (130 residential/70 leisure) with berths predominately in South Dock and a smaller number in Greenland Dock. The boatyard site contains the following facilities:
 - Shower, toilets and laundry room for berth holders
 - Car parking for berth holders
 - Space for boats from the Thames (including leisure, commercial and emergency services) and South Dock Marina for maintenance and repair
 - Sea containers used for storage or used by small businesses
 - Storage of machinery and equipment used for marina operations.
6. The facility is run via a small team of 10 members of staff operating 24/7, 365 days a year.
7. In July 2013 the council committed to providing 11,000 new council homes over a 30 year period as part of a drive to deliver more affordable housing in the borough. The aim is to make use of underused, empty or derelict sites across the borough with a focus on providing a proportion of specialist housing such as wheelchair accessible homes and residential units for larger families.
8. In January 2015, South Dock Marina (SDM) was identified as a site for redevelopment as part of the Southwark Regeneration in Partnership Programme (SRPP). A scheme was developed by architects to provide a mixed tenure residential block with attractive views of the River Thames and the Docks. Two rounds of public consultation took place with the initial proposals presented in July 2015 and a revised scheme in October 2015, followed by two workshop events in December 2015 and January 2016.
9. The scheme underwent an extensive pre-application consultation process during which one of the main challenges was to address community concerns regarding the height and massing of the scheme. In response to this, the massing of the scheme evolved through various iterations.
10. The council presented the final proposed design which comprised of a mixed height development with the tallest at 22 stories consisting of mixed tenure dwellings and commercial units. These plans were not well received by the local stakeholders and residents, with the main concerns summarised into the categories listed below:
 - **The boatyard** – concerns over the long term future of the boatyard and compatibility of the boatyard uses with residential
 - **Public realm** – concerns regarding the new public realm and the quality of the improvement to existing low quality public realm
 - **Housing and architecture** – the scale of the development in relation to how it sat within the surrounding area and the impact on the views and daylight/sunlight of neighbouring properties

- **Transport and parking** – vehicular traffic and congestion issues, car parking provision and capacity issues in relation to public transport.
11. Through the consultation a high number of responses opposing the proposals were received and the decision was taken by lead officers within the council to revise this scheme following discussions with members.
 12. The opportunity remains to remodel the boatyard and marina to meet the growing demand for berths and marine services with a potential to include a residential development on the site. In response to the previous consultation the council would no longer include a high rise residential scheme in any future proposals.
 13. As such, in 2018 a set of key principles for any future redevelopment of SDM and boatyard were developed by the council. These were to:
 - Develop the boatyard to increase marina based jobs and support new businesses
 - Increase the number of berths and improve marina infrastructure for all boat holders
 - Capitalise on the river front location and bring in commercial river front business café, etc.
 - Create a financially sustainable marina and boatyard
 - Achieve a level of social housing using under-utilised space at the boatyard
 - Aim to address future pricing and fee increases for berth holders.
 14. Architects will be asked to develop a sketch masterplan which focuses on the background and history of the site, the context of SDM within London, sketch proposals for redevelopment of the boatyard including the potential for capitalising the river front location with commercial units, associated landscaping to increase permeability and pedestrian routes around the boatyard, the expansion of Greenland Dock to increase berth provision and a compliant residential development providing 50 per cent affordable homes.
 15. The above sketch masterplan illustrating the principles and key considerations for a future development will be presented on consultation boards to the local residents, key stakeholders and any other interested parties as part of the public consultation exercise. The aim is to use these proposals as a starting point for discussions in order to firm up a future option to be approved at Cabinet in Spring 2020.
 16. Please see Appendix 1 for a map of South Dock Marina, Greenland Dock and the boatyard.

KEY ISSUES FOR CONSIDERATION

Key considerations and principles

17. Any redevelopment of SDM and the boatyard will take into account feedback that has already been received as part of the previous consultation and will seek to preserve and enhance the unique place that is South Dock Marina and the boatyard services. The key considerations for the scheme are detailed below.

Develop the boatyard to increase marina based jobs and support new businesses

18. The table shows the number of businesses currently operating from the boatyard, the number of businesses owned by berth holders and the number of marine related businesses.

Total number of businesses	29
No of start up businesses	23*
No of marine related businesses	17*
No of businesses owned by berth holders	15*
No of berth holder storage units	6*

* Out of 29

19. The table below shows the number of staff operating from the boatyard.

Total number of staff	159
No of other staff (see paragraph 20)	65
No of FTE	62*
No of project staff**	32

* Out of 159

** Additional staff hired on a project by project basis

20. 'Other staff' indicates those located off site but who would be out of employment should the boatyard not exist. It is also important to note that the figures for the marine police and RNLI are not included within this table however they would not be able to function without the current boatyard facility.
21. There are opportunities within this scheme to redevelop the boatyard and to increase the number of businesses, including marine related businesses, employment opportunities and apprenticeships which currently operate from the site. The table indicates that approximately 80 percent of the businesses operating from the boatyard are start up businesses, redeveloping the boatyard presents an opportunity to produce good quality provision for start up businesses to create a small business hub/community along the riverfront.
22. As a result of the marina expansion the increased number of berths and additional customers will increase the demand for local marine services. Redeveloping the boatyard to accommodate more businesses will assist in addressing this demand.

Increase the number of berths and improve marina infrastructure for all boat holders

23. The waiting list for residential berths has increased year on year and there is a lack of capacity to accommodate the demand.
24. The table below shows the number of existing berths and chargeable linear metres at South Dock and Greenland Dock as well as the proposed number of additional berths and chargeable linear metres that can be generated through a

full expansion of Greenland Dock.

Mooring	Number of berths	Chargeable metres	Type
South Dock	146	1,859	Existing
Greenland Dock	54	846	Existing
Marina extension (detail in para 25)	94/135/157	1,891	Extension in Greenland dock
Total		4,596	

25. The number of additional berths created is dependent on the size of boat the expansion is based on, an average size boat of 14 metres would create 135 additional berths, 12 metre boats create 157 additional berths and 20 metre boats an additional 94 berths. The largest part of the current waiting list is for boats of over 14 metres.
26. There are facilities located within the boatyard which are used by the berth holders, such as the shower block. This is reaching the end of its serviceable life and sits in the middle of the boatyard which restricts the current configuration of the site. This scheme provides the opportunity to reconfigure the site and improve the provision of facilities for new and existing berth holders. There is an additional shower block at Greenland Dock and expansion of berths in Greenland Dock may require a refurbishment and modernisation of this facility.
27. In addition any berth expansion scheme would include a review and improvements to infrastructure such as water, electricity and WiFi supply.

Capitalise on the river front location and bring in commercial river front businesses

28. The Thames Clipper is a key transport connection which services the river and connects the peninsula to Canary Wharf, London Bridge and Embankment. The Thames Clipper operates seven days week with a reduced service at the weekend and additional services at peak times during the week to accommodate commuters. There are currently no commercial facilities along the river front which serve commuters using the Thames Clipper Service.
29. There is an opportunity as part of this redevelopment scheme to use the river front location of the boatyard to provide commercial units in the form of cafes and restaurants to service the river, local residents, pedestrians and commuters. This is an opportunity that would be of benefit to all those within the area and could in turn increase local employment opportunities and the night-time economy in the area.
30. There are a number of arts and crafts businesses owned by berth holders situated within the boatyard; as such, opportunities to include venues which champion boatyard businesses should also be explored.

Create a financially sustainable marina and boatyard

31. There is an opportunity to increase the number of residential berths which will address the large waiting list; this will in turn ensure the marina's long term

financial sustainability.

32. The boatyard and marina are large operations and significant investment is required to support the large infrastructure. Maintaining these services and facilities for the future requires a financially sustainable model which will not create additional cost to the council.
33. This scheme provides the opportunity to redevelop and reconfigure the boatyard and marina which will bring in increased income making SDM more financially viable going forward.

Achieve a level of social housing using under-utilised space at the boatyard

34. The boatyard is a large site and there is currently a part of the site which is underused due to the configuration of the site. There is an opportunity to use this space to accommodate a residential development, better boatyard facilities and more commercial opportunities to service the river.
35. The delivery of a residential development on this site through the previous scheme and raised again more recently has been an ongoing concern for berth holders and existing residents. The concerns raised are focused around the loss of river views, extra pedestrian and vehicle traffic, lack of parking and compatibility of residential and boatyard operations.
36. In order to answer and address these concerns the council needed to understand the feasibility of housing in this location. This will be achieved through engaging with the architects to look at configuration of the space together with soft market testing with contractors to ensure provision of housing alongside an operational boatyard is genuinely feasible.
37. Officers have reviewed the details of the previous consultation report and will ensure that any future proposals for a potential residential scheme will be modest in order to address the concerns previously raised by residents regarding height.
38. Noise from the boatyard and the impact on residential continues to be of specific concern to local people, and the fear is that the residential would take precedence and in time render the boatyard unusable. This concern will need to be addressed through detailed noise studies as part of any scheme development.
39. In addition the configuration of the space will need to be carefully considered in order to mitigate any potential conflict between boatyard operations and a residential scheme.

Aim to address future pricing and fee increases for berth holders

40. The future pricing policy for both the boatyard and berths is linked to the financial viability and sustainability of the scheme and therefore this is a key consideration for the scheme.
41. Current businesses are concerned that an upgraded boatyard facility would result in an uplift on the current business rates. Council officers have been liaising with Income Operations and the Valuation Office Agency to minimise the impact this may have on existing business users.

42. There have been concerns from berth holders regarding fee increases over the years due to the annual fees and charges setting process. One of the recommendations from overview and scrutiny committee in June 2019 was that a clear and transparent formula for fee increases should be drawn up. The future pricing policy has still to be discussed and agreed, which officers are progressing.
43. There have been concerns expressed regarding the ability for the current infrastructure and facilities in the area to meet the extra demands of new residents and the affordability of services and berths.

Consultation and engagement plan

44. The community engagement for this scheme will be based upon best practice as per the recently adopted visions and principles for consultation and engagement and in liaison with a dedicated communications officer. The consultation exercise will follow the recently agreed principles ensuring that through this consultation:
- We will put people at the heart of the engagement through engagement that is built on trust, inclusive and collaborative
 - We will plan our end to end engagement effectively through practice that is reflective, timely, proportionate and evidence based
 - Deliver meaningful engagement through being simple and accessible, clear and informative and responsive.
45. The council's draft Development Consultation Charter recognises the need for developers to engage with the local community throughout key stages of a project. Consultation through this mechanism will take place as this project progresses.
46. Consultation will take place in autumn 2019. It is proposed that the public consultation exercise will be delivered through a dedicated physical 'consultation hub' on site in a location to be confirmed. This hub will allow for information sharing, ideas gathering, workshops, interactive technology and will be designed to be engaging and accessible for a wide range of stakeholders and local people. The hub will be accessible for a sustained period to ensure that a wide range of views can be heard.
47. The consultation will be based around the mini sketch masterplan which will show how the site connects with the wider area, to include consideration of transport hubs, and other considerations that impact on the 'sense of place' including community facilities, green spaces, ecology, recreational facilities and recognition of the rich heritage of the area.
48. The consultation will focus on the three main deliverables and any other associated enabling infrastructure:
- Improved boatyard
 - A residential scheme
 - Expanded berths at Greenland Dock.
49. Listed below are some of the benefits and positive messages arising from this scheme which will be relayed during the consultation:

- The scheme has the potential to provide social housing contributing to the council's commitment to provide 11,000 new homes
 - An increased number of residential berths will address the large waiting list and ensure the marina's long term financial sustainability
 - An increased number of residential berths would need to be delivered along side improved facilities for berth holders
 - Provision of a fit for purpose boatyard with improved configuration and circulation as well as improved marina facilities will benefit existing and new berth holders and businesses
 - Any additional facilities that could be provided through a redeveloped boatyard would benefit the wider community
 - A redeveloped boatyard may lead to increased job opportunities, local employment and will help to support the marine industries and improve skills in this area
 - A redeveloped boatyard could contribute to increased economic viability and opportunities for start up businesses.
50. At this stage consultees will be asked to give their views on the broad principles of the scheme, the extent, location and any other key considerations related to these three deliverables.
51. The consultation boards and a questionnaire will also be uploaded onto the council's consultation hub website. These proposals will be used as the basis to obtain feedback from the public on the scheme with a view to developing these, taking on board valuable feedback for the detailed design development of the key deliverables.
52. The objectives of the consultation are to gather a broad range of views and opinions on current issues faced by berth holders, existing businesses and a wider group of local residents including anyone affected by the development and collate their opinions on proposals for a redevelopment scheme.
53. A Stakeholder Steering Group will be established consisting of members from the berth holders association, marine business representatives and local resident representatives.
54. The following stakeholder views will be actively sought through a range of methods:
- Existing berth holders
 - Prospective berth holders (on waiting list)
 - Neighbouring T&RA and residents (including those in Lewisham)
 - Prospective residents
 - Tenants of the boatyard
 - Businesses using the boatyard
 - Port of London Authority (PLA)
 - Thames Tideway
 - Thames Clippers
 - Royal National Lifeboat Institution (RNLI)
 - River Police
 - Marine Fire Brigade
 - Surrey Docks Watersports Centre
 - Small craft business operators.

55. Views will be collated throughout the consultation and at the end a consultation report will be developed. The consultation will inform the detail of proposals that will be taken forward for approval by Cabinet in early 2020.

Opportunities and Risks

56. There are a number of opportunities linked to a redevelopment scheme which must be considered with their associated risks. The table below outlines the main opportunities and risks.

Opportunities for SDM and the boatyard	Risks associated with these opportunities	Mitigation
Use a portion of the large space within the boatyard for a residential development	<p>Issues raised regarding incompatibility to the detriment of the boatyard and objections from berth holders and local stakeholders</p> <p>Soft market testing proves residential scheme is not viable</p>	<p>Detailed noise studies and soft market testing to determine level of risk regarding compatibility.</p> <p>Ensure sufficient information is made available to developers during soft market testing discussions to assist them in providing well informed advice. Similar schemes along the Old Kent Road development have implemented noise mitigation measures which can be explored further for this development.</p>
Current configuration within the boatyard does not allow for big moving equipment, reconfiguration will increase opportunity to provide large equipment. This will attract more work to the boatyard.	Busier boatyard and more demand from the river, potential for increase activity and noise to local residents.	Detailed noise studies will be undertaken.
Redevelop the boatyard to increase commercial opportunities e.g. café, restaurants and venues to champion the boatyard businesses	Concerns that existing businesses may be priced out	Liaise with Valuation Office Agency and Income Operations to minimise the impact

Policy implications

57. The SRPP was 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.
58. 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 (AAP).
59. The Canada Water AAP sets out a vision of how the area will change over the period leading up to 2026, and a delivery plan for implementing this vision. The SDM redevelopment site sits within the wider Canada Water AAP area (<https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/development-plan/area-action-plans?chapter=3>) and is in close proximity to the core AAP area as such it will reap the benefits of any improvements made to the core area.
60. A key objective within the AAP which will positively impact the South Dock Marina redevelopment scheme is improved transport connections. The AAP is aiming to ensure the area is highly accessible by sustainable transport such as walking, cycling and public transport in order to reduce pollution and congestion.
61. The policies within the AAP which specifically relate to the SDM site are:
 - **Policy 6 – Walking and Cycling**
'Development proposals should provide routes that are safe, direct and convenient for pedestrians and cyclists. They should enhance access to the docks and the river and provide or reinstate the Thames Path'
 - **Policy 7 – Public Transport**
'..work with Transport for London (TfL) to improve the frequency, quality and reliability of public transport, including river transport'
62. In addition to the Canada Water AAP, the Canada Water Social Regeneration Charter which is informed by the Southwark Regeneration Framework sets out investment priorities for both Surrey Docks and Rotherhithe wards with specific reference to investment into the South Dock Marina infrastructure.
63. The council are aware of developments in the area that could potentially have an impact on the surrounding infrastructure and are actively seeking to mitigate the affects of these through funding applications for investment into the existing transport facilities and to support new infrastructure in the area.
64. The council is now reviewing the Southwark Plan and Core Strategy to prepare a local plan called the new Southwark Plan. This new plan will set out the council's regeneration strategy to 2033 and will also be used to make decisions on planning applications. The New Southwark Plan will:
 - Set policies to support the provision of new homes including 11,000 new council homes.
 - Protect our existing schools and community facilities in the borough and

- provide more where this needed.
 - Protect local businesses and attract more businesses into the borough to increase job opportunities.
 - Support our high streets and increase the range of shops to increase their vitality.
 - Direct growth to certain areas of the borough, predominantly in Elephant and Castle, Canada Water, East Walworth, Blackfriars Road, Bankside and along the river Thames where there is greater public transport accessibility.
 - Introduce policies to improve places by enhancing local distinctiveness and protecting our heritage assets.
 - Set policies to provide greener infrastructure and to promote opportunities for healthy activities.
 - Provide visions and policies for the many different areas within Southwark.
65. The new Southwark Plan designates Greenland Dock as Open Water Space and policy P57 states specifically in relation to increased berths that:

‘Development within designated Open Water Space will only be permitted when it consists of:

Berths and moorings for houseboats and other craft that improve the use of the River Thames in underused open water spaces where they do not affect its openness or detract from its character.

Reasons

Southwark has several unique open water spaces on the Rotherhithe peninsula owing to the dockland heritage of the area. We will need to maintain and improve these spaces as well, to provide benefits associated with health and wellbeing, recreation, quality of life and cohesive communities. There is a high demand for berths and moorings that is not being met in Southwark and across London. Where water space is underused at present, new berths and moorings could increase the enjoyment of the River Thames.’

66. The redevelopment of South Dock Marina will contribute to the delivery of the following fairer future commitments:
- **A place to call home** – redevelopment of the boatyard to incorporate residential units will provide 50 per cent affordable housing for the residents of Southwark.
 - **A place to belong** – The redeveloped boatyard will be visually more appealing and will enhance the look and feel of the local area, benefitting local residents. The development may also include food and drink outlets (and perhaps retail) facilities which local residents will benefit from alongside marina users.
 - **A full employment borough** – As the only working boatyard in central London, SDM is a critical facility for the marine businesses working on the Thames. The provision of improved facilities for this business community can help to sustain and grow this important sector of the local economy and provide employment opportunities.

67. SDM and Greenland Dock are recognised within the Open Spaces Strategy (2013) as natural / semi-natural green space. The redevelopment scheme will be developed in line with the council's Open Spaces Strategy and clear in delivering the objectives as set out within the document, specifically:
- **Objective P5**
'Enhance the quality and value of natural and semi natural greenspace provision within the urban environment'
 - **Objective P7**
'Ensure that open space is accessible and continues to support tourism and businesses in the borough whilst meeting the needs of local residents..'
68. It is proposed to develop a planning policy compliant residential scheme providing 50 percent affordable homes as the land in question is categorised as general fund.
69. GLA policy states that schemes submitted to the Local Planning Authority (LPA) of 10 stories or above will be referable to the GLA and are to provide 50 percent affordable homes; however the residential scheme that has been designed is less than 10 stories making this a non-referable application.
70. The residential development will adhere to the Agent of Change Principal within the New London Plan which effectively states that new developments should take into account the existing use of noise generating neighbouring properties. Similar schemes as part of the Old Kent Road regeneration have adapted this principle to developments and have been successful in implementing noise mitigation measures which can be explored further for this development.

Community impact statement

71. A community impact statement will be collated to capture community priorities, issues and needs, in particular, groups displaced or impacted by the development proposal. It is proposed that the community impact statement will focus on two distinctive communities:
- 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.
72. Indicative groups the council will seek to consult and assess with will be service users, internal stakeholders and affected businesses.
73. 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.

Resource implications

74. The project management function will be provided by the capital works and development team within regeneration in liaison with the parks and leisure team within environment and leisure as the client.
75. Other resource implications relate to sketch master planning and delivery of the consultation including a consultation hub which will need to be procured externally and will be financed through existing departmental budgets.

Legal implications

76. Please see concurrent from the director of law and democracy (paragraphs 81-85).

Financial implications

77. The outcome of the consultation process will help to finalise the future development proposals for South Dock Marina and Boatyard. The development proposals, once confirmed, will be subject to detailed appraisals including the financial implications on both revenue and capital budgets going forward. The detailed proposals together with the financial implications will be included in a separate report in the future for cabinet approval.
78. The resource requirements to deliver the proposed consultation and design development will be contained within existing departmental revenue budgets.
79. Council officers have been engaging in ongoing dialogue with the berth holders to agree the fees and charges as part of the council's annual budget setting process. It is expected that fees and charges for the future will need to be reviewed against the costs of the development proposals.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Head of Procurement**

80. At the present time no specific spend or procurement process is being proposed and therefore no concurrent required. If this changes, a Gateway 1 will be submitted in accordance with CSOs as appropriate for the level of spend.

Director of Law and Democracy

81. The report recommends that cabinet give approval to undertake consultation. To meet legal requirements consultation must:
- be undertaken when proposals are still at a formative stage
 - include sufficient reasons for the proposals to allow interested parties the opportunity to consider the proposal and formulate a response
 - allow adequate time for interested parties to consider proposals and formulate their response
 - the outcome of consultation must be conscientiously taken into account when the ultimate decision is taken.
82. The report also recommends that cabinet give approval to the key consideration and principles for any future proposals.

83. The report confirms that the results of consultation will be set out in a further report for cabinet to consider in spring 2020.
84. The public sector equality duty, in section 149 of the Equality Act 2010, requires the council to consider all individuals when carrying out their functions. 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 council functions. Officers will need to actively consider the duty during the consultation process and when formulating recommendations to cabinet for final decision making; members must have due regard to the duty when the matter is referred back to cabinet following consultation.
85. As the project develops any legal and governance issues arising should be identified and addressed in consultation with the director of law and democracy and her staff.

Strategic Director of Finance and Governance

86. This report is requesting cabinet to approve the consultation and engagement plan for proposals relating to South Dock Marina, Greenland Dock and the boatyard and approve the key considerations and principles for any future proposals as set out in this report. Full details and background are contained within the main body of the report.
87. The strategic director of finance and governance notes that the outcome of the consultation process will help to finalise the development proposals and a further report will be submitted to cabinet outlining the financial implications on both revenue and capital budgets for formal approval.
88. It is also noted that the costs of the proposed consultation process and other related costs will be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

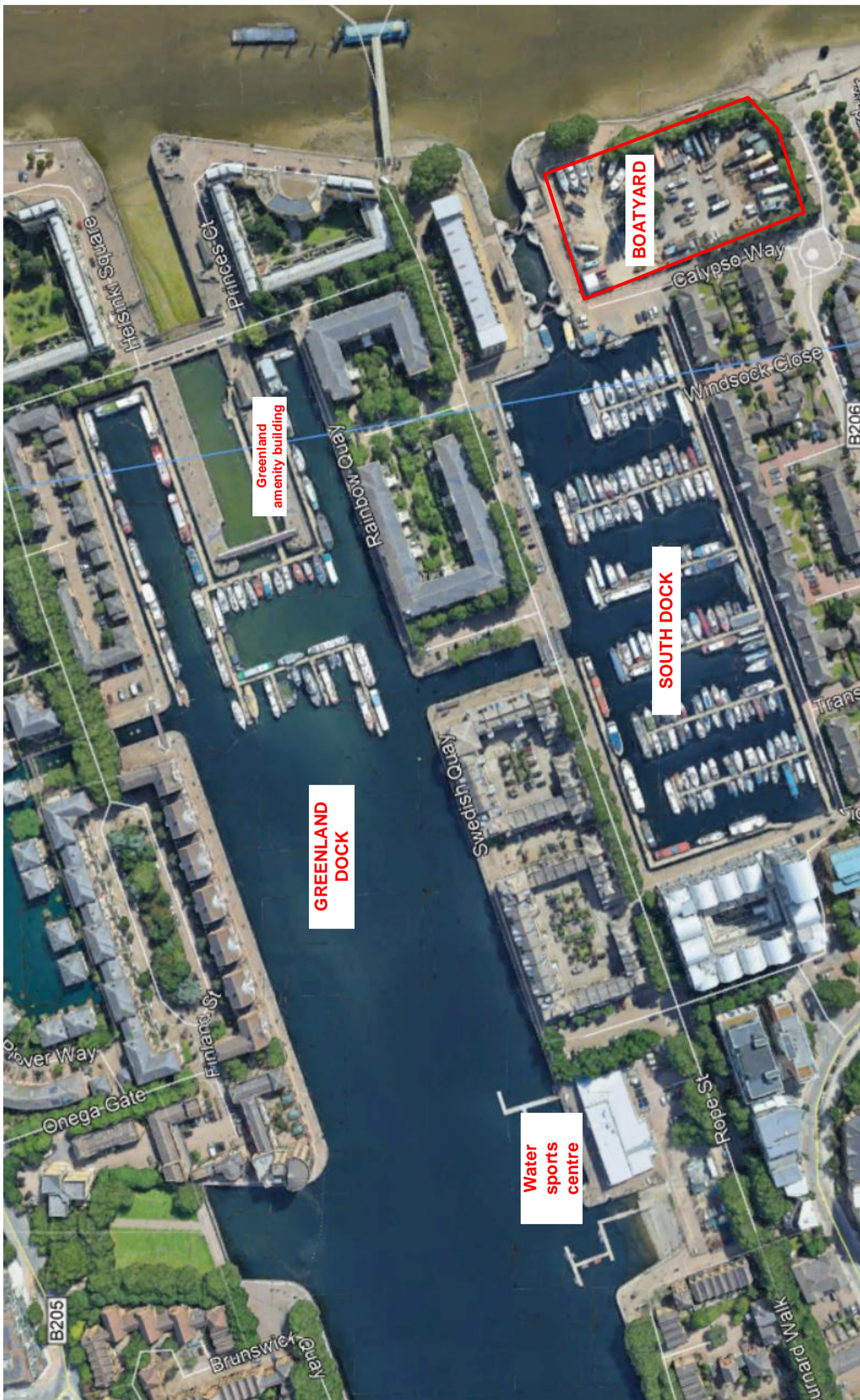
APPENDICES

No.	Title
Appendix 1	Map of South Dock Marina, boatyard and Greenland Dock

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	
Lead Officer	Rebecca Towers, Director of Leisure, Environment & Leisure	
Report Author	Hemali Topiwala, Project Manager, Place & Wellbeing	
Version	Final	
Dated	5 September 2019	
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		5 September 2019

Appendix 1 - Map of South Dock Marina, Greenland Dock and Boatyard



Item No. 13.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		New Council Homes rooftop development principles and programme update	
Ward(s) or groups affected:		All Wards	
Cabinet Member:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD - COUNCILLOR LEO POLLAK, CABINET MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

The acute housing need of Southwark residents is well documented, with over 12,000 families waiting for a new council home, and over 2,000 children currently growing up in temporary accommodation. Subsequently, our determination to tackle this housing crisis is now turning towards new and innovative ways of building new council homes, with a special focus on unlocking the potential for very many upward extensions on existing blocks making a significant contribution to creating new high quality, enduring council housing.

This report sets out a new bespoke approach to rooftop development, to maximise the benefits and minimise the impacts to residents, and our focus on this type of development reflects a special kind of caution and consideration. Residents we have spoken to have told us of their desire to remain on the top floor where homes are being built on top of them; and for as brief a construction period as is possible. They have also told us it would be desirable to be prioritised for a brand new home, given the impact; that improvements be made to the existing block, and that any associated costs would be non-rechargeable and confined to the development itself.

To this end, we have established a set of rooftop development principles for adoption – firstly, we will seek to build rooftop homes in modular form in off-site factories, craning them on to adapted blocks in order to minimise the on-site time and potential disruption to existing residents. Secondly, we will be offering first dibs on those new homes to residents living immediately underneath them, with the vacated homes being made available to the wider housing waiting list. Thirdly, our plans include accompanying the development with improvements to the existing block, with a new roof, lift and landscaping non-rechargeable to leaseholders. We are also developing an accompanying rooftop design guide, detailing some of the best options for how to complement and enhance the existing block well, maximise internal living and amenity space and solutions for connecting new homes to existing services.

Unlocking a new dimension of council housing supply like this is not straightforward, but we are driven by the potential for several hundred such developments and potentially thousands of new homes in our borough built through upward extensions on blocks that are well configured and within their life cycle. Such an approach also offers a new approach to competing claims on estate land, as well as a new way of delivering robust, thermally efficient homes while preserving the embodied energy and carbon of existing buildings. I look forward to developing this conversation with our residents further, continuing to learn essential lessons for our existing rooftop schemes, and to realising the great benefits rooftop housing can offer.

This cabinet report also presents an update on progress across the new homes programme, including our efforts to expand the delivery capacity of our new homes team, an ongoing review of our design specifications and new architects framework for smaller design practices being

developed with the London Housing Consortium. We also present a refreshed communications approach for the several dozen new sites we will be bringing into the programme in the coming weeks following an intensive round site identification and acquisition.

RECOMMENDATIONS

Recommendations for the Leader of the Council

1. To delegate to the cabinet member for social regeneration, great estates and new council homes the agreement of the new housing design review principles, including rooftop developments.
2. To delegate to the strategic director for housing and modernisation the offer to be made to residents to mitigate the impact of rooftop developments in consultation with the strategic director of finance and governance, the cabinet member for social regeneration, great estates and new council homes and cabinet member for housing and modernisation.

BACKGROUND INFORMATION

3. A new council homes programme has been established and is delivering homes under the governance of a steering group chaired by the leader of the council. Delivery of the programme is the responsibility of the director of new homes within the housing and modernisation department.
4. The programme coordinates council resources and activities to deliver new homes and resources as necessary to increase delivery capability in order to expand the programme to meet the council target. Teams directly delivering the programme and supporting delivery have been increased to meet the resource requirement to deliver the planned and future pipeline. The programme also includes partnership working to deliver new homes such including working with Leathermarket JMB to deliver new council homes and collaborative working on the delivery of a Community Land Trust development in Southwark.
5. Residents are at the heart of the programme, both those who do not currently have a home as well as those who will be affected by homes being developed in their estate or area. With that in mind a communications strategy is being progressed that will affirm why the council is undertaking a new build programme and how all residents can expect to see the benefits of new council homes, including the planned enhanced offering to those residents affected by construction projects. The new homes projects will also be sequenced, where possible, with other planned works to ensure value for money and an enhancement of the existing environment aligned to the great estates programme. The implementation of the design review will ensure that the programme adds to the aesthetics of the built environment and leaves a legacy of great design.
6. The programme was originally established in January 2015 when the council agreed its new long term housing strategy for the borough including specific commitments to increase housing supply, including building 11,000 new council homes for social rent by 2043.
7. The Council Plan adopted in October 2018 commits to build at least 2,500 council homes by 2022, 654 of which have been completed to date, leaving a balance of 1,846, left to deliver.
8. The council is already building new homes with 654 delivered, 223 under construction

and a further 539 council homes with planning permission. A further 1,426 are in various stages of design development. In addition, initial consultation is underway on a number of further potential development opportunities, with an IDM planned for October to seek approval to include this tranche of sites within the new homes programme.

9. The council is exploring options for undertaking rooftop developments in order to create new homes. Rooftop sites can be less nuisance and inconvenience than traditional builds. The use of off-site modular manufacturing, where it is appropriate, will minimise the on-site 'installation' time which compares favourably with conventional construction projects built on new foundations. Where modular is used the modules are being manufactured in controlled and 'sterile' conditions, the output of the product exceeds the standard of construction being delivered in all-weather conditions. Rooftop sites also allow the council to retain more green spaces and parking spaces which are under pressure in the context of our housing targets.
10. This is an update following the previous cabinet report tabled in October 2018.

WHAT HAS BEEN ACHIEVED

Enhanced offer for residents affected by construction projects

11. Acknowledging the impact of new development on existing estates and the need to tackle housing need on the same estates, currently at least 50% of new homes built are offered to residents in the neighbouring estate/area. The extent of the area is approved by the cabinet member for housing management and modernisation.
12. A review of the housing allocation policy is currently being consulted upon and the draft includes the proposal to enhance this offer and allow up to 100% of new homes to be considered for local lettings.
13. The council is further exploring options for undertaking Rooftop Developments in order to create new homes. The council is already undertaking this type of development at Chilton Grove within the Rotherhithe ward, with 44 new homes being added on top of existing homes alongside the enhanced refurbishment of the existing properties. This development is following a traditional method of construction however for future projects the council is considering the use of off-site, modular construction to minimise time spent on site and thus greatly reducing disruption to existing residents. In addition, every individual scheme will use the most appropriate, cost efficient method of construction to provide the best quality home in the fastest period possible.
14. However, it is acknowledged that any form of rooftop development will have an impact on existing residents. Therefore, it is proposed that Leader delegates an agreement of enhanced offerings for residents impacted by construction projects. These benefits may include (though not limited to):
 - First priority for new top floor properties to go to existing top floor resident leaseholders and tenants on the top floor who are in appropriate housing need, subject to availability. Leaseholders may be able to purchase a proportion of the new property based on difference in valuations between the new homes and their existing home, on a shared equity basis or provide additional finance to purchase the new home outright.
 - Second priority for any remaining tenants (who meet housing need for the property) or existing resident leaseholders in the block.

- Third priority will be for local needs – adjoining blocks or estates according to scheme.
 - Any homes becoming available due to a resident moving into a new council home will be made available on ‘home search’.
 - The offer to apply to resident leaseholders only.
 - It would not be proposed to provide home loss or disturbance payments to residents taking up the option to move.
15. Consideration will also need to be given to impact specifically on leaseholders and the potential recharge for Rooftop Home developments and associated improvements. These arrangements may include:
- Not recharging for any element of the new roof associated with the development of the new homes.
 - Not charging for a new lift created as a directly as a result of the development.
 - Reviewing how service charges are levied equitably as a result.
 - Not recharging for associated landscaping carried out as part of the building works
 - Security works such as the installation of entry phones would be recharged as the majority of residents will have support the works.
 - Associated building works costs such as Scaffolding costs will only be charged as a reasonable proportion of costs which are attributable to the existing block. Only charging a reasonable proportion of scaffolding costs which are those attributable to the repairs to the existing building

As noted in paragraph 2 it is recommended that these issues and the possibility of applying these to existing schemes retrospectively, are explored for approval delegated to the strategic director of housing and modernisation in consultation with the strategic director of finance and governance, cabinet member for social regeneration, great estates and new council homes and cabinet member for housing and modernisation.

The overall programme

16. With 654 homes completed, there is currently a total programme pipeline of 2842 homes and there are further plans to identify and include additional homes within this pipeline. It is clear that the council is making significant steps towards its aims for new council homes for 2022 and beyond. It is also important to highlight that over such a major programme, with around 70 live individual schemes, there will be those that take longer to deliver or may not progress to completion for a variety of reasons. Therefore it is crucial to ensure there are sufficient schemes within the programme to compensate for this (over programming). Also, that a robust monitoring regime is in place to ensure any potential slippage to projects and the overall programme is readily identified with mitigating actions employed.

Categories	Delivered	On site	Planning Approved	Earlier Consultation stages	TOTAL
Direct Delivery	328	143	336	712	1519
Hidden Homes	41	16	3	11	71
Leathermarket	27	40	0	112	179
SRPP	0	24	200	451	675
S106 purchase	258	0	0	140	398
Unknown	0	0	0	0	0
TOTAL	654	223	539	1426	2842

17. Most recently the Sumner Road development completed in April 2019, providing 67 new council homes (Blossom Court), as well as 3 homes from shared equity to assist with decanting leaseholders from Aylesbury and Ledbury estates, a new community centre (Cornerstone Community Centre) and an additional 42 homes for private sale (Leyland Court).

The following schemes are currently on site;

Location	New Council Homes
• Meeting House Lane	29
• Pelier Street	17
• Tenda Road.	12
• Lakanal Shops new Build	28
• Chilton Grove Rooftop Development	44
• Copland Road Car Park	24
• Tustin Hidden Homes	13
• Other Hidden Homes	16
• Joseph Lancaster	40
TOTAL	223

The following schemes are due to commence imminently:

Location	New Council Homes
• Daniels Road	19
• Welsford Street	10
• Ivy Church Lane Garages	21
• Commercial Way	74
• Thaxted Court / Damory House	
• Rooftop Development	28
TOTAL	152

18. A further 387 homes have planning permission, 146 homes across eight schemes are in the planning process and a further 1280 in the design development stage.

Delivery of New Homes

19. The council works in partnership to ensure that the best value and most efficient use of resources are optimised. Delivering new homes is a corporate and collaborative effort, ensuring legal and procurement processes work together to maximize delivery.
20. The majority of schemes in the current programme are direct delivery projects within the Housing and Modernisation Department. The New Homes Development Team directly manage the delivery of schemes on existing housing land, including infills, garage sites, hidden homes and other opportunities.
21. The Asset Management Team deliver sites when it makes more sense and it is better value to deliver works whilst the council is also undertaking major refurbishment.
22. The Regeneration team in the Place and Wellbeing Department are also delivering nearly 700 new council homes which are primarily sites that were not originally housing land. These are being delivered through a mixture of development agreements, where a developer carries out the particular development in line with

agreed plans and specifications, as well as the team directly managing the delivery of some sites.

Leathermarket

23. The Leathermarket Community Benefits society successfully delivered 27 new council homes, known as Marklake Court on the site of garages on Weston Street. The development was very well received and was visited by the Mayor of London, who was particularly impressed with the scheme.
24. A report is planned for the next cabinet to seek approval to enter into a further overarching grant agreement with Leathermarket to directly deliver up to 180 new homes across 10 sites, within the borough. Initial funding has been provided to support the delivery of 40 new homes on the Joseph Lancaster nursery site with pre-construction works including full enabling and archaeological investigations ongoing. Community conversations have also informed the design brief for the next sites on the Elim Estate, aimed at delivering approximately 46 new homes, new community facilities and a new office for Leathermarket JMB.

Section 106 (s106) and land acquisitions

25. The council has secured a number of sites that are delivering new council homes through purchasing affordable homes from developers. The latest delivered are 19 new council homes at Danny McCarthy House (previously known as Odessa Street).
26. The council is also actively pursuing land, to incorporate site assembly, or property acquisitions in line with the councils asset management strategy in order to provide additional opportunities for new council homes developments. An example of this was the purchase of a former medical centre at Ann Moss Way in Rotherhithe.

New site identification

27. As noted in the cabinet report of October 2018, external industry experts were commissioned to carry out a borough wide capacity study of housing land to identify potential opportunities for new build development, expanding the programme.
28. Stage 1 was a desktop review of the sites and this generated a significant number of potential estates opportunities for Stage 2 Reviews (the Architectural review of development potential).
29. The conclusion of the stage 2 reviews will likely refine the opportunities down to a number of sites, that could produce around 900-1000 additional homes. The various opportunities will fall into the following criteria: infill, redevelopment and rehousing, rooftop development and minor regeneration.
30. Initial consultation has been undertaken with relevant ward councillors and lead members and this resulted in adjustments of potential areas for development.
31. From those identified, initial consultation is underway of sites where no decanting of existing residents is required. The results of the consultation will be included in IDM(s) for the Lead Member for Social Regeneration, Great Estates and New Council Homes seeking approval to include new schemes within the new homes programme.
32. Further consultation on sites identified including those that offer the potential for rooftop development and redevelopment and rehousing will be carried out in a phased

schedule in order to develop the future pipeline of schemes in a progressive, planned schedule.

Construction joint ventures

33. The council is exploring joint ventures (JVs) with specialist contractors, as one of a number of options to increase the capacity to deliver new homes. With good governance and shared objectives, JVs can offer an alternative delivery model, bringing in outside expertise rather than operating alone and can also widen the community benefits. Further work is required before seeking approval for a JV.

Additional programme resources

34. Acknowledging the importance of the programme as a key council priority, a Directorate of New Homes has been created to provide a sole focus on delivery the programme. Stuart Davis was appointed as the Director of New Homes in July 2019, reporting to the strategic director of housing and modernisation.
35. Additional resources are being recruited to the council to ensure we have the capacity to take into account the acceleration of the programme and maximise opportunities for acquiring and developing new sites. A programming team is in place to oversee the monitoring of the overall delivery programme and a communications role added to lead that function.
36. To secure additional resources the council bid for funding from the Homebuilding Capacity Fund via the Greater London Authority (GLA). This afforded councils the opportunity to bid for revenue funding for 2019-20 and 2020-21 to build skills and capacity across their housing and planning teams.
37. The programme focuses on four principles to support increased levels of housing delivery:
- delivering a new generation of council homes;
 - increasing housing supply by supporting the development of small sites;
 - proactive planning in areas with significant growth potential; and
 - ensuring optimal density of new residential developments.
38. The proposals that the GLA could fund included (but were not limited to):
- Priority one: Delivering a new generation of council homes
 - Priority two: Increasing housing supply by supporting more development on small sites
 - Priority three: Proactive planning in areas with significant growth potential
 - Priority four: Ensuring optimal density of new residential developments.
39. The overall fund was £10million across the two years with councils only able to bid for £750,000 each. The council bid for £750,000 across priority one – three, including seven specific elements.
40. The council secured £572,000 to fund the following additional resources for the programme:
- Two dedicated contract lawyer's
 - Procurement specialist
 - Design specialist: working on key design documents
 - Additional role based within planning to provide urban design expertise for the programme and increase capacity.

41. To provide additional funding to support the programme a grant bid of £168m against the pipeline was applied for through the GLA's Building Council Homes for Londoners fund. This includes bidding for all possible units starting on site before March 2022. The grant available for social rent was £100,000 per home.
42. The council was successful in securing £88m funding towards the programme to assist the funding of over 900 new homes. This was within the top three allocations in London.

Communications strategy

43. As noted in paragraph 35 a new position has been created to lead on the communications strategy for the programme. A key element of this is the first contact strategy which will include:
 - A summary of the Programme
 - Early stage communication checklist
 - The standards that we use
 - The Great Estates promises outlining 'what is in it for them / their community'
 - How the works will be programmed in with existing planned works
 - A map of the site
 - A timeline for the consultation
 - How they can be involved
 - Templates for regular newsletter.
44. Work is also underway to enhance further the new homes websites providing far more information about the programme and achievements in real time.

Sequencing of new homes programme and major works

45. The new homes programme is continually reviewed for co-ordination with the major works programme where appropriate to maximize improvements for residents whom may be impacted by the new homes building works and to minimize disruption. In addition, the Great Estates offers further opportunities for existing estate residents to gain additional improvements to the wider estates.

Community Land Trust (CLT)

46. Community Land Trusts (CLTs) are a way of providing genuinely and permanently affordable home ownership, offering up one model to address the growing gap in the market between people who are a priority for a council property and those who can afford to buy on the open market.
47. The CLT homes are sold at levels linked to local income and every subsequent sale through the CLT will also be linked to local incomes.
48. As part of the overall borough wide capacity study noted in paragraphs 27-32 consideration was given to identify suitable sites that can be explored and taken forward from inception to delivery with Southwark Citizens in order to deliver a CLT in Southwark.
49. A potential site has been identified and shared with Southwark Citizens, who are looking to establish a CLT, and a site visit undertaken. The council has commissioned

feasibility studies to assess if the site can meet the aspiration of the CLT, in particular potential to deliver a scheme of 12-14 homes with minimal service charge implications.

50. As noted in the Cabinet report on 30 October 2018, it is likely that any site taken forward may still require subsidy, possibly in the form of land or external grants to ensure they are genuinely affordable to Southwark residents

Key principles for strategy to deliver 11,000 homes by 2043

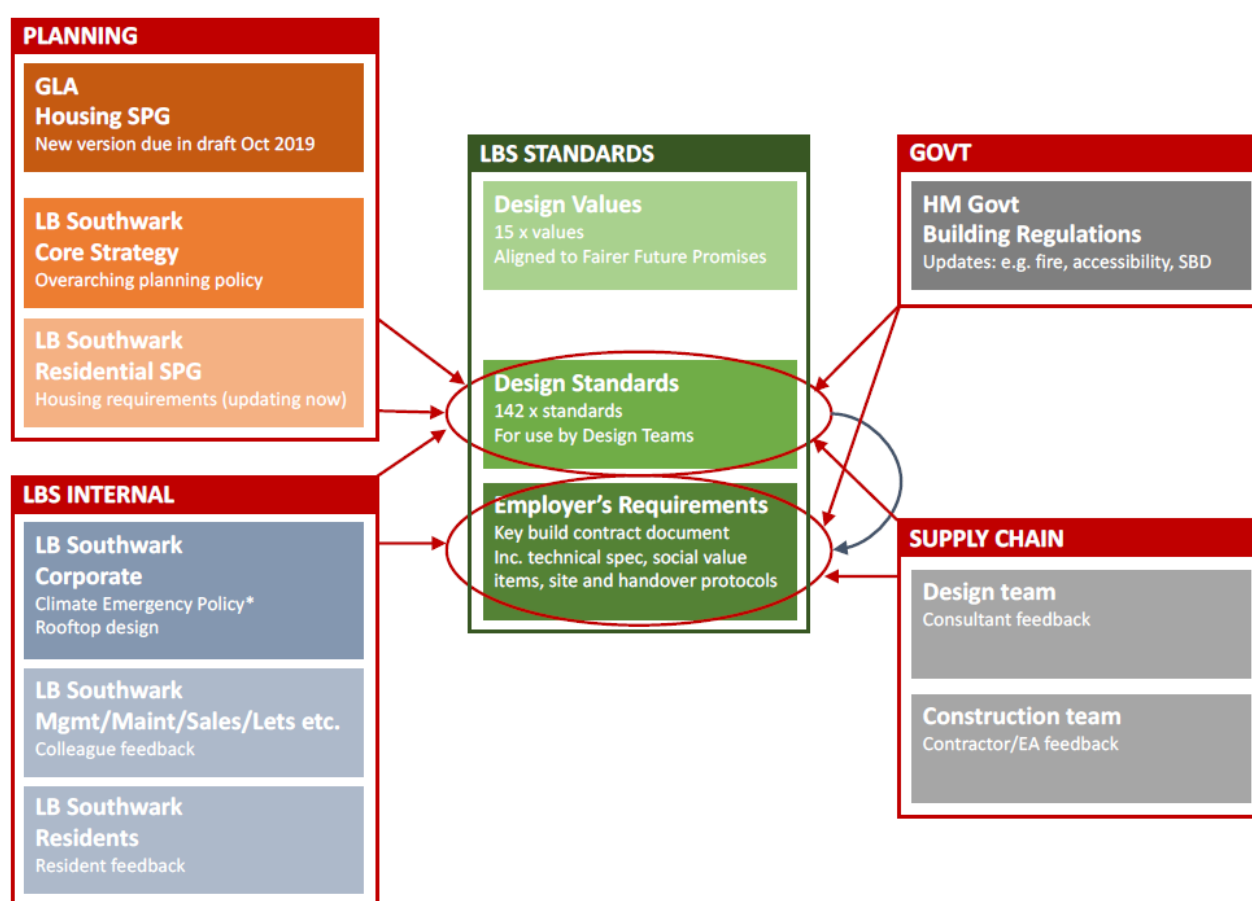
51. The draft key principles for 11,000 Council Homes Strategy is currently being developed and will be subject to consultation and Cabinet report later in the year.
52. The strategy will outline the short (to 2022), medium (to 2028) and long-term (to 2043) goals and the next steps
53. The strategy will include how the council will deliver high quality new homes at speed including exploring the use of modern methods of construction and the use of modular construction with a view to minimizing on site construction time.

Design Review

54. The council is moving at pace to deliver, on average, 500 new homes per year and the speed of delivery will not be in conflict with high quality. In October 2018, the council commissioned a report on 'Delivering Quality' from an industry expert, presented to senior officers in February 2019.
55. The key four ways in which design quality can be sustainably achieved within a development organisation are:
- Culture, people and skills
 - Governance and scrutiny
 - Standards
 - Supply chain selection
56. Many of the recommendations from that report (on all four fronts) are now in train. This is an update on the refreshing of council's various 'Design Standards' documents. Funding has been received for this work stream from the Mayor's 'Capacity Building' funding allocations, see paragraph 40 and an industry expert has been appointed to oversee the refresh of the documents in combination with our in house technical experts and from soliciting residents view from recently completed schemes.
57. The Council's New Homes Design Standards documents consist of the following:
- Design Values – high level outcomes which the council wishes to achieve.
 - Design Standards – more detailed design standards with design team must adhere to and which the council's delivery teams use as an audit checklist.
 - Employer's Requirements – main build contract documents which dictates some build components to ensure compliance with existing arrangements in place as well as site and handover protocols.
58. It is proposed only to update the second two documents, as the design values are still robust and well understood by members, officers and residents alike,
59. The Design Standards are now four years old and require revision for five key reasons:

- **Planning:** Changes to planning policy at local and regional level.
- **Regulation:** Updates to building regulations and outputs from the Hackitt review.
- **Internal Feedback:** Changes to internal policy as well as front-line feedback from residents and housing colleagues. This 'product-user' feedback loop is critical to ensure that the council is listening to and learning from its residents and officers and evolving its product accordingly.
- **Supply chain feedback:** Feedback from the council's current cohort of design teams, Employers Agents and contractors. This 'document user' feedback loop is also critical to ensure that the council presents a clear and lean set of requirements to its supply chain. In the case of the Employers requirements it also ensures clear contractual liabilities and risk apportionment
- **Carbon Neutral Target:** The standard will categorise items which can contribute to the councils aim for follow on work to highlight and agree standards based on a costed outputs.

60. A summary of the influences on the council's documents is shown below.



61. The Design Standards document will be updated by a leading architects practice, once agreed with officers, and the methodology will be as follows:

Initial review principles

- Reviewing the 142 standards against all current regulations and planning policy.

- All relevant internal stakeholders are being given the opportunity to review the standards. Filtering out redundant standards as applicable.
- Splitting the standards into pre-planning and post-planning standards (easier to use for both design team and council officers checking compliance),
- Moving some standards into the Employer's Requirements (some standards are important, but too detailed for this document).
- Creating some bespoke standards for rooftop development projects, as well as indicating where some standards could be challenging to meet in light of this type of development (e.g. communal amenity, wheelchair homes).

62. The Employer's Requirements document will be updated by an experienced building surveying consultancy. The methodology will be as follows:

Principles of change

- Restructuring the ERs to give clarity on the council 'red line' requirements against those subject to contractor/designer further input, and documents which are supplied 'for information only'
- Re-formatting the ERs to make them more user-friendly for the various Employer's Agents using them on varied schemes, with clarity on what is fixed and what requires user inputs.
- Reviewing the ER clauses against all current regulations. Resident feedback and lessons learnt from previous schemes being used to inform new ERs.
- Filtering out or moving clauses as applicable, with complete clarity on what has been moved/deleted and why
- Moving some standards from the 'Design Standards' document into the Employer's Requirements.

63. For both processes an initial review will be undertaken with further consultation and workshops carried out with internal stakeholders before final draft. In addition, a presentation will be made to the Future Steering Board.

64. As noted in paragraph 1 it is proposed that approval of these revised documents is delegated to the cabinet member for social regeneration, great estates and new council homes.

Technical and architectural services framework

65. A professional technical services framework is being developed to provide the expert professionals that can enable the delivery of homes to the high standards of design and specification that the council expects. The professional technical services framework is currently being re-evaluated for financial criteria, to go to Invitation to Tender Shortly with the aim of an implementable framework in 2020. A smaller architects framework is also being developed that will be procured in partnership with an external framework provider with whom we be in an agreement with by the end of the year. This will provide a host of small and innovative architects to work with the council's design guide to provide a legacy of great design in delivering the new homes programme.

Funding

66. During the last year there have been significant changes to the funding of local authority housing which has benefitted councils and allowed a more locally determined approach to the funding of new build programmes. This is certainly an improved financial position for landlord councils compared to a year ago but there are still

barriers in place which hinder new build delivery.

67. The key change was the removal of the borrowing caps by the government in October 2018. The council's headroom under the debt cap regime (including contingency) had been projected to be fully exhausted by 2022. This was due to the anticipated financial pressures of delivering the new build programme and the significant investment required for the existing stock (e.g. fire safety works, district heating). Therefore the removal of the cap was a welcome development.
68. The removal of the cap gives the council increased flexibility when considering the financing of the new build programme. However, there has to be a realisation that increased borrowing will increase the revenue interest costs to the Housing Revenue Account (HRA) and therefore any borrowing has to be affordable within the revenue account. This increases the financial risk to the HRA and so there must be careful financial planning to ensure additional borrowing is affordable.
69. The initial approach of the council is to determine appropriate prudential indicators to assess borrowing affordability. One method is to cap the total interest charges to a set percentage of net rental income as this would reduce the risk to the HRA of over-borrowing and would be a key indicator when considering future borrowing options. If interest charges were capped at 20% of net rental income then this would mean a self imposed borrowing limit of £1.3bn.
70. The Mayor of London secured more than £4.8bn from the Government to help start building at least 116,000 affordable homes by March 2022. A grant level of £100,000 per unit is another financial initiative which will add resources towards funding the council's target of delivering 2,500 social rented homes by 2022. Southwark was successfully awarded £89m towards its new build programme.
71. Under the current rules GLA grant money cannot be combined with 1-4-1 RTB capital receipts to fund new build units. The government announced a consultation on the future use of capital receipts in August 2018 and authorities are still awaiting the government response to the consultation. Two proposals that were put forward by the Ministry of Housing, Communities and Local Government (MHCLG) were:
 - Extending the time limit for spending RTB receipts from three years to five years for existing receipts
 - Allowing AHP funding to top up retained receipts to a maximum of 50% for social rent where the authority does not have sufficient retained receipts
72. If the government were to allow RTB receipts and grant money to be combined to fund new build development then this would certainly increase the potential for new build delivery.
73. The amount of 1-4-1 RTB receipts available to fund the new homes programme has considerably reduced due to the decline in RTB sales. Sales were 278 in 2016-17, reducing to 171 in 2017-18 and then down to 79 in 2018-19.
74. Historically the new build programme has relied on S106 receipts but the future projection of S106 monies has always been difficult to assess. With the council now insisting on more on-site provision of affordable housing it is expected that going forward there will be less commuted sums to support the new build programme.
75. The recent change of government needs to be monitored as there may be an impact on social housing funding. The publication "Inside Housing" reported in July 2019 that

there were indications that the Prime Minister may move away from social rented provision towards a form of home ownership instead, a part buy part rent product. If this change in approach were to take place then this could hinder the delivery of the council's social rented homes target due to the change in funding emphasis.

Future Steering Board (FSB)

76. The focus of the FSB remains on monitoring the progress the Council is making towards the target of 2500 new homes by 2022, along with understanding the likely affects of the changing government housing and planning policy on meeting the new homes target, and on council residents in general. The FSB has monitored the variety of implementation methods used by the council to provide new homes including Direct Delivery and through Southwark Regeneration in Partnership. Where questions or issues for residents arise, the FSB has addressed these directly to the responsible council officers. The council's decision to develop some of the sites in house that were previously part of the Southwark Regeneration in Partnership programme has been supported by the FSB.
77. The FSB has spent a considerable time in the autumn preparing a response to the Government's Social Housing Green Paper. In 2019 the FSB has worked through the Shelter Housing Commission Report which makes the case for a significant increase in Social Homes Building to deal with the housing crisis impacts of homelessness, poor quality and lack of security and affordability in the private rented sector, lack of replacement of homes lost due to Right to Buy, and changing demographics
78. The FSB also received reports on HRA Business Plan, Private Sector Licensing, Great Estates and Canada Water regeneration.

Policy implications

Housing Strategy

79. The long- term housing strategy for the borough was agreed by Cabinet on 27 January 2014. It contains a vision for the future of housing in the borough, which consists of four principles.
 - Principle 1: We will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
 - Principle 2: We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
 - Principle 3: We will support and encourage all residents to take pride and responsibility in their homes and local area
 - Principle 4: We will help vulnerable individuals and families to meet their housing needs and live as independently as possible.
80. A refresh of the Housing Strategy is underway.

Community impact statements

81. 2014 Strategic Housing Market Assessment demonstrated a continuing need for affordable housing, with the borough experiencing very high house prices that are outside the reach of many of its residents. It has the highest house prices in the housing sub-region (the average 2 bedroom flat being sold for £360,000 in

2013). At the time of the 2011 census there were 18,547 overcrowded households in Southwark, a higher number, and a higher percentage (15.3%), than any of the other four boroughs in the sub-region. Over the period 1981- 2012 the population of Southwark increased by 34%, the fastest growth in the sub-region by some margin. This helps to demonstrate a continuing need for more homes and particularly for affordable homes in the borough

82. 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. The council's consultation with residents on the 11,000 council homes programme has been specifically designed to be inclusive of all the borough's communities and provide a range of mechanisms to provide residents with the opportunity to engage.
83. Consultation on sites is being undertaken in line with the Charter of Principles and continues to provide mechanisms for resident to engage with the development of new homes
84. By providing a stronger link between the new build programme and working with the Great Estates agenda and utilising social regeneration indicators linked to council plan objectives, the programme will help target those most in need to deliver community benefits

Resource implications

85. There are no resource implications as all the work is currently being managed through current resources
86. The resources required to deliver the programme will be kept under review by the new homes steering group in line with the pipeline and delivery vehicles employed
87. The resources to build the current pipeline of new homes to deliver 2,500 are in place. The resources will continue to be reviewed in line with available resources.

Consultation

88. The extensive four stage consultation around this programme and the charter of principles consultations are outlined in this and previous reports.

SUPPLEMENTARY ADVICE FROM OTHER OFFCIERS

Director of Law and Democracy

89. The recommendations made in this report do not at this stage give rise to any legal issues. As individual schemes are progressed, they will of course be the subject of scrutiny from different areas of the council as it discharges its various statutory functions. Compliance with planning and highways legislation will be particularly relevant and the practice is to consider the proposal for the council's own schemes as if they were an external developer.
90. The legislation relating to the allocation council homes under secure or introductory tenancy agreements will also relevant. The allocation of housing by local housing

authorities (LHA's) is regulated by Part 6 of the Housing Act 1996. A LHA must comply with the provisions of Part 6 when allocating housing accommodation. However, subject to this compliance, under section 159(7), LHA's may otherwise allocate housing in such manner as they consider appropriate.

91. Section 167(2E) of the HA 1996 Act enables housing authorities to allocate particular accommodation to people of a particular description, whether or not they fall within the reasonable preference categories. Local lettings policies may be used to achieve a wide variety of housing management and other housing policy objectives. A local lettings policy must be fair. It must clearly state the reasons why it is required and the criteria to be met by applicants.
92. The report does refer to the consultation with residents which has taken place and recognition of the need to be aware of the Public Sector Equality Duty (PSED) contained within section 149 of the Equality Act 2010 when considering proposals. The PSED requires the council to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not and foster good relations between those who share a relevant characteristic and those that do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The duty is a continuing one.
93. As schemes develop, active consideration must be given to the impact of proposals on residents so that the effect on persons with protected characteristics under the Equality Act 2010 can be identified and any negative impacts mitigated if possible. Impacts on particular groups must be justified as a proportionate means of achieving a legitimate aim.
94. Consultation on all aspects of the schemes as they develop should continue to be carried out. To meet legal requirements consultation must be undertaken when the proposals are still at a formative stage, include sufficient reasons for the proposals to allow any interested party the opportunity to consider the proposal and formulate a response and allow adequate time for interested parties to consider the proposal and formulate their response. The results of the consultation must be conscientiously taken into account when decisions are made. These central requirements for fair and proper consultation should be applied at all stages of the consultation process.
95. Legal officers from law and democracy will provide further advice as the project progresses.

Strategic Director of Finance and Governance

96. This report makes recommendations to delegate the agreement of the new homes design review principles and the offer to residents who are directly affected by rooftop developments, and also provides an update on progress across the new homes programme since the previous report to cabinet in October 2018.
97. At this stage, there are no financial implications arising directly from the report's recommendations. However, as the new homes programme develops and progresses there is a need to ensure that it, together with the other elements of the Housing Investment Programme, remains affordable and sustainable for the council's Housing Revenue Account.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Next Steps on Developing Long Term plans for the Delivery of New Council Homes (Item 14) 22 July 2014	Housing and Modernisation Southwark Council 160 Tooley Street London SE1 2QH	Tim Bostridge, Head of Development 020 7525 1222
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4861&Ver=4		
Progress Update on the Council's Housing investment Plans (Item 12) 21 July 2015	Housing and Modernisation Southwark Council 160 Tooley Street London SE1 2QH	Tim Bostridge, Head of Development 020 7525 1222
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5138&Ver=4		
New Homes Delivery Programme (Item 15) 19 July 2016	Housing and Modernisation Southwark Council 160 Tooley Street London SE1 2QH	Tim Bostridge, Head of Development 020 7525 1222
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5372&Ver=4		
New Homes Delivery Programme (Item 14) 9 May 2017	Housing and Modernisation Southwark Council 160 Tooley Street London SE1 2QH	Tim Bostridge, Head of Development 020 7525 1222
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5380&Ver=4		
New Homes Delivery Programme : Delivery Review Model (Item 15) 30 October 2018	Housing and Modernisation Southwark Council 160 Tooley Street London SE1 2QH	Tim Bostridge, Head of Development 020 7525 1222
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6085&Ver=4		

APPENDICES

No.	Title
Appendix 1	Draft Rooftop Homes Guide

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Tim Bostridge, Head of Development	
Version	Final	
Dated	5 September 2019	
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		6 September 2019

Rooftop Homes

Part of Southwark Council's
plan to build 11,000 new
council homes

June 2019

Rooftop Homes – Getting it right for our residents

Southwark Council has committed to build 11,000 new council homes. This ambitious promise is challenging for a small borough like Southwark, but is crucial if we are to tackle the housing crisis locally, and ensure all our residents have high quality homes that they can be proud of.

With land in short supply, one aspect of our plans is to explore building new homes on top of our existing council blocks.

We know any change to the environment where people live can be difficult, and we want to work with local councillors and residents to make sure that we all share an understanding of why it is so important to build new homes in every part of the borough, and what the benefits for existing residents will be.

Here we set out our initial thoughts, but we would welcome comments as we develop our plans to engage with local people about this programme of work.

Why the focus on rooftop sites?

- **Less nuisance and inconvenience.** The use of off-site modular manufacturing makes it more technically feasible to minimise the on-site 'installation' time (often weeks rather than months) comparing favourably with conventional construction projects built on new foundations.
- **The quality of the buildings.** Being manufactured in controlled and 'sterile' conditions the output of the product far exceeds the standard of construction being delivered in all weather conditions
- **More sustainable.** Building on top retains the embodied carbon and embodied energy of an existing building. Thermal efficiencies can also be enhanced, likely reducing heating costs.
- **Communal improvements.** Under the new *estate improvement plan approach* we are looking to capture a **wider range of improvements to existing blocks** and to the wider estate to accompany new council homes. We will seek to tie in rooftop works with other communal works that really enhance the quality of the building, making it an even better place to live.
- **Protecting community space.** Another advantage with rooftop sites is they allow us to retain green spaces and parking spaces which are under pressure in the context of our housing targets.

- **What do residents get out of it?** Desperately needed larger homes for overcrowded families, new homes for existing households, additional investment in existing blocks and creating enhanced shared spaces for all to enjoy.

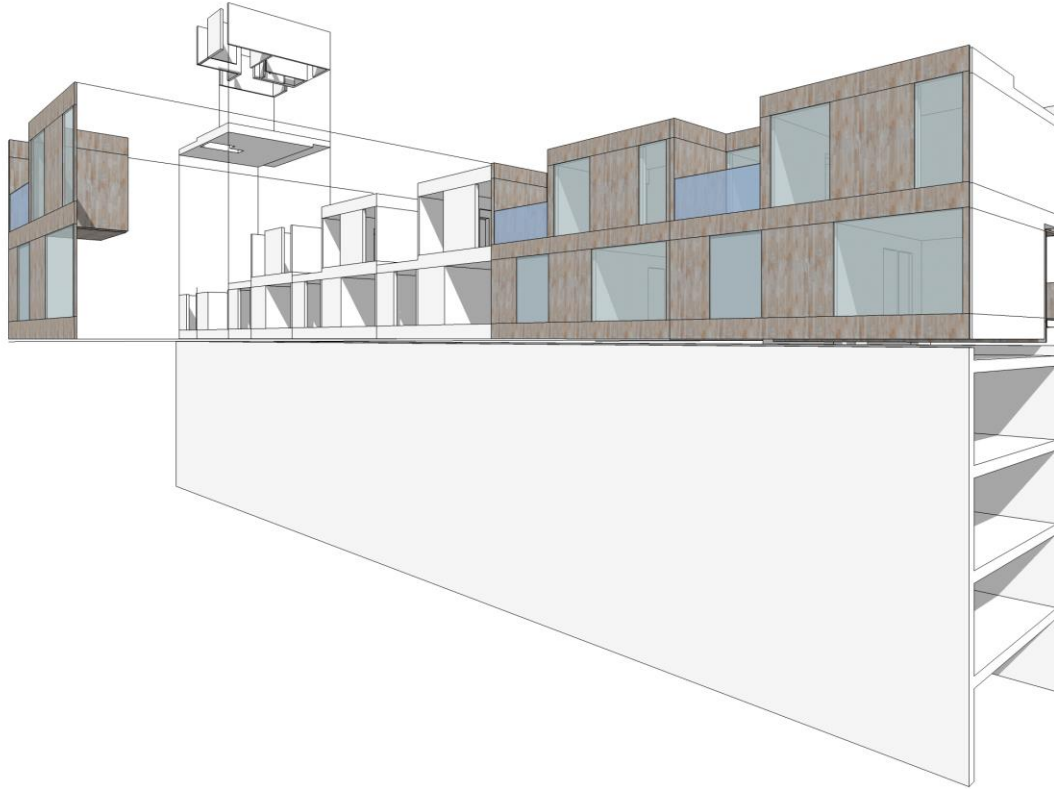
Our proposed commitments:

- We will minimise disruption for existing residents by drastically reducing works periods by carrying out most construction off-site. Any structural works will be organised to minimise noise and dust and to ensure as brief an 'installation' period as is possible.
- Existing residents in a block will be prioritised when the brand new rooftop homes are allocated within a block, with the vacated homes then allocated to people on our housing register.
- Additional estate improvements to the wider area will be offered as part of the *estate improvement plan* approach in our *Great Estates* programme and may include community space, play areas and communal decoration, as examples.
- As many programmed works to the block (e.g. insulation, roof works) will be incorporated into the new homes scheme as is practical and in doing so reducing additional site works visits and reducing leaseholder bills.
- We will work closely and flexibly with residents to achieve design excellence with additional storeys complementing the existing block.
- Detailed and relevant design and structural information will be shared with all residents to maximise confidence that access amenity and the integrity of the block is fully respected, and the works are structurally sound.
- Where applicable we will provide new lift access.

Additionally, for leaseholders who we know are often concerned about service charge bills for major works, we would also offer:

- No charge for costs related to the development of the additional floor(s)
- Future charges spread across a larger pool of residents
- The option to swap their flat for an equivalent new one, subject to availability.

Concept diagram



The build process – to come



Successful case studies (internal) – to come



Successful case studies (external) – to come

Mentmore Terrace, Hackney / Sultan House, Bermondsey



Triangle Estate, Islington



Item No. 14.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Review of the Council's Approach to Community Engagement	
Ward(s) or groups affected:		All Wards	
Cabinet member:		Councillor Rebecca Lury, Culture, Leisure, Equalities and Communities	

FOREWORD - COUNCILLOR REBECCA LURY, DEPUTY LEADER AND CABINET MEMBER FOR CULTURE, LEISURE, EQUALITIES AND COMMUNITIES

Earlier this year, we launched our principles for consultation and engagement – setting out a series of ways in which we can deliver exemplary consultation and engagement across the Borough. This Cabinet report today sets out how we will actually deliver on this, embedding our processes within the Council. This will ensure that the principles are applied consistently across all forms of consultation and engagement from local highways changes, to large scale redevelopments. Southwark is committed to ensuring that we place our people at the centre of everything that we do, and that means listening, engaging constructively, and taking comments on board. We hope that this document starts conversations across the Council about the best way in which to conduct consultation and engagement, and that this filters out to provide best practice for other groups and organisations across the borough.

RECOMMENDATION

That Cabinet:

1. Adopts the Approach to Community Engagement that sets out the vision and principles that were agreed at the Cabinet meeting 30 April 2019 and describes how we will deliver these and is attached as appendix 1.
2. Agrees that the new approach will inform the way in which the council works with residents throughout the borough on any matters which involve engagement and consultation.
3. Approves the following objectives for our community engagement:
 - a. Create and nurture relationships with people and community organisations and build better connectivity between the council, and voluntary and community organisations and people in Southwark and each other
 - b. Understand people's experiences of services they use and the neighbourhoods they live in, work in, run a business in, visit and move through and better employ this local intelligence and local expertise to improve people's wellbeing, the quality of our places and the quality of our services.
 - c. Enable good governance and fair and informed decision making, through building confident, skilled, active and influential communities and a culture of getting involved.

BACKGROUND INFORMATION

4. In September 2018 Cabinet agreed that we should carry out a review of our engagement approach, which had been adopted in December 2012.
5. In April 2019 the council approved a new vision and set of principles for the council's engagement work, which lays the foundation for how the council will work with residents, businesses, students, volunteers and worshippers across a range of activity. The Cabinet report set out that:
 - a. diversity and capturing the range of voices are key to the new approach, as this is critical to understanding the needs and aspirations of everyone
 - b. Relationship building lies at the core of delivering our vision and the Council will work closely with community organisations to create and nurture these relationships.
6. The three principles adopted were:
 - a. We will put people at the heart of engagement
 - b. We will plan our end to end engagement effectively
 - c. We will deliver meaningful engagement.
7. After the adoption of the vision and principles we worked collaboratively with individuals, community and voluntary organisations and staff to explore how we might deliver these principles and what some of the practices we should embed that will support the whole council meet the expectations set out in our vision and principles. The outcome of this collaboration is captured in the document titled 'Our Approach to Community Engagement'.
8. The approach outlines how the council will engage and consult with people in Southwark. We recognise that through our community sector groups such as faith communities, tenants and residents associations (TRAs), and voluntary sector organisations, considerable engagement takes place from which we benefit through these third parties actively seeking wider view and voice that is shared in our processes to gain insight and intelligence and apply local expertise.
9. In the last report we outlined the benefits of good engagement and these have informed our engagement objectives. However it is not just the council that benefits from good quality engagement individuals, community and voluntary organisations can also grow through the exercise of good practice. Good engagement fosters improved well being and sense of belonging. It builds connections across Southwark's diverse communities, and reduces tensions and conflict, and builds effective and inclusive communities. It supports the creation of confident, skilled, active and influential individuals and communities, and facilitates learning from one another and upskilling of all those involved.

Method and results

10. We held eight workshops in July and August 2019. There were two workshops on each of four different days of the week days, to maximise participation. These were advertised through the existing list of 116 participants, Community Southwark, our TRA network and planning contacts.
11. Each workshops was themed as follows:

- a. Workshop one and two looked at collaboration and building trust and focused on putting people at the heart of our engagement
 - b. Workshop three and four looked at planning our engagement effectively
 - c. Workshop five and six looked at meaningful engagement and inclusion
 - d. Workshop seven and eight looked at the new approach in planning matters.
12. We used a range of tools to develop the discussions. In the first we looked at definitions of co-working and collaboration, explored the ingredients for successful collaboration and what is needed to build trust. In the third and fourth sessions we explored effective planning through case studies of engagement activity to explore what might be appropriate in different circumstances. In workshops six and seven we looked at how we can make engagement meaningful and used personas to take different people on a journey focusing on how we reach and include and feed back to our diverse communities.
 13. The numbers of people who expressed an interest in the workshops increased from 116 in the sessions before April to 258 for the eight held in July and August.
 14. Attendance for each different topic were as follows:
 - a. Workshops one and two 49
 - b. Workshops three and four 25
 - c. Workshops five and six 30
 - d. Workshops seven and eight contributed to the development of the statement of community involvement 85
 15. At each session the majority of people contributing to the discussions were individuals and between 16% and 20% attendees composed of council staff. Community group representation varied considerably across the four sessions as did that of voluntary sector organisations. This made each session a good mix of interests and experience, and brought a range of perspectives to the table to fashion our thoughts on how to best deliver the principles.
 16. In the second and third set of workshops we reflected on the conclusions drawn from the previous set to check back that we had accurately summarised the conclusions and facilitate further refining of the outcome.
 17. Everyone who expressed an interest was sent a copy of the outcomes and notes of what was said at each of the sessions, and invited to send further commentary on the summary of how we would deliver the three core principles. We received one set of comments on the content.
 18. Overall the workshops were well received with one contributor commenting on how we were able to bring the process to life through the personas, and another mentioning how the case studies illustrated well the range of engagement we do.
 19. During the sessions we also talked about improving our digital engagement and how this would support us reach those who may not yet know about opportunities to get involved; this work will be developed over the next few months.
 20. We also paused after each session and discussed how the people around the table could contribute to improving engagement and these discussions will be reflected in the update to the engagement guidance notes.
 21. Community Southwark have been very supportive of our work on developing our approaches providing facilitators for each of our sessions. Their early thoughts are that

the work on vision and principles is very much aligned with their own principles and values and as the work progresses interested in exploring in more detail how they can collaborate more closely and support the delivery of our new approach. In particular their thoughts are that they could support us in a number of ways by doing:

- Research on our behalf
- Research with us
- Supporting people get involved.

KEY ISSUES FOR CONSIDERATION

22. In Southwark community engagement covers a range of tasks including statutory consultations, engagement activities, inclusion work, work to build and strengthen communities, service review and developing and maintaining key partnerships with the community and voluntary sector. This means that the way in which we implement the principles will vary engagement to engagement. The approach to community engagement reflects this complexity, and has avoided a set of prescriptive rules as consequence.
23. The council has produced a booklet which brings together the definition of engagement, describes in more detail asset based community development, and the vision and principles that were agreed at the Cabinet in April. It also explains our engagement objectives, how we will deliver the principles and sets out some case studies which illustrate the different ways of working.
24. These case studies look at the ways of working when doing place based engagement, working with communities, when we need to dig deeply on a particular issue, and working on borough wide strategic issues. They demonstrate examples of collaborative working, building trust, and being proportionate, responsive, timely, inclusive, accessible, and evidenced based.
25. This booklet will be used to explain and publicise the new approach internally and externally. It provides the framework for our future engagement and has outlined a number of key commitments against the principles. It is attached as appendix 1.
26. At the end of March 2019 the first stage of this review identified some key challenges. The new approach has sought to address these in the following ways:

Challenge	Response
Resources invested in engagement within the council	A commitment to providing appropriate resources and planning to ensure our engagement is effective.
Resources invested in the community sector to support community capacity building and engagement	We will work with Community Southwark to look at how we can improve our work with community organisations to build capacity, reflecting asset based community development approaches.
Consistency across the council in the quality of its engagement and culture within the Council	The engagement team will: <ul style="list-style-type: none"> • Provide advice and guidance to teams across the council to support them to develop their engagement plans • Update and publish our engagement toolkit and offer training to Council teams, as well as direct support where engagement is likely to be

Challenge	Response
	<p>more complex</p> <ul style="list-style-type: none"> • Establish an engagement advisory panel involving external partners to review our engagement plans for our more complex or strategic engagement activity, before they are finalised.
Lack of forward planning which leads to less engagement, consultation fatigue, and sense of no influence.	We will develop a forward plan process for engagement to promote better co-ordination and make early engagement easier to plan by end of July 2020

27. We will encourage our partners to adopt practices that mirror our new approach and promote the document widely as an example of good practice.

Policy implications

28. This work should strengthen our ability to deliver a number of policy objectives such as our work with community and voluntary sector through Common Purpose Common Cause framework, and will inform the way in which we work to deliver community engagement across the whole council and develop the architecture we put in place to work with different groups and around different issues, such as those who live in our council homes, faith groups, or on planning matters.
29. This will shape both the development and delivery of a number of key council plan objectives such as the developers' consultation charter, Statement of Community Involvement, review of the way we engage with residents who live in our homes, and balloting of tenants.

Community impact statement

30. The recommendations in this report are based on our close working with members of the community either through their organisations or individually, and has been supported by our key partners who deliver engagement in the borough such as Community Southwark, health watch and the CCG. 258 people have participated in some way with the process of developing our approach.
31. The methodology used has been based around co-production and developing a common understanding of what engagement means and involves. It has been based on methods that support the building of relationships
32. The importance of ensuring that diversity of experience informs our decision making has been placed at the heart of our new approach, as well as making sure that those who participate reflect the diversity of those living, working, worshipping, studying and volunteering in the borough. This has been further strengthened as we have developed our guidance on inclusion, accessibility and equalities within the approach.
33. This will be reflected not only in how we engage and consult on particular issues and in specific places to ensure that our work reflects the needs of the community affected by any decisions we make, but also the way in which we work with different communities to support our reach, and develop relationships that improves our ability to integrate a range of voices in our day to day business; voices such as the faith

communities, young people, older people, LGBTQ+ community, disabled people, people from different Black Minority and Ethnic backgrounds and men and women.

34. The vision of Southwark as a place incorporates a strong vision about working with all our community partners including faith organisations. The Public Sector Equality Duty (PSED) requires public bodies to consider the diverse needs of groups and people 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. Due regard is about considering the different needs of protected characteristics in relation to the three parts of the duty.
35. This review of our approach to engagement and how we place residents at the heart of our decision making will bring about improvements in our processes to ensure that residents are included in the design of policy, local development and services and the varying needs of our communities and strengthen our capacity to deliver the PSED. This will also include how we will feedback to residents about the outcome of any engagement and how their views have shaped and impacted decisions on what is going to happen as a result.
36. Knowing and understanding our communities is key to effective delivery of council equality and diversity commitments and the PSED. Community engagement and consultation plays an important role in this. An effective equality analysis process starts when scoping a project and engagement plan. A key principle is that both consultation and equality analysis need to be considered at the start of any review, development or project scoping and planning process. Equality analysis informs and is built upon throughout the lifetime of a review/development/project, through to decision making stages and also implementation of decisions.
37. Equality analysis can help to inform an engagement plan so that information about diverse groups and possible questions in the consultation are relevant and appropriate to the area at hand. Information from a consultation exercise can then in turn inform and help build various stages of the equality analysis undertaken.
38. Our approach to engagement will remain one that seeks to widen participation while ensuring that the process is able to adapt to local needs and circumstances. Our approach aims to ensure all diverse groups in our local communities are able to participate and be heard.

Resource implications

39. The work has no resource implications as the new approach will be absorbed into existing work plans.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

40. The report is requesting that Cabinet agree for adoption the new approach to Community Engagement for Southwark Council.
41. The strategic director of finance and governance notes this new approach.

42. Staffing and any other costs connected with these recommendations will be contained within existing departmental revenue budgets.

Director of Law and Democracy

43. There is no specific duty requiring local authorities to establish a general community engagement strategy, but local government legislation over the years has included a number of measures aimed at promoting the involvement and empowerment of communities served by Councils, including the Local Government Act 1999 and the Localism Act 2011. The report identifies the benefits such a strategy bring to the council in carrying out its full range of statutory functions. In that regard section 111 of the Local Government 1972 gives a local authority powers to do “any thing ...which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions”.
44. The council is frequently required by law to engage in consultation processes, e.g. when formulating new or revised policies. It will be important that where particular legal steps need to be followed in any such processes, they are properly considered and included and legal advice obtained at an early stage to assist. Whenever consultation is undertaken by the council, it will always be necessary to ensure that the basis of the consultation is clear, that it engages with the appropriate audience, at a sufficiently early stage in the process with sufficient time given for responses which are then taken into account in any subsequent decision.
45. Under section 149 of the Equality Act 2010, in making this decision the Cabinet must comply with its public equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
46. The community impact statement set out in the report and the Equality Impact Analysis prepared identifies relevant matters to be taken into account in discharging that duty.
47. Whilst there is no duty on the council to consult residents in relation to formulating this approach, the report demonstrates how the council has taken account of the views of relevant groups and individuals in the community.
48. The establishment of this approach is an executive function reserved to Cabinet which includes the “approval of policy and procedures governing the Council’s relationship with the voluntary sector”.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Future Approach to Community Engagement Cabinet paper December 2012	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/ielssueDetails.aspx?IId=50001026&PlanId=0&Opt=3		
Review of the Council's Approach to Community Engagement September 2018	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50017721		
Review of the Council's Approach to Community Engagement April 2019 (vision and principles)	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/documents/s81917/Report%20Review%20of%20the%20Councils%20Approach%20to%20Community%20Engagement.pdf		

APPENDICES

No.	Title
Appendix 1	Approach to Community Engagement
Appendix 2	Equalities Analysis

AUDIT TRAIL

Lead Officer	Kevin Fenton, Strategic Director of Place and Wellbeing	
Report Author	Jessica Leech, Community Engagement Manager	
Version	Final	
Dated	05/09/2019	
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
Equalities Officer	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2019

Approach to Community Engagement



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Introduction 01



institutions and groups, community organisations, voluntary sector organisations, communities of faith, students and volunteers and businesses both large and small as well as those who live and work in the borough. All have a role to play in shaping our places and services and contributing to delivery of equality and fairness for all and meeting our vision for the borough.

We will continuously develop our communication techniques and engagement tools to ensure we are reaching and engaging with all our communities on the issues that matter to them, and listening to people about how they wish to be engaged, and working with voluntary and community organisations and networks to develop stronger connectivity with and between individuals and different communities.

This document outlines how we engage with our diverse communities. It sets out our vision and principles for engagement, provides a definition of community engagement and explains how we talk with – and listen to – our communities. It outlines the ways of working across a range of activity and describes some of the ways we will ensure that we deliver our principles, and illustrates these in action on some recent projects.

This document will underpin how we will deliver our engagement and consultation in a range of areas such as planning, social care and housing. It will support us to meet our legal obligations outlined in the Public Sector equality duty and our duty to consult.

Southwark is a diverse and dynamic borough in the heart of London, with many different communities and people with different lifestyles, interests and needs. Our many stakeholders include government departments and authorities such as health and transport, cultural



Our Vision and Objectives

02

Our Vision for community engagement

Southwark values the opinion of all those that live, work, worship, study and volunteer in our Borough. We know that our people are our greatest assets and we place consultation and engagement with our whole borough at the centre of everything that we do.

We believe that everyone has an equal and valuable voice, and we work with our communities to ensure that everyone is well-informed about decision making, can have their say and are listened to.

Our approach to consultation and engagement ensures that we build and support the growth of our Borough working hand-in-hand with everyone in our borough.

Our Objectives for community engagement

Number	Objective
1	Create and nurture relationships with people and community organisations and build better connectivity between the council, and voluntary and community organisations and people in Southwark and each other
2	Understand people's experiences of services they use and the neighbourhoods they live in, work in, run a business in, visit and move through and better employ this local intelligence and local expertise to improve people's wellbeing, the quality of our places and the quality of our services.
3	Enable good governance and fair and informed decision making, through building confident, skilled, active and influential communities and a culture of getting involved.

We will ensure that our engagement reflects the diversity of people who live and work in the borough as this is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

Relationship building lies at the core of delivering the above and the Council will work closely with community organisations to create and nurture these relationships. Asset based community development approaches will be the foundation of our work with communities.

What is community engagement and what are our principles 03

What is community engagement?

Community engagement is the process of involving people in the decisions that affect their lives.

We have developed, in partnership with individuals and organisations, the following definition for Southwark:

‘Community engagement is the process of working collaboratively with and through groups of people linked by geographic proximity, a community group, a voluntary sector organisation or similar situations to address issues affecting the wellbeing of those people. Community engagement is something that happens every day, in every interaction, at every level, as we all carry out our day to day business. The process of engagement aims to create better relationships and greater trust and an equal exchange of viewpoints both peer to peer and between the council and other participants.

The ways we engage are through research, consultation, involvement, communication, networking, listening, learning, understanding, devolved decision-making, supporting community action, building cohesion and developing long term relationships with different communities; all in ways that ensure that diverse places and people are enabled to fully take part. ‘

Our Principles:

We have agreed a set of principles that will underpin all the engagement activities across the council. Our principles are:

We will put people at the heart of engagement through engagement that is:

- *Built on trust:*
- *Inclusive:*
- *Collaborative:*

We will plan our end to end engagement effectively through practice that is:

- *Reflective:*
- *Timely:*
- *Proportionate:*
- *Evidence based:*

We will deliver meaningful engagement through being:

- *Simple & Accessible:*
- *Clear and informative:*
- *Responsive:*

Putting People at the heart of our engagement 04

The focus of our new approach is about the relationships we build. The foundation stone for this way of working is Asset Based Community Development (ABCD). **Our principles set out that our engagement will put people at its heart and be built on trust, inclusive and collaborative.**

What is Asset Based Community Development?

The four key principles of ABCD are:

1. It focuses on community strengths rather than problems and needs
2. It identifies and makes use of individual and community resources, skills and passions
3. It is driven by the community – ‘building communities from the inside out’
4. It is built on relationships

The ABCD approach emphasises social relationships and works in ways to strengthen and harness networks to support a community to grow. It is based on understanding that relationships build a community and these are made up of citizens not just recipients of services.

We know community leaders can engage others based on trust, influence, and relationship, and people act on certain themes they feel strongly about and we should use these facts to build more engaged communities.

Our ways of working should recognise that one-on-one dialogue or small group conversations are ways of discovering

motivation and invite participation and that asking questions rather than giving answers invites stronger participation.

When we engage we will collaborate with community connectors to engage more broadly and work in ways that strengthens connections and cross-community collaboration. This means that outside of wanting to talk with a community on a particular issue we will build ongoing relationships with key people and groups.



Working Collaboratively

A key way of putting people at the heart of our engagement is through working collaboratively with the people affected by the policy or change we are considering. **We are committed to bring together groups across our communities and work with partners as appropriate.** The way in which we will collaborate in each area of work will vary, and reflect the nature and scope of the project. To collaborate successfully the following practices should be used:

- Setting clear goals, objectives and roles when working together

- Making sure that the right people are part of the collaboration
- Recognising the equal value and the range of expertise of all participants
- A commitment from everyone to see the world from others point of view
- Accepting there will be differences of opinion
- Being open minded about both the problem and the solution
- Regular review to make sure the goals, participants and process are still right



Built on Trust

The council is committed to being transparent, open and honest, making clear the purpose of the engagement and any limitations. In addition we will include the following ways of working to build trust: *demonstrating the human touch and empathy, providing leadership, listening, communicating regularly and clearly, providing the right information, feeding back to explain the impact of involvement, and showing respect, commitment and good will.*



Planning our end to end engagement effectively 05

The quality of each engagement experience has a huge impact on the trust and relationships we have with people in Southwark and the quality of our places and our services.

To provide a consistent standard across the council the community engagement team will

- Provide advice and guidance to teams across the council to support them to develop their engagement plans.
- Establish an engagement advisory panel involving external partners to review our engagement plans for our more complex or strategic engagement activity, before they are finalised.
- Update and publish our engagement toolkit and offer training to Council teams, as well as direct support where engagement is likely to be more complex.
- Encourage teams to develop engagement plans with key voluntary and community partners who will be impacted by any proposal as appropriate.

Below we set out how we will deliver our four key principles for effective engagement, being reflective, timely, proportionate and evidenced based:

Being Reflective - what we will do

We will both reflect internally on what can be improved on an ongoing basis in our approach to consultation and engagement and seek external evaluation of our activity.

How we will do it

1. We will report on our engagement and how it has met these principles in our Cabinet reports. We will start doing this from July 2020.
2. We will produce an annual report on our engagement work with external evaluation of a sample of our key engagement activity. The external evaluation will be completed with the engagement advisory board. Our evaluations will focus on four areas:
 - **Process** – how well was the engagement designed and implemented?
 - **Appropriateness** – was the engagement appropriate and how well did the public and stakeholders accept the process?
 - **Reach** – were the people we reached representative of those affected by the decision?
 - **Outcomes** – were the intended outcomes of the engagement process achieved and how did the engagement affect the outcome?

Being timely - what we will do

We will allow sufficient time and provide sufficient information and background to permit informed decisions and response. Engagement will take place from the earliest possible stages in the process of developing policy, reviewing a service or making plans for our places.

How we will do it

1. We will develop a forward plan process for engagement to promote better co-ordination and make early engagement easier to plan by end of July 2020.
2. Each engagement plan will set out the end to end engagement so that is clear about when people will be able to collaborate with the council, and influence decisions and when they will know how they have had an impact on the project.
3. Engagement will take place at a time when the project is still at a formative stage
4. We will ensure that the length of our engagement period allows sufficient time for people to find out about the opportunity to be involved, consider the issues and take part.
5. The length of time for our engagement will vary for each engagement activity but will be linked to who we need to reach, complexity of the project, and the impact of the issue.

Being proportionate - what we will do

Our strategy for consultation and engagement will be proportionate for the nature of the programme, project, policy or activity that is proposed, providing appropriate resources and planning to ensure our engagement is effective.

How we will do it

To decide the size, length or type of any engagement activity we will consider the following:

1. Who will be affected and who has an interest in the project
2. How we can make sure we reach these people,
3. What are the activities we need to do to encourage participation by these people
4. Set out the level of participation needed to have confidence in the results
5. The size of the project and the scale of the impact
6. Any wider implications for the project, such as the complexity of the issue.

Being evidence based - what we will do

When we engage or consult any proposals will be founded on evidence based approaches.

How we will do it

We will make clear the evidence we are using to form the basis of any proposals or suggested change this will include:

1. Background research both local and national e.g. best practice, population projections
2. Local intelligence, e.g. what we know about service use and service need, what people affected and local organisations have told us

Meaningful engagement and being inclusive 06

To be inclusive we need to both reach people and ensure that the opportunities to take part attract and are user-friendly to the people we want to take part. Below we set out how we will deliver inclusive engagement and our three key principles for meaningful engagement, being simple and accessible, clear and informative, and responsive.

Being inclusive – what we will do



We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change

How we will do it

1. We will develop ongoing relationships with different organisations that are already connected to ‘the seldom heard’ so that we can call on them to foster participation, such as TRAs, faith organisations, Latin American groups
2. We will work with internal and external partners to identify community organisations and individuals and support us improve our reach, such as the local economy team for businesses, Clinical Commissioning Group, and our voluntary sector partners such as Community Southwark, Forum for Equalities and Human Rights, Health watch and Southwark Pensioners Centre
3. We will think about the reasons someone might want to get involved in the project and use this insight to encourage people to take part

4. We will monitor who is responding to our engagement activity so we are able to identify if particular groups are not taking part and adjust our engagement programme to ensure that all relevant points of view contribute to our decision making

Being simple and accessible – what we will do

We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain language and provide materials in a variety of formats to support our varied communities to get involved.



How we will do it

1. When we plan our engagement activity this will be organised based on our understanding of lifestyle and needs of the people we want to reach
2. We will identify who will be affected and who has an interest in the project. We will use this information to decide how we will engage and what are the best tools to make sure that the right people are able to take part e.g. if the audience is older people more of our engagement will be offline; if the audience is people at work we will do more things online and in the evenings or at weekends;
3. Any information we provide will be designed to attract those who will be affected by the project

Equalities

Being inclusive and accessible will support the diversity of people who live and work in the borough get involved. This is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

Being inclusive and accessible also contributes to the council meeting its duties under the Public Sector Equality Duty. The council has a duty to find out about and consider the needs of different protected characteristics in relation to our responsibilities to:

1. Eliminate discrimination, harassment and victimisation

2. Advance equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access;
3. Foster good community relations; promote good relations; to be a borough where all feel welcome, included, valued, safe and respected;

The protected characteristics are Age, Sex, Gender Identity and Gender Reassignment, Disability, Race and Ethnicity, Religion or Belief, Sexual orientation, Pregnancy and maternity, Marriage and Civil Partnership and in Southwark, Socio-Economic background.

We will engage in ways that support us gaining the information and intelligence to help us understand the impact for these groups of people. This will help us evaluate the impact of what we may do and propose how this might be mitigated and what positive impact change can also bring, all before we make any decisions and as we shape our proposals.

Being Clear and informative – what we will do



We will provide enough information well explained, to ensure full and meaningful participation.

How we will do it

The information we provide to explain a project will be clear and concise, free of jargon, and provide enough information so that people can make up their minds but not so much that they are overwhelmed.

Being Responsive - what we will do

To create a culture of involvement, build trust and put people at the heart of our engagement those that have taken part need to be able to see how their involvement has made a difference.

We will ensure that there is timely feedback about the outcome of any engagement, evidencing the engagement and how it has been taken into account.

How we will do it

1. Every engagement plan will include how we intend to keep people informed of the decisions we make
2. We will make clear to those taking part how their involvement has had an impact on what is going to happen
3. When we are providing feed back on the result of our engagement we will be simple and accessible and clear and concise
4. Where we have not included suggestions and feed back from people in the final project we will explain why
5. We will provide updates where progress is delayed and timeframes slip and keep people connected to the process and people who have taken part in the engagement will be told where to find any updates.

Community engagement in action some case studies 07

To understand better our approach to engagement, we have provided some recent examples that illustrate the principles in action.



Community Empowerment Programme - *putting people at the heart of our engagement*

The community empowerment programme aims to building stronger, more confident local groups, and more connected communities. It reflects our commitment to a more transparent, multi-way engagement with those who live, work, run businesses and study in Southwark.

By inviting our communities to gather in ward based groups, four times per year, to discuss the issues that affect them at a very local level, these smaller, more informal meetings are designed to allow greater depth of discussion, and provide a safe space where people can feel free to speak up. The wards also come together at two Area Forum meetings per year, where funding decisions can be announced and wider community issues can also be addressed.

This new style of engagement will provide a better insight into how people use the services and relate to their communities, which in turn will help us to deliver Council services, and support those communities, more usefully.

As part of this programme Southwark provides up to £200 from the Democracy Fund to encourage members of the community to develop robust personal links and hold their own public meetings.

In addition we invest in our local communities through the Neighbourhoods Fund that helps to fund many excellent projects delivered by local groups and organisations in the wards, and provides opportunities for local people to develop stronger communities.



Common Purpose, Common Cause – collaborative working

In 2016 the Council agreed a new Voluntary and Community Sector Strategy 2017 -2022. The strategy was co-produced between the Council, Southwark Clinical Commissioning Group, Community Southwark and members of the community and voluntary sector. Over 200 people participated in developing this.

The purpose of the partnership is to support a sustainable confident and resourceful community and voluntary sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents. We have focused on two key strategic objectives in order to achieve our overall vision:

- To improve outcomes for residents that reduces and prevents future demand on high cost, high demand services.
- To sustain and build strong, cohesive communities where no one group or community is left behind.

In five years we said we would

1. Create better partnership working to improve outcomes for residents
2. Improve commissioning and grant giving to focus on outcomes
3. Make better use of community assets to revitalise communities and create preventative places
4. Enable and support more resilient communities that are connected and more resourceful

Over the first two years together we have achieved the following:

We have agreed a new outcomes framework for our commissioning, launched and awarded a new grants programme with longer awards, regularly published a commissioning forward plan and are developing an online grant application and monitoring portal.

We have refreshed our approach to open spaces and adopted a new volunteering strategy.

We have begun a pilot in social prescribing and established a new fund the Pioneer Fund to invest in entrepreneurs and launched the Positive Futures fund to support innovative ways of working with children and young people to avoid harm and exploitation.

We have begun to create Social Regeneration Charters to embed social and health improvements as a key element of our regeneration projects.

We are working together to address inequality in areas such as food poverty, loneliness and improve mental well being.

Community Conversations – *inclusive and accessible*

Community conversations are an important way to reach people who are not part of a formal or informal group. They are a valuable way to make personal contact with Southwark citizens and businesses and involve them in open conversations about a key issue facing the borough. These conversations take place in busy locations across Southwark and are often led by the leader and cabinet members. We have used community conversations to talk to people about things like the future of Housing in Southwark and how we can create a place where people in Southwark can age well.

The most recent example of how we used this approach was to find out how Southwark residents and businesses felt about change in the borough, whether they thought they were benefiting, what mattered most, what made neighbourhoods good places to be and how they would like to be involved in shaping the changes that were happening.

Discussions were held at events like fireworks night, Christmas celebrations, sports centres, libraries, children's centres, shopping centres and in our markets. We visited over 100 community groups, faith based groups, community councils, and Area Housing forums, using the connections and reach of our voluntary and community organisations to harness their networks. We employed targeted activity for groups that were not responding to our initial engagement and imaginative tools such as a world café, a pop up living room and Talkaoke to attract people who would not normally take part, and create more intimate opportunities for discussion. Over 3000 people talked to us during this two month conversation.

This has led to the creation of a new department bringing together planning, regeneration, public health and community and voluntary sector engagement and a new commitment to deliver regeneration for all with plans for social regeneration charters for each of the areas in the borough that will drive improvement in health, well being and social connections in places that are being redeveloped.



Working with communities – *inclusive and collaborative*

Relationships are the driving force of the new approach and we need to continually invest in these to be able to engage well, reach the seldom heard and collaborate with different communities.

Many parts of the council have existing relationships with community groups that they nurture over time which enables us to better understand the impact of our services, find out about how changes might affect communities and develop solutions to local issues. Examples of these are our TRAs, Youth Council, and friends of parks groups, and provider led groups hosted and supported by Community Southwark which brings together voluntary sector groups working in the same field such as those supporting young people or Latin American residents. Many of these are long standing but we continue to build new relationships with communities in the borough.

Recently we have we have begun developing a new relationship with our faith communities. In November 2017 we started a conversation with some church leaders about how we could work better together and the challenges joint working presented.

We worked together to consult with faith organisations to understand how connected they were with each other, the appetite for working more closely with the council and voluntary and community organisations, what were some of barriers to closer working, and their ideas for joint working. This was followed with a series of sessions which explored in more detail how these relationships could be built and what could be done and where we shared a common goal. 97 faith leaders participated.

In March 2019 the Council formally agreed a faith strategy which sets out how we would work with the faith community, and we are currently working on our joint action plan.

In the meantime joint work on improving health and addressing the needs of young people at risk of harm and exploitation has begun.

These connections will greatly improve our ability to reach a range of especially black and ethnic minority communities and understand the needs of very diverse but not often engaged communities. The action plan will help us work closely with a community full of talent, skills, resource, and connections to bring about real change for the people of Southwark.



Complex and Simple Consultations – proportionate and meaningful

Citizen Jury

Some of the things we need to discuss are very complex, nevertheless it is still important that we talk to the people who will be affected by any decisions we make. We need this insight to make good decisions. In these situations we need to work in more creative ways to ensure that engagement is meaningful for those taking part and the feedback meaningful for the decision makers.

One example is when we used a citizen jury model to explore with service users the introduction of shared care records between health and adult social care. We wanted to explore some of the risks and concerns as well as identify what we could put in place to protect clients while taking steps to improve quality of care

Everyone on the jury was selected from those who use adult social care services or their carers and were chosen so that the jury reflected those who used services by age, gender, ethnicity, type of support required e.g. mental health, or physical impairment, making the jury **inclusive**.

The group were supported throughout the process, and discussions were held in small groups to make participation **accessible**. The sessions involved expert witnesses, looking at all sides of the issue and use of testimony from people receiving care, both supporting an **evidence based approach**. The process took place over two and half days, providing enough **time** for everyone to question the witnesses, reflect on the issues, and make sure they **understood** the **information** they received. Following this the group worked on developing and finalising a set of recommendations and voted secretly on each.

There is now a plan in place for Adult Social care to implement all the recommendations and the group were invited back so we could report back what we were going to do to **respond** to their input.

Speed mitigation

Much of the work we do is very straightforward and affects only a clearly defined group of people. Direct communication and engagement with those who will be affected is the most proportionate way of delivering our engagement. Often the choice about how we should address an issue is quite simple. One such example was a road traffic calming project.

Local residents, in contact with councillors, had complained about high speeds and high levels of through-traffic on Athenlay Road, making the road unsafe for residents. This issue was supported by additional evidence. Using this **evidence based approach** we developed two proposals for traffic calming. We did an online survey asking people which proposal they preferred and to provide further comment, and residents were involved in a **timely** way, before any decisions were made. We also asked people to describe any incidents or concerns that they had with the road to support our **evidence base**.

We wrote to all households on Athenlay Road itself and to a 50m section of households on adjacent roads around 200 households in total. Adopting a **proportionate** approach, we did not hold any events as we felt this was a very localised and straightforward issue, and councillors had indicated general support for action. The consultation was open for six weeks and received 49 online responses, as well as a small number by email. Almost 70% of responses expressed a preference for one of the options. This result was put to ward councillors and the responsible Cabinet Member, and the decision was made to go ahead with this intervention. 3 months after the consultation, the results were published on the consultation hub, and residents who had provided an email address were directly informed of the decision, making sure we were **responsive**.



For more information about engaging communities and consultation please contact the team on community.engagement@southwark.gov.uk or look on the source for information and advice <http://thesource/tools-and-resources/>



Equality and health analysis guidance and template

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	- Approach to Community Engagement
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Equality analysis author	Jessica Leech				
Strategic Director:	Kevin Fenton				
Department	Place and Well Being	Division	Community and Voluntary Sector Engagement		
Period analysis undertaken	July 2019				
Date of review (if applicable)	December 2019				
Sign-off		Position		Date	

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

1.1 Brief description of policy/decision/business plan

Cabinet in September 2018 requested a review of our Approach to Community Engagement. At the first stage of this process we developed, in partnership with residents, community groups and voluntary sector through a series of workshops, a vision and set of principles for our approach to community engagement. This was adopted in April 2019

Both our vision and the principles identify diversity as a key part of our proposals.

Our vision

Includes the following statement:

We believe that everyone has an equal and valuable voice, and we work with our communities to ensure that everyone is well-informed about decision making, can have their say and are listened to.

In particular the principles set out:

We will ensure that our engagement reflects the diversity of people who live and work in the borough as this is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

In addition of the 10 principles one is about being *inclusive* and another being *simple and accessible*.

This report identifies the things we will do to bring life to the principles and sets out a series of commitments we make on how we will deliver these.

Once adopted we will produce a comprehensive guide and toolkit that will help staff to deliver our new approach.

Our review of the former EA based on the more recent work to develop the approach has required few changes in our analysis.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	All council departments, residents and businesses in Southwark and those that work, study and volunteer in the borough
Key stakeholders were/are involved in this policy/decision/business plan	Council officers across departments, voluntary sector organisations, community groups and residents

Section 4: Pre-implementation equality analysis

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

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact</p> <p>Our engagement faces a number of challenges across different age ranges. In particular there is poor participation from young people (under 24), but also people under 45. These groups form a significant part of the population in the borough.</p> <p>The ambition of this policy is to bring to the fore that it is not just numbers of people engaging that matters but we must ensure that a range of voices and perspectives are listened to when shaping policy and services.</p> <p>Two relevant principles are:</p> <p>Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change</p> <p>Using asset based community development approaches and collaborative working should support the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Experience via use of the consultation hub and Southwark Conversation and local population data. Feedback from the workshops.</p> <p>Over 40% of the Southwark population consists of those aged 20 to 39, compared to 34% in the rest of London and only 8% of the population of Southwark is aged over 65.</p> <p>Both the Southwark Conversation and the Kaizen report identified digital engagement as a means to improve participation. In planning the move to digital has increase the pool of participants from 2000 to 7000 in a relatively short period of time.</p>	
Mitigating actions to be taken	
<p>Through the next phase of our engagement we need to look at the tools we use in our approaches in particular developing digital means (attractive to younger people), how our materials and outreach are targeted to reach these different audiences.</p> <p>In particular the needs of older people will also need to be considered as more traditional mechanisms for engagement may be more likely to result in participation from this group, and we must ensure that through addressing the needs of younger people we do not leave others behind. This will be achieved through using a range of means to connect with our different communities.</p> <p>We will be working through the ageing well work 2019- 2020 with older people as well as developing mechanisms for older people's insight through a new grant to an older people's reference group. Both should strengthen our engagement with older people.</p> <p>We will continue the work in the department of developing the youth voice for Southwark young people through the youth council.</p> <p>We are currently working on a digital engagement strategy using the digital feedback from our workshops and looking at internal needs.</p>	

<p>Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact Again there is a challenge for engagement with people who are disabled even when targeting people directly as service users.</p> <p>The new approach places the onus on the council to find the means to reach and include this group of residents that form a significant minority in the borough.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>Using asset based community development approaches and collaborative working should support the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>It is estimated that almost 47,600 adults in Southwark experience a common mental disorder (CMD), which comprises different types of depression and anxiety, and this is expected to rise to approximately 52,000 individuals over the next decade as our population grows.</p> <p>Severe mental illness refers to psychotic conditions such as schizophrenia and bipolar affective disorder, which affects 1.2% of Southwark residents (4,000 people), compared to</p>	

<p>1.1% in London. The prevalence of SMI increases with age among both men and women, peaking among those in their fifties. In contrast to the estimated prevalence of common mental disorders, the number of men diagnosed with SMI in Southwark is greater than women across each age group up to 70.</p> <p>In Southwark, approximately 1% of the GP registered population have three or more chronic conditions, equivalent to over 3,500 patients. The large majority of people with multiple long term conditions in Southwark are aged over 50 and more than half of people with multiple LTCs are aged 70 and over.</p> <p>In the 2011 census about 13.5% of residents reported a long term condition that limited them this includes those with physical and mental disability as well as illness..</p>	
<p>Mitigating actions to be taken</p>	
<p>Through the next phase of our engagement we need to look at the tools we use in our approaches, in particular working through our community and voluntary and statutory partners may work well. Accessibility is also a key especially thinking about venues, and materials and type of engagement activity.</p> <p>As part of our work on Tideway' we are action testing asset based community development approaches; one of the areas of focus will be resident well being and improving mental health. Lessons learnt from this approach will be mainstreamed across all the work we do.</p> <p>There is a need to strengthen our links to organisations locally that offer support to and campaign on behalf of people with a range of disabilities and working with Community Southwark and CCG should also help achieve this.</p>	

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p> <p>Sometimes a more targeted approach will be needed for specific groups around gender identity and Transgender. We will work closely with the Southwark LGBTQI Network and LGBTQI staff support network as helpful ways forward for consultation and engagement.</p>	
Equality information on which above analysis is based.	Health data on which above analysis is based
<p>ONS estimates that Southwark has the second largest gay or lesbian population in London at 5%. Lambeth has the highest.</p>	
Mitigating actions to be taken	
<p>We will need to work with the LBGTQ+ community to improve our understanding and reach of this community.</p> <p>With Healthwatch, the Local LBGTQ+ network have made a set of recommendations on how to improve life across a number of areas for this community and we are beginning to work with them in order to support their work.</p>	

<p>Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact: By creating vision and set of principles that places diversity at the centre of what we do this should improve our reach to a range of BAME communities. Working closely with organisations such as community southwark and faith communities, as outlined in our recently adopted faith strategy, embedded in our approach should also improve our reach to BAME communities.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>How we deliver our principles which will be developed in the next phase of our work to build</p>	

our approaches, will continue to focus on how we are inclusive and accessible, and place diversity at the heart of what we do..	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Census 2011 Information: 54.2%: White Ethnic backgrounds, which includes 39.7% from White British backgrounds and 12.4% from White Other Ethnic backgrounds.</p> <p>45.8%: BAME backgrounds, which includes 26.9% from Black African and Caribbean backgrounds; 9.4% from Asian backgrounds; 6.2% from Mixed ethnic backgrounds and 3.3% from Other Ethnic backgrounds.</p> <p>Ward profile data also demonstrates where many communities are located and the wide ranging diversity of the borough.</p>	
Mitigating actions to be taken	
<p>Currently we are working to develop the capacity of the Latin American community and supporting their better integration with the work of the council. Our work with faith organisations should also support our reach with BAME communities. For some people from Black, Asian and Minority Ethnic backgrounds, religion is integral to their ethnicity and not separate from it.</p> <p>This has important implications for services developed and provided. This also has important implications for promoting good relations.</p> <p>Further work on inclusivity principle and equalities as we develop a toolkit/guidance for teams across the council.</p>	

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

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

Potential health impacts (positive and negative)

<p>Positive impact.</p> <p>Southwark is home to over 400¹faith organisations and many of these groups play an active role in their communities, and in particular refugee and new migrant communities are supported through their places of worship. Faith groups have a key role to play in reaching some of our harder to reach communities.</p> <p>We have recently developed a faith strategy which supports the delivery of our vision and principles.</p> <p>In particular the following principle is relevant to this protected group:</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>Working with faith organisations in the ways outlined in the faith strategy will greatly improve the connectivity of people of faith in shaping the services provided by the council.</p> <p>Working more closely with faith organisations will improve the variety of mechanisms of delivery improving take up and support for people of faith who live in the borough.</p> <p>Bringing faith organisations together to discuss areas of common concern and encouraging collaborative working with the wider community and voluntary sector and other faith organisations will strengthen social integration and community resilience.</p>	
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Census data 2011</p> <p>This identified the following belief make up of the borough:</p> <p>52.54% Christian; 1.35% Buddhist; 1.27% Hindu; 0.35% Jewish; 8.52% Muslim; 0.23% Sikh; 0.47% other religion; 26.74% no religion; 8.54% did not say.</p>	

¹ The number of faith organisations in the Borough can only be speculative as there is no licensing of faith groups, and smaller and newer congregations do not always have permanent or obvious premises and may be visible only to their own followers and networks.

Mitigating actions to be taken	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>In most consultations women are more likely to respond than men although most achieve reasonable parity.</p> <p>Involvement of men on some issues can be challenging.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Experience of running consultations.</p> <p>Census 2011 data: Female: 50.5% Male: 49.5%</p>	

Mitigating actions to be taken	
<p>Although on some issues men can be hard to reach the next phase of the work on our approaches should identify how we can reach some of the harder to reach men. Many of our voluntary sector organisations already deliver services in imaginative settings and we should explore how we can make best use of these activities to reach out.</p> <p>Our sessions on faith have also demonstrated that many of our faith leaders are men and working with faith organisations also provides a useful pathway to reach this group.</p> <p>Our tool kit and guidance note that is being developed to accompany the new approach as a resource for engagement planning will provide advice and guidance on reach and inclusion.</p>	

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact. Southwark has a large LBGTQ+ community, and their voice and perspective is important when shaping our policies and developing strategies for the borough.</p> <p>In particular the following principle is relevant:</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change. One of the strands for consideration as we develop the approaches in the next phase will be how to ensure that we use engagement to integrate and better deliver our obligations under the Public Sector Equality Duty (PSED) and ensure that when we consult with the public that participants reflect the diversity of the people who live and work in the borough.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Mitigating actions to be taken</p> <p>One of our strands of work in the division is working with the LBGTQ+ network facilitated by Community Southwark. This work should ensure that there is better engagement of this community in shaping decisions about the future of southwark and their needs and aspirations are met. Previous work has already highlighted concerns about housing and care for older LBGTQ+ residents and the closure of LBGTQ+ safe venues. Public health is also working this year to improve the take up of sexual health services among the BAME LBGTQ+ community. This supports the delivery of our new vision and principles.</p> <p>Further work on inclusivity principle and equalities as part of the next phase of engagement approach development and information in the guidance notes and tool kit should support the council reach and engage this community.</p>	
<p>Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough.</p> <p>Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact</p> <p>Based on the feedback from those that attended the workshops and discussions at the Forum for Equalities Human Rights and Southwark Voice. It is clear that some of the most vulnerable in our communities feel that they have no voice and decisions are made that impact them without being able to influence those decisions.</p> <p>The development of this vision and the principles seeks to address these concerns. In particular an asset based approach to engagement should strengthen the participation and involvement of people experiencing socio-economic disadvantage, as should a stronger connectivity with community and voluntary sector organisations close to residents.</p> <p>Current work being undertaken to review our resident involvement in housing will also help contribute to this area.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	
<p>When developing the approaches we will need to ensure that consideration is given to how we engage with and involve residents experiencing socio-economic disadvantage.</p> <p>The development of Social regeneration charters and the great estates programme, and work in the resident involvement review should also strengthen our work to address socio-economic disadvantage.</p>	

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

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

Neither positive nor negative impact.

Information on which above analysis is based

Mitigating actions to be taken

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Further developing inclusive practice	Produce a guidance note for officers	By January 2020
2			
3			
4			

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2

5. Health objectives (for business plans)				
Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2

Item No. 15.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Extension of the Interserve Facilities Management Contract	
Ward(s) or groups affected:		None	
Cabinet Member:		Councillor Kieron Williams, Housing Management and Modernisation	

FOREWORD – COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION

The management of the council's operational estate is currently delivered through a combination of two large external contracts and a mixed model of in-house service delivery across our many buildings. In January 2018 the council agreed to take forward a new approach when these contracts come up for renewal, bring more services in house and procuring a single contract for externally delivered services. To support that decision, this report proposes a 14 month extension of the council's Interserve facilities management contract. This will allow further time to plan to bring some services in house and will also allow both external contracts to end at the same time so the new single contract for externally delivered services can have a single start date.

RECOMMENDATIONS

1. That Cabinet approves the variation to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited (Interserve FM) for a period of up to 14 months, from 1 February 2020 to 31 March 2021, at an estimated total cost of £11.2m.
2. That Cabinet notes that from the start date 1 February 2013 to 31 March 2021 the estimated total contract value will be £63m.
3. That Cabinet notes that a break clause will be sought as part of the variation to allow for an earlier end to the contract as further detailed in paragraph 10.

BACKGROUND INFORMATION

4. Following a competitive procurement exercise using the Government Procurement Service (GPS) RM798 Framework Agreement, Interserve FM were awarded a contract to provide consolidated facilities management services for the council's headquarters at 160 Tooley Street and other council properties under the contract in October 2012. The initial contract period was for five years, from 1 February 2013 to 31 January 2018, with the option to extend for a further two years until 31 January 2020, this option has been implemented. This report seeks to obtain approval to extend the contract for a further fourteen months to co-terminate the services alongside the Hard FM contract and to allow Corporate Facilities Management (CFM) to conclude the procurement process for the new facilities management contracts, with an estimated start date of 1 April 2021.

5. The current contract provides the following hard and soft services; planned preventative building maintenance, reactive building repairs, compliance to meet statutory regulation, cleaning, security, vending, inter-site mail and pest control to 52 sites; soft FM support to an additional 49 buildings and works projects as required.
6. Whilst the current contract was let with services initially to Tooley Street, the contract allowed additional buildings and services to be added as well as additional project spend; all of which have been approved by earlier gateway 3 reports. From a single property at contract commencement date the contract now provides hard and soft services to 101 properties across the operational estate. Each variation has resulted in increasing the total number of operational buildings included in the contract for the provision of hard and/or soft services. This has resulted in a current spend from 1 February 2013 to 31 March 2019 of £44 million.
7. The contract is split in to fixed costs with the provision for additional works above the threshold of £1,000, reactive works and ad-hoc and temporary ongoing security services. The fixed costs include mechanical and electrical planned preventative maintenance, cleaning, pest control and security.

KEY ISSUES FOR CONSIDERATION

Strategy Overview

8. The nature of the proposed variation is to extend the contract for a period of fourteen months whilst Corporate Facilities Management (CFM) concludes the re-procurement and mobilisation of the new FM contracts. The revised completion date will therefore be latest 31 March 2021.
9. The estimated value of this proposed variation is £11.2m, which, combined with the projected contract spend of £51.8m from 1 February 2013 to 31 January 2020 is estimated to be £63m.
10. The extension is detailed as fourteen months however this is very much up to fourteen months, all reasonable steps will be taken to complete the procurement process and award by January 2021. In the current contract a break clause is included which will allow the council to terminate the agreement (if required) on six months' notice without termination payments being payable. We will enter discussion with the provider to reduce this term, if the re-procurement is delivered earlier than the 31 March 2021.
11. The nature of the services for this additional period will remain the same as those listed in paragraph 5.
12. The reason for seeking a fourteen-month extension is to allow sufficient time to complete the procurement process and to mobilise the new facilities management contracts, estimated to start 1 April 2021.
13. CFM plan to co-terminate this contract with the hard FM contract, currently provided by Kier. This will ensure a smooth transition from the current suppliers to the successful suppliers. Approval to extend the current Kier contract to 31 March 2021 is being sought through a separate Gateway 3 approval.

14. The incumbent providers will have the opportunity to bid for the new contracts as they have both been awarded a place on the Crown Commercial Services (CCS) Framework Agreement (that will be used to re-procure the facilities management contracts). If either of the incumbent providers are successful, there will still be a requirement for the current contracts to co-terminate as CFM are changing their delivery model, by bringing some of their services in house, and by having a separate contract for hard FM and for soft FM.
15. The contract with Interserve is a NEC3 form of contract. It is designed to encourage both the council and the contractor to work in partnership and overcome any difficulties prior to resorting to the contract performance schedules. Early warning notices and risk reduction meetings are used to resolve perceived difficulties in the first instance. This process is available to both sides and is working reasonably well.
16. The contract has a performance management framework including penalty related key performance indicators (KPIs) and contract escalation procedures should the contractor fail to deliver.
17. The current performance of Interserve FM is satisfactory and improving with KPI performance overall currently at 14 of the 19 KPI targets being fully met. Work is ongoing to improve performance.
18. Interserve is required to comply with the requirements of the contract's agreed performance mechanism regime which is:
 - To respond in accordance with the prioritisation of reported service performance failures.
 - To operate procedures and systems to record information in support of performance monitoring and to enable regular robust performance reporting.
 - To monitor the performance of the service and produce monthly performance reports for the employer.

Future proposals for this service

19. Options and timeline for the procurement and delivery of the new facilities management contracts was included in a separate GW1 report, which included bringing the help desk, pest control and some cleaning services back in-house was approved by Cabinet in December 2018. The recommendations for contract award will be presented to Cabinet via a GW2 report in September 2020, and subject to approval, the new contracts are estimated to commence 31 March 2021.

Alternative options considered

20. Do Nothing. This service has to continue therefore this is not an option as the services provided by the contractor are required to ensure statutory property compliance and required levels of property service.
21. Let a New Contract. The market would not be interested in a short term contract of up to 14 months.

22. Extension of Existing Contract. As this is a short term extension of a maximum of 14 months and is to allow the procurement of the new service to be completed then there were no alternative options which were considered appropriate.

Identified risks for the variation

23. Corporate facilities management are aware of the well publicised financial position that Interserve faced over the last financial year. During this period CFM management put in place additional monitoring and checks. Following their re-financing CFM have found no additional evidence to suggest that Interserve will not have the ability to fulfil this extension but will continue to monitor performance and meet regularly with the account director. A medium risk rating is considered reasonable.

Risk No.	Risk Identified	Risk level	Mitigation
R1	Procurement process for CFM 2020 is delayed	Medium	CFM will control and monitor the process throughout.
R2	Interserve FM cease trading	Medium	<ol style="list-style-type: none"> 1. Use of early warning mechanisms in NEC3 contract, which is applicable to both parties. 2. Contract monitoring. 3. Crown Commercial Services (CCS) would be available to assist the council by novating these services to another supplier on the framework. 4. Credit check carried out on 01/08/19 confirmed current status as secure (scoring 89 out of 100) 5. Regular meetings with Head of CFM and Account Director to monitor identified risk.
R3	Key performance indicators (KPI) performance declines	Medium	Regular monitoring by CFM contracts team.
R4	Extension of the contract challenged	Low	<p>The extension of this contract to allow the conclusion of the procurement for a new contract is allowable under Regulation 72 of the Public Contract Regulations.</p> <p>There is a clear procurement process underway.</p>

Policy implications

24. A key element of the corporate plan that the FM strategy supports is 'transforming public services'. This requires sound resource management of the council's property assets, how they are utilised and their effective and efficient procurement and delivery of FM services are integral to the sound management of the council's property assets.
25. The medium term resources strategy aligns financial priorities with the management of assets and the associated resources with which the council delivers its services. A modern FM service platform and an informed CFM client

function will significantly support the council's medium and long term objectives providing flexibility and opportunities for efficiency savings.

26. The theme of 'valuing the environment' will be increasingly supported through the delivery of an improved FM service delivery platform and effective strategic management of FM. Supported policies include 'Southwark Cleaner Safer' and the 'Sustainable Community Strategy'. Other key corporate objectives are indirectly supported through improving working environments, improving customer facilities and enabling more effective service delivery.

Contract management and monitoring

27. The Head of CFM will continue to be the responsible person for the contract as the service manager. This is supported by the contract management team, technical team, and workplace teams as per paragraph 27.
28. The existing management and monitoring that CFM currently have in place includes:
- Monitoring budget spend and compiling monthly spend profile reports
 - Checking invoices for accuracy
 - Providing robust single point of contact for end users
 - Proactively responding to complaint and service improvement requests
 - Monthly contractor performance monitoring meetings, six monthly service reviews and the annual performance review
 - Ensuring contractor monthly reports are received in a timely manner.
29. After the award of the new contract the existing contract would continue to be monitored as appropriate, managing the exit strategy and handover of information as appropriate.
30. Performance of the contract will continue to be measured and reported by means of a suite of key performance indicators (KPIs) covering management of the contract and customer services as well as both hard and soft FM service delivery.
31. CFM conduct regular site inspections and visits in order to measure and monitor the quality of the service provided and feedback from end users is actively sought.
32. As the estimated value exceeds the relevant EU threshold, CFM will prepare a six-monthly monitoring report to the relevant DCRB.
33. As the contract also relates to a strategic procurement, CFM will prepare an annual monitoring report to CCRB.

Community impact statement

34. This contract has a direct impact on the occupants of all the buildings covered by this contract, as well as all council staff, service users Southwark residents, visitors and the council's elected members.

35. It will continue to provide a healthy and safe working environment which will seek to ensure that no elements of the council's equality agenda are negatively impacted.

Social value considerations

36. 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 wellbeing 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

37. Within the contract, Interserve FM has employed three apprentices. All three have now completed their apprenticeship and have been offered permanent roles on the contract. The finance apprentice has since moved onto another organisation and the two building services/maintenance apprentices have recently completed their final year and have chosen to continue to work for Interserve FM.
38. The apprentices attend college one day a week and the remainder of their week is spent gaining knowledge within Tooley Street and the wider estate, working with the static and mobile engineering team to ensure that they are able to demonstrate the skills learnt in the classroom. Interserve FM work closely with the college and apprenticeship schemes meeting frequently with the training officers to review progress and support where needed.
39. The Interserve FM team in Southwark were supported by a graduate between September 2016 and February 2017. They engaged in supporting a KPI review, asset verification, planning PPM tasks, updating their computer aided facilities management (CAFM) system and working with contractors to collate the safe system of work documentation.

Social considerations

40. The contract was tendered on the basis that London Living Wage (LLW) would apply to all contractor staff that work on the contract both directly employed by the contractor and sub contracted to them. A specific LLW service delivery plan was included in the quality evaluation and Interserve FM's commitment to LLW was confirmed through the clarification process both in terms of price and scope. The contractor has continued to undertake ongoing LLW monitoring and reporting arrangements.
41. The council can exclude companies who break the law by blacklisting or have not put into place genuine actions concerning past black listing activities. The council can require "self-cleaning" which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken by the economic operator are sufficient to demonstrate it has:
- "owned up": clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities.

- “cleaned up”: taken concrete technical, organisational and personal measures that are appropriate to prevent further criminal offences or misconduct, and
- “paid up”: paid or undertaken to pay compensation in respect of any damage caused.

42. The council has requested the necessary information from Interserve and they have confirmed that they are not in breach of the requirements under Regulations 3(1) of the Employment Relations Act 1999 (Blacklisting) Regulations 2010. The contract conditions also include a condition requiring compliance with legislation (including the Blacklisting Regulations).

Environmental/sustainability considerations

43. Interserve (FM) are required to provide services that support, and do not compromise, the Southwark green building targets, sustainability policy and Fairtrade status.

Finance implications

44. The contract will continue to be funded from existing CFM and departmental budgets and therefore there are no new financial implications arising from the proposed variation to extend the term of the contract for a period of fourteen months to 31 March 2021 as the existing contract will be maintained as is.

45. As noted at paragraph 26 to 32 CFM existing management and monitoring arrangements will remain in place, including specifically:

- Monitoring budget spend and compiling monthly spend profiles, and
- Checking invoicing for accuracy.

46. Based on current activity, the total estimated expenditure over the proposed extension is £11.2m being based on the 2018-19 actual spend figures for the year adjusted for an estimate of inflation.

47. The total forecast contract value up to 31 January 2020 is £51.8m which when combined with the estimated contract extension cost of £11.2m will bring the total estimated contract value at 31 March 2021 to £63m.

48. The contract has a fixed lump sum price Cost Stream 1 (CS1). There are additional cost streams for above and outside of contract spend, these are:

Cost Stream 2A (CS2A) - works above the financial threshold limit (FTL) of £1000

Cost Stream 2B (CS2B) - works outside of the contract scope

Cost Stream 2B (CS2S) – all ad hoc security works/requests

Cost Stream 2C (CS2C) – projects and task orders

The council's anticipated annual expenditure for all cost streams is £9.6m, as detailed below:

- CS 1 £5.7m
- CS 2A £0.2m
- CS 2B £0.3m
- CS 2BS £1.0m
- CS 2C £2.4M

Total £9.6M

Legal implications

49. Please refer to paragraph 56.

Consultation

50. All internal departmental stakeholders have been consulted.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

51. The report seeks the approval of Cabinet approval to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited. The variation of the contract is for a period of up to 14 months from 1 February 2020 to 31 March 2021, at an estimated total cost of £11.2m. The existing contract started on 1 February 2013 and with the extension would last until 31 March 2021 and would have an estimated total contract value of £63m.
52. The report sets out in paragraphs 8-16 the background to the extension and the current performance of the contract is set out in paragraphs 17 and 18. The employment of apprenticeships is covered in paragraphs 36 and 37.
53. The report details the contract management and monitoring of the contract in paragraphs 26-32. Paragraph 39 confirms that the contract pays London Living Wage (LLW), whilst blacklisting is dealt with in paragraphs 40 and 41.

Director of Law and Democracy

54. This report seeks the Cabinet's approval to the contract extension for the FM contract with Interserve for a period of up to 14 months, as further detailed in paragraphs 1-3. As the value of the extension is a Strategic Procurement (exceeding £4m) then the decision is reserved to Cabinet, after consideration of the report by CCRB.
55. The original appointment was subject to the full application of the EU procurement regulations, and therefore it is necessary to ensure that any variation or extension to that appointment is permitted under those regulations. Regulation 72 of the Public Contract Regulations 2015 permits modifications to be made to contracts during their term in certain circumstances. This includes at Regulation 72(1)(e) where the modification(irrespective of its value) is not substantial. Having considered the circumstances noted at Regulation 72(8), which notes those modifications which are considered substantial, it is considered that the contract can be extended for this short period under this provision to allow the procurement for this service to be completed. This report sets out at paragraphs 12-14 the reasons and justification for this extension.
56. The Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) 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, relation, religion or belief, sex and sexual orientation, The duty also applies to marriage and civil partnership but only in relation to (a). The Cabinet is specifically referred to the community impact statement at paragraphs 33-34, setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.

57. Contract Standing Order 2.3 requires that no steps are taken to vary a contract unless the expenditure involved has been approved. Paragraphs 43-47 confirm the financial implications of this variation.

Strategic Director of Finance and Governance

58. This report requires comment from the Strategic Director of Finance and Governance due to its value being above relevant European Union thresholds. As the report sets out, the proposed contract extension will be funded from existing departmental budgets within Housing and Modernisation, principally those relating to Corporate Facilities Management. Departmental intentions with regard to the management and procurement of future FM contracts are noted, and are factored into the relevant budget monitoring exercises.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None	N/A	N/A

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Housing Management and Modernisation	
Lead Officer	Paul Symington, Head of Corporate Facilities Management	
Report Author	Maureen McBain, Head of CFM Business Strategy	
Version	Final	
Dated	17 September 2019	
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 2019	

Item No. 16.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Insourced repairs service – Year one review	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Housing Management and Modernisation and Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD - COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION and COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT

A high quality housing repairs service is central to our commitment to providing good quality homes for our tenants and residents. On 1 October 2018, the council brought responsive housing repairs in house in order to drive up standards and ensure a consistent approach to repairs that will benefit tenants. This was the latest, and biggest, example of Southwark leading the way in reversing the trend of outsourcing public services, with our experience since 2010 being that in-house services can carry less risk and deliver higher quality and performance.

As we approach one year on from the move in-house it is time to reflect on progress made and next steps. Bringing such a large and complex service in-house is a complex task. We are very pleased to say this has been completed whilst maintaining and in key ways improving service standards. However our ambition is to go further in improving both quality and value for money. We want to move to a truly ‘One Council’ service that puts residents at the heart. Our vision is for a service that consistently gets repairs right first time, grows our own workforce (including by investing in apprenticeships), works with local suppliers to help boost the local economy and achieves the very best value for money. We know there is more to do to achieve these aims. This progress report sets out our clear commitment keeping the service in-house and to taking forward the service so it meets these ambitions.

After a year that has successfully ‘bedded in’ the new service, the key next step is the development of a three year improvement plan which this report will kick off. Many improvements can and will be delivered sooner but a longer-term plan will allow us to put the service on a sustained footing and make clear our long-term commitment.

RECOMMENDATIONS

1. That Cabinet agrees that all non-chargeable repairs and associated works (responsive repairs inside council tenants’ homes) remain in-house, delivered by the council.
2. That Cabinet requests that a three year improvement plan for this housing repairs service be developed, in consultation with staff, members and residents, and presented to Cabinet for approval in March 2020
3. That Cabinet recognises the need to negotiate with the relevant trade unions of

affected staff on pay and reward terms and conditions in Southwark Traded Services and agrees to delegate authority for negotiation and implementation to the Strategic Director of Environment and Leisure

BACKGROUND INFORMATION

4. On 12 December 2017 the Cabinet instructed officers to develop detailed plans that would allow all non chargeable internal repairs and associated works to be undertaken by the council's in-house service for housing repairs, Southwark Building Services (SBS), for an initial period of 12 months with effect from October 2018.
5. On 13 March 2018 the Cabinet reaffirmed its commitment to repairs being brought back in-house, including the TUPE transfer of staff, and instructed officers to continue the work preparing for this.
6. On 1 October 2018 the council's contract with Mears ended and 65 staff transferred to the council, joining SBS who took over responsibility for delivering internal repairs, minor aids and adaptations, and void works throughout the whole council housing stock.
7. The new arrangements for delivering internal repairs were successfully mobilised following the ending of the contract with Mears and key performance indicator targets were met or nearly met (see performance review information in Appendix 1).

KEY ISSUES FOR CONSIDERATION

8. The initial period allowed by the cabinet for undertaking all non chargeable repairs in-house will come to an end on 1 October 2019 and a decision on how these repairs will be undertaken after that date therefore needs to be taken before then.

Delivering Services In-House

9. The task of preparing SBS for taking over all of the internal repairs from Mears, whilst developing a new service model to ensure that the service was not just maintained but improved was a large, complex and challenging one.
10. The project was overseen by a strategic board comprising the Strategic Directors of Finance & Governance, Housing & Modernisation and Environment & Social Regeneration.
11. Fifteen work streams were established, each having a lead officer in order to drive forward implementation and ensure delivery. The progress of each of the following work streams was overseen by the strategic board:
 - Business Case
 - HR (TUPE and terms and conditions)
 - Terms & Conditions
 - New In-House Service
 - Contracts/ Procurement
 - Material, Equipment and Stores
 - Vehicles
 - Workplace
 - IT
 - Contact Centre
 - Communication
 - Resident Engagement
 - Organisation Development

- Implementation
- Programme Governance

Further information on each of the work streams is available in Appendix 2.

12. Phase one of the project, which was to mobilise the new arrangements (including the transfer of staff from Mears), was successfully completed on time, on budget and in a way that enabled performance to be broadly maintained.
13. Appendix 1 sets out the performance information for the first 10 months of the new service.
14. The internal repairs service in general has not realised the required efficiency savings and the implications of this are outlined in the financial implications (paragraphs 30-32).

Improvement Programme

15. Phase two, which comprises the improvement plan and efficiency savings, has proved to be more challenging and there are some substantial programmes of work yet to be completed. Officers are therefore working on detailed and updated improvement plans which cover all areas of the service.
16. A three year improvement plan will be developed in consultation with staff, residents and members and presented to Cabinet for approval, covering key areas of finance, staffing requirements, performance and tenant satisfaction. The aim is to develop a wholly integrated and seamless repairs service for tenants that is demonstrably of good standard and good value for money. It is intended that many improvements will have been delivered much sooner than three years, but there are inevitably some improvements that will be more complex and therefore take longer to deliver in full.
17. The three year plan will also cover any decisions that are required regarding the strategic management of the council, including decisions on any major reorganisations or major reallocations of functions between departments or chief officers as the historic 'client contractor' split is dissolved to create the one-team approach.
18. Previously, the authority delegated to the Strategic Director of Environment and Leisure by the Leader on 13 March 2018 covered SBS only. In order to take full benefit of bringing the service back in-house, the plan will consider what changes across the whole of repairs, in both the Environment and Leisure department and the Housing and Modernisation department will most benefit tenants.
19. Governance of the improvement plan delivery will be provided by an operational review board and strategic oversight will come from members of the chief officer team. Periodic progress reports to the Cabinet Members for Housing Management and Modernisation and Finance, Performance and Brexit will be given to allow political oversight.
20. If the Cabinet agrees the recommendation to keep the service in-house, the council will begin, in the autumn, a programme of increased resident engagement to ensure tenants are at the heart of continuing to shape and improve the service, building on the work already taking place through the council's resident involvement

structures.

Terms and Conditions

21. Preparation work to develop consultation and negotiation on terms and conditions of employment is underway in line with the Cabinet's decision of 13 March 2018.
22. Staff in SBS work with colleagues in Asset Management and Pest Control as part of a single business unit – the Traded Services Division. The consultation and negotiation about terms and conditions will be carried out across the Traded Services Division to ensure that (i) any equal pay risks are mitigated, (ii) parity and fairness in terms and conditions is maintained across the business unit, and (iii) job roles align with any proposed delivery model and new service structures. All staff and Trades Union will be fully consulted on proposed changes.
23. The aim will be to negotiate a move away from locally agreed schemes and multiple sets of terms and conditions to a pay structure which offers a framework for staff wage and potential career progression, incentivising high performance and behaviours in keeping with Southwark's values.
24. In seeking to renegotiate terms and conditions that are compliant with equal pay legislation, consistent with the council's fairer future values and that provide fair recognition and reward for effort and expertise there may be some employees who lose financially as well as many who will gain financially. Therefore, consultation and negotiation through the collective bargaining process with the recognised Trades Union will be undertaken to renegotiate the terms and conditions of service for Traded Services.
25. The reorganisation will be undertaken in line with the council's Reorganisation, Redeployment and Redundancy Procedure including the production of an equality impact analysis. All staff and Trades Union will be fully consulted on proposed changes.
26. It is noted that under the council's Constitution part 3C a full cabinet decision is required to consider and agree (4) decisions regarding the strategic management of the council including decisions on major reorganisations and major reallocations of functions between departments or chief officers and (6) approval of major terms and conditions of employment outside the national and provincial schemes
27. The leader previously delegated responsibility to the Strategic Director of Environment and Leisure, as the appropriate Chief Officer, to undertake negotiations in the limited time available prior to the transfer of the service from Mears on 1 October 2018. It was not possible to conclude those negotiations within that limited timescale.

Community impact statement

28. These services affect all council tenants, support the council's commitment to providing affordable quality housing and deliver its Fairer Future objectives. The repairs and maintenance service level agreement is designed to deliver both timely and responsive repairs for council tenants. Improving performance in customer satisfaction and right first time repairs will have a positive effect on service users.

Resource implications

29. Any predicted savings from the client function have not been realised at present, as they are required to provide additional support to SBS during these improvement plans.

Financial implications

30. The financial implications are threefold:
- SBS are now being asked to do more work than originally included in the 19-20 budget in respect of voids and temporary accommodation;
 - SBS are forecast to be operating at a financial deficit for the current year, significantly higher than that reported for the previous financial year;
 - Planned efficiencies across the Housing and Modernisation service have yet to be realised.
31. Combined these are an aggregate forecast financial pressure on the HRA of £5m in the current financial year.
32. An assessment of the volumes and value of work being requested of SBS and the associated costs of delivery will be undertaken to inform the 20-21 budget setting process

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

33. The strategic director for finance and governance notes the financial implications for the current financial year highlighted in the report. Also noted are the financial risks for 2020-21 onwards which will be recognised and managed as part of the 2020-21 budget setting process.

Director of Law and Democracy

34. The Director of Law and Democracy notes the content of the report.
35. This report asks the cabinet to agree to retain all non chargeable repairs and associated works in-house after 1 October 2019, delivered by the council, and to be presented with a three year improvement plan for the service be developed presented for the cabinet's approval in March 2020. The report also asks the cabinet to delegate to the strategic director of environment and leisure the decision to negotiate and implement changes to the terms and conditions of service for employees in the Traded Services division of the Environment and Leisure department.
36. It is a matter for cabinet to decide whether to retain all non chargeable repairs and associated works in-house beyond the initial 12 months previously agreed by cabinet on 13 March 2019.
37. Cabinet will note that the three year improvement plan for the housing repairs service will be subject to consultation with all affected parties and to a further report to be presented to cabinet for approval in March 2020.

38. With regard to the decision concerning the terms and conditions of service in the Traded Services division, under the constitution, decisions on the approval of major terms and conditions of employment outside the national and provincial schemes are matters reserved for full cabinet. As set out in Part 3 of the constitution the cabinet can delegate this decision to the appropriate Chief Officer which, as the changes are confined to staff within the Environment and Leisure department, is the strategic director of environment and leisure. Under the scheme of management that delegated decision also requires the approval of the Head of HR and consultation with recognised Trade Unions. The changes will be subject to local collective agreement with the Trade Unions which requires the approval of Head of HR.
39. Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) 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 (a). The cabinet is specifically referred to paragraph 25 of the report which confirms that an equality analysis will be undertaken in relation to the reorganisation of the Traded Services division.
40. Consideration will also need to be given to equalities issues at each stage of the proposed three year improvement plan for the housing repairs service.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Gateway 0 - Strategic Options Assessment for Responsive Repairs and Maintenance Works	Housing & Modernisation / Environment & Leisure 160 Tooley Street	Christine Bramman / Mick Lucas 020 7525 0333 / 1140
http://moderngov.southwark.gov.uk/documents/g5753/Public%20reports%20pack%20Tuesday%2012-Dec-2017%2016.00%20Cabinet.pdf?T=10		
Progress report in-house repairs service	Housing & Modernisation / Environment & Leisure 160 Tooley Street	Christine Bramman / Mick Lucas 020 7525 0333 / 1140
http://moderngov.southwark.gov.uk/documents/g5756/Public%20reports%20pack%20Tuesday%2013-Mar-2018%2016.00%20Cabinet.pdf?T=10		

APPENDICES

No.	Title
Appendix 1	SBS year 1 evaluation
Appendix 2	In-house repairs service programme work streams

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Cabinet Member for Housing Management & Modernisation and Councillor Victoria Mills, Cabinet Member for Finance, Performance and Brexit	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation and Caroline Bruce, Strategic Director of Environment and Leisure	
Report Author	Christine Bramman, Head of Repairs & Maintenance and Mick Lucas, Acting Director of Environment	
Version	Final	
Dated	4 September 2019	
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		6 September 2019

SBS Evaluation of 1 year pilot

1. The cabinet agreed that internal repairs would be insourced and undertaken by Southwark Building Services (SBS) for a one year pilot commencing on 1 October 2018.
2. The intention was for a service that was responsive to the needs of our residents and improved on the service being delivered at that time. The new service model should complement the investment programme, avoid duplication and provide efficiencies in service and cost.
3. A business plan financial envelope approved July 2018
4. To measure the effectiveness of this approach the following assessment criteria should form the basis of a robust, open and transparent evaluation

Baseline	Year 1 SLA Targets	Current Position end of July 2019	Action Plan / Targets	Responsibility for plan
<p>Customer Satisfaction <i>Prior to new arrangements i.e. up to 30 September 2018</i></p> <ul style="list-style-type: none"> • Maintain customer satisfaction (89 % against 90% target) • Maintain appointments kept (97% against 98% target) • Maintain level of right first time(88% against 90% target) 	<ul style="list-style-type: none"> • Maintain and improve levels (90% rising to 95% wef 1/4/19) • Maintain and improve appointments kept (95% rising to 98% wef March 2019) • Reduce level of repeat visits - increase right first time (85% rising to 90% wef 1/4/19) 	<ul style="list-style-type: none"> • 87.9% achieved • 97.5% achieved • 87% achieved 	<ul style="list-style-type: none"> • Incremental targets requested for satisfaction at 1% per annum • Revision of operatives T&Cs is critical to success of al areas of the plan • Multi-skilled workforce • Culture change programme • Performance management regime • SMS text messaging • Closer working between SBS & contact centre • Supply chain procurement and store purchasing cards • Introduction of 8x8 telephony system to SBS 	SBS/contact centre

<p>Performance (compared to pre contract levels)</p> <ul style="list-style-type: none"> • Maintain ratio of jobs completed 'on time' (94% against 95% target) • Completion of quality control inspections / default notices • Average time to complete responsive repairs • Achieve turnaround time for Voids (average 21 days for minor is and 15 days for temporary accommodation voids) 	<ul style="list-style-type: none"> • Improve ratio of jobs completed 'on time' • Improve Completion of quality control inspections / default notices • 14 days average reducing to 9 days • Improve turnaround times for Voids (to increase HRA income) 	<ul style="list-style-type: none"> • 87% achieved • 92.7% satisfactory inspections but less than 2% of 5% target achieved . 12 defaults to date, lenient approach taken. • 10.1 days achieved, • Minor voids – 23.2 days achieved • TA voids 63.3days achieved 	<ul style="list-style-type: none"> • Further decrease sub contracting by providing works in-house to allow for greater levels of supervision of works • Real time data analysis and action on productivity, number of jobs, scope of jobs, customer feedback etc • Technical skill gap assessment on manager roles • Gap analysis and improvement plan of key contract managers/planners roles. 	<p>SBS</p> <p>SBS/client</p> <p>SBS</p>
<p>Organisational</p> <ul style="list-style-type: none"> • Implement revised pay and grading structure • Implement full Job Costing System • Achieve business plan targets for use of sub contractors • Reduction in 'client side' to achieve budget targets 	<ul style="list-style-type: none"> • Improvement in productivity • Increase ratio of own staff to sub contractors • Further efficiencies across the 'whole system' • Increase value of profitable works outside of LBS contracts 	<ul style="list-style-type: none"> • Existing terms and conditions drive behaviours that are not in line with providing a customer focused, right first time service that avoids duplication and bureaucracy. New T&Cs unlikely to be in place this financial year. • Procurement of supply chain is well advanced. • Client structure to be 	<ul style="list-style-type: none"> • Renegotiate Ts and Cs • Create daily/weekly reports for job allocation • Working with Travis Perkins to provide innovation and collaboration with other DLOs. • Implement phase 3 reorganisation and multi traders • Real time reporting from operatives for feed back on 	<p>SBS</p> <p>SBS/finance</p> <p>SBS</p>

		reorganised by October 2019 – risk if SBS not in a better place.	resident satisfaction. <ul style="list-style-type: none"> Client to be refine light touch approach following reduction in staff numbers 	Client
<p>Financial</p> <ul style="list-style-type: none"> Achieve business plan targets (e.g. come in on budget) Achieve Price Per Property Thresholds Achieve PPV thresholds Regular, reliable monitoring information for corporate monitoring Annually update the business plan 	<ul style="list-style-type: none"> Come in under budget (and achieve a notional RoR) Reduced PPP cost value Reduced PPV cost value Monthly regular, reliable monitoring information Review the business plan based on monthly information Promote capitation (fix or replace) 	<ul style="list-style-type: none"> 18-19 <p>The final reported trading position for SBS was a deficit of £452k which represents 2½% of turnover. This compares favourably to deficits reported for previous years, from a deficit of over £1.5m in 16-17 and £750k in 17-18. There were one-off transition costs of £1.374m which was met from the HRA.</p> <p>The total impact on the HRA, from the areas of activity covered by the new business plan, chargeable contracts awarded to SBS from October 2018 and closing out works ordered before the end on September 2018, is £6.23m. This is in line with the monitoring forecasts prepared at Christmas 2018, where a pressure of £6.059m was being forecast.</p> <ul style="list-style-type: none"> 19-20 <p>For 19-20, additional</p>	<ul style="list-style-type: none"> Implementation of new SBS SAP architecture and training Existing business plan 19/20 uploaded on to SAP – the SAP Budget will be a net Balance of Zero by adjusting the rate of return. Job costing phased implementation with build commencing in June 2019 and testing and parallel running by the end of December 2019. To move the Rag from Red to Amber is dependent on getting the appropriate resource in place to support the system. Modelling of the impact on the Business Plan of the proposed Terms and Conditions. Recast of business plan 19/20, 20/21, 21/22 Quarter 1 (June) reported in Month 4 budget monitor with forecasts. Options appraisal and 	<p>Finance group to report</p> <p>SBS to manage operationally</p>

		<p>investment was made from the HRA to bring the volume of activity covered by the SLA to the 15.5m requested by SBS within their business plan. Additionally a further £0.6m is being made available to cover one-off transitional costs. Including other areas, the total budgeted value of work programmes delivered by SBS is £18m. Presently SBS are forecasting the total costs of delivering requested works is £23.7m. When compared to the budget this is an additional cost to the HRA of £5.7m. Of this value, the Housing and Modernisation Department anticipate the additional works to be £3.0m (including capital works). Of the remaining £2.7m, £0.6m would be one-off funded from HRA reserves, leaving an estimated deficit of £2.0m.</p>	<p>review of PPP/PPV expectations</p> <ul style="list-style-type: none"> • Need to appoint on a permanent basis due to heavy reliance on Interim Resources at Senior Level both on SBS and Client Side 	
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APPENDIX 2

In-house repairs programme work streams in Year One

1. Programme Governance

This work stream will manage the project plan, risk and issues and for the project governance to be in place throughout the project

2. Business Case

This work stream will assess the financial impact of this project providing a detailed business case to enable the total costs of the new service to be established.

3. HR – TUPE

This work stream is undertaking the necessary preparation work to manage the smooth transition of Mears staff, together with the management of their physical transfer to Southwark.

4. HR – T&C and Phase 3 Re-organisation

This work stream is looking at the shaping of the Traded Services organisation and the design and agreement of an appropriate structure and terms and conditions to deliver the new service. The work stream will aim to achieve this ready for October at the start date for the new in-house service delivery

5. New In-House Service

The work stream will aim to deliver a new delivery model being 'Price per Property' (PPP) and 'Price per Void' (PPV). The work stream will deliver a new Service Level Agreement (SLA) that will ensure robust performance management arrangements are in place for the new service.

6. Contracts/ Procurement

This work stream will manage contracts and procurements and specifically to oversee any tendering process. Contracts include Communal repairs, Roofing & Rainwater, Metal Work, and Fire Protection

7. Material, Equipment and Stores

The work stream will oversee the material and equipment requirements that the new service will need, reviewing current usage and the predicted increase. Any additional material storage requirements will be reviewed by the work stream as well as the new equipment needs required from the Mears TUPE process. The work stream will ensure all necessary additional equipment is in place and ready at the completion of the Mears TUPE process

8. Vehicles

The work stream will ensure that all additional vehicle requirements are promptly ordered and delivered, being in place at the depot site ready for the new service delivery commencement in October

9. Workplace

This work stream will oversee and manage the additional office space that will be needed at Frensham Street to accommodate the Mears TUPE staff through the relocating of Asset Management Staff to Tooley Street

10. IT

The work stream will plan for the provision of the required IT equipment that will be needed by Mears staff, together with ensuring IT systems (Northgate and Impact Response) are configured to deliver the new service in time for the October start date.

11. Contact Centre – Phase 1

The work stream will prepare the Contact Centre for the new service, together with ensuring that the customer experience is maintained. The Contact Centre work stream will therefore prepare and support the Contact Centre ready for the implementation on 2 October 2018.

12. Communication

The Communication work stream will be supported by a communication plan and will ensure impacted staff are kept updated and informed, with regular briefings in place. Councillors will be kept apprised of the progress being made. This work stream links with the resident engagement work stream.

13. Resident Engagement

This work stream will ensure that residents are informed of the new service proposals, with early and scheduled engagement in place

14. Organisation Development

The introduction of a new service delivery model will bring culture and behaviour changes to the business. The OD work stream will help in providing support to staff and managers through this change process.

15. Implementation

The focus of this work stream will be to ensure that all work stream activities align to ensure a smooth transition at the time of Mears TUPE and without disruption to the residents.

Item No. 17.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Housing Delivery Test Action Plan for submission	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Johnson Situ, Growth, Development and Planning	

FOREWORD – COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR GROWTH, DEVELOPMENT AND PLANNING

Southwark is a fantastic place to live, with high attaining schools, award winning libraries, record number of green flags and more people in work in the borough than ever before. However we also know that Southwark is no exception to the housing crisis across the capital, the over 10,000 people on our housing waiting list highlights the importance of our pledge to build 11,000 new council homes in the borough over the next 30 years. Southwark Council also has strong track record of building new affordable homes with one of the highest in London and the country. The council’s commitment to a minimum of 35% genuinely affordable housing reaffirms our pledge to use every tool at our disposal to respond to the housing crisis.

This report highlights our plan to do just that, our ambition is to lead the way in London, providing good quality genuinely affordable homes, and a mix of sizes and types ensuring our borough continues to be a place to belong and thrive.

The Housing Delivery Test Action Plan (HDTAP) sets out the context of Southwark and what we are already working on or have planned to increase our housing supply. We are a very proactive borough and the delivery of housing is one of our main priorities as identified within the Council Plan commitments.

In addition to the actions Southwark Council are taking, we know to truly address the housing crisis we will need the government to further unlock a new wave of affordable house building at scale. So to coincide with this report Southwark Council will be writing to the Ministry of Housing, Communities and Local Government to request their plan to support local authorities in our commitment to respond to the housing crisis.

RECOMMENDATIONS

1. That cabinet agree the Housing Delivery Test Action Plan attached at Appendix A for publication.

BACKGROUND INFORMATION

Background to Housing Delivery Test Action Plan

2. Southwark Council is a top performing borough for providing social rented housing and other housing tenures. Since 2004 we have permitted 41,350 homes and 21,777 of

those have been built. 25% of them have been social rented, providing 2,480 social rented homes for people in Southwark. We are the only borough who asks for social rented housing and our commitment to delivering affordable housing for our residents is what motivates us daily. We are building 11,000 new council homes and leading the way to deliver many more for the people who need it most.

3. The Council is absolutely committed to responding to the housing crisis. This is why we are using every tool available to increase the supply of all kinds of homes and to continue revitalising neighbourhoods and deliver the homes, jobs and public spaces that the borough needs.
4. As per the London Plan (2016) and as set out in Appendix A, Southwark has the second highest housing target after Tower Hamlets. The borough is expected to accommodate an additional 27,360 homes (or 2,736 per annum) by 2025. This represents a significant housing requirement that the borough is dedicated to meet through the various programmes and initiatives that are currently being undertaken, through the new actions identified in this document and by proactively engaging with the relevant stakeholders responsible for housing delivery. Out of the 33 London boroughs including the City of London, Southwark is the twenty-fourth largest borough in London by size with the second highest housing target. This is compounded by very few available large vacant sites to be developed; therefore housing delivery needs to be met on small and constricted development sites, making housing delivery and meeting the housing target more challenging.
5. Our ambition is to lead the way in London in providing good quality genuinely affordable homes for those on all income levels, and a mix of sizes and types to meet a range of needs. Southwark has an ambitious target of delivering 11,000 new council homes, making this one of the biggest programmes of council house building in the country. In all housing schemes coming forward we require at 35% affordable housing to be provided and we are one of the few boroughs that specifically require social rented housing.
6. The Ministry of Housing, Communities and Local Government introduced the Housing Delivery Test (HDT) in November 2018 as a mechanism to monitor housing delivery locally. The HDT is a percentage measurement that compares the number of net new homes delivered over the previous three years against the authority's net housing requirement.
7. Where housing delivery over the previous three years has been less than 95% of the requirement, MHCLG requires Local Planning Authorities (LPAs) to prepare an action plan setting out the cause of under delivery and the intended actions to increase delivery.
8. The results of the HDT were published in February 2019. Between 2015-2018 Southwark delivered 4,771 homes against the target of 5,941 homes, which is 80% against the target and as such Southwark is required to produce a Housing Delivery Test Action Plan (HDTAP) to identify issues and formulate actions to overcome these issues and increase the delivery of new homes.
9. Accordingly a Housing Delivery Test Action Plan has been prepared and is attached at Appendix A.

10. As this is a new requirement, three workshops were hosted by the Planning Advisory Service for LPA officers. These workshops provided advice and guidance on preparing the Housing Delivery Test Action Plan (HDTAP) which have informed the Action Plan at Appendix A.

KEY ISSUES FOR CONSIDERATION

11. The HDTAP sets out the context of Southwark and what we are already working on or have planned to increase our housing supply. We are a very proactive borough and the delivery of housing is one of our main priorities as identified within the Council Plan commitments.
12. The New Homes Delivery Programme, the Housing Strategy refresh and the preparation of the New Southwark Plan and the Old Kent Road Area Action Plan, as well as the other adopted area action plans, set out ambitious targets for home delivery in the borough and demonstrate that we are being proactive in our approach to boost the delivery of new homes.
13. Evidence gathering from a wide range of sources and consultation with colleagues and key stakeholders involved in the planning and housing delivery process have been undertaken to understand the potential influencing factors and obstacles to housing delivery. This information has been considered alongside direct knowledge of local sites, land and development capacity through working with developers and the GLA. This work has revealed the key issues and barriers to the delivery of new homes that Southwark faces. These are identified in the Action Plan and include:
 1. Site specific issues e.g. design and heritage.
 2. Planning process and planning obligations issues e.g. affordable housing.
 3. Finance and infrastructure e.g. lack of funds to support infrastructure, development costs.
 4. Resources e.g. skills and labour availability.
14. With consideration of the issues identified; the HDTAP sets out actions to encourage the delivery of new homes. These actions include initiatives and programmes we are currently progressing. The actions are themed as such:
 - Continue to increase housing delivery
 - Development Plan documents
 - Sufficient sites available
 - Consultation and obtaining feedback
 - Resources, staff retention and staff training
 - Housing delivery monitoring
 - Working with the Government, LPAs and other stakeholders
 - Improve the quality of planning applications
 - Review and streamline the planning process
 - Alternative delivery models and opportunities
15. We will monitor the Action Plan and update annually following the publication of the Housing Delivery Test data in November each year.

NEXT STEPS

16. The HDTAP will be presented to the Delivery Programme Board at the next meeting on 10 September 2019. Following Cabinet on 17 September 2019 and subject to approval, the HDTAP will be sent to the Planning Advisory Service and MHCLG for their records.
17. The Action Plan will be monitored every six months and annually there will be a detailed review following the publication of the results from MHCLG in November annually. This review will consider how the actions are progressing and whether they have been achieved. Ultimately, the success of the action plan will be determined by the increase in the delivery of new homes.

Community impact statement/Equalities impact statement

18. The Public Sector Equality Duty (PSED) contained in Section 149 (1) of the Equality Act 2010 imposes a duty on public authorities (including the Council to have, in the exercise of their functions, due regard to three “needs” which are central to the aims of the Act
 - a) The need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
 - b) The need to advance equality of opportunity between persons sharing a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
 - c) The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to tackle prejudice and promote understanding.
19. The protected characteristics are: race, age, gender reassignment, pregnancy and maternity, disability, sexual orientation, religion or belief, sex, marriage and civil partnership.
20. An Equalities Statement has been prepared and is attached at Appendix B.

Financial implications

21. There are no immediate resource implications arising from this report.
22. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

23. The delivery of housing in the country is considered a matter of national importance. In response to this, the Government introduced the Housing Delivery Test which enables them to monitor more closely the performance of Local Authorities in the context of the delivery of new homes. Paragraph 4 of the report refers to the shortfall in delivery which has taken place within Southwark between 2015 and 2018. As a result, the Council is required to produce a Housing Delivery Test Action Plan which sets out a variety of ways in which the Council is endeavoring to improve on the supply of new homes.
24. There no direct legal implications arising from the recommendations contained in this report. An equalities impact statement has been prepared and it is noted that the Council is seeking to ensure that identified housing needs are met.

Strategic Director of Finance and Governance

25. The report is requesting the Cabinet to agree the Housing Delivery Test Action Plan attached at Appendix A for publication.
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
Council Plan 2018/19-2021/22		planningpolicy@southwark.gov.uk
https://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
Appendix A	Housing Delivery Test Action Plan
Appendix B	Equalities Statement

AUDIT TRAIL

Lead Officer	Simon Bevan, Director of Planning	
Report Author	Emma-Lisa Shiells, Team Leader, Planning Policy	
Version	Final	
Dated	6 September 2019	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Departmental Finance Manager	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2019

London Borough of Southwark

Housing Delivery Test Action Plan

(August, 2019)



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Abbreviations

HA – Housing Association

HDT – Housing Delivery Test

HDTAP - Housing Delivery Test Action Plan

HRA – Housing and Revenue Account

GLA – Greater London Authority

LDD – London Development Database

LPA – Local Planning Authority

MHCLG - Ministry of Housing, Communities and Local Government

NPPF – National Planning Policy Framework

NSP - New Southwark Plan

OA – Opportunity area

OKRAAP - Old Kent Road Area Action Plan

OKR – Old Kent Road

SCI – Statement of Community Involvement

1. Introduction

- 1.1 Southwark Council is a top performing borough for providing social rented housing and other housing tenures. Since 2004 we have permitted 41,350 homes and 21,777 of those have been built. 25% of them have been social rented providing 2,480 social rented homes for people in Southwark. We are the only borough who ask for social rented housing and our commitment to delivering affordable housing for our residents is what motivates us daily. We are building 11,000 new council homes and leading the way to deliver many more for the people who need it most.
- 1.2 The Ministry of Housing, Communities and Local Government (MHCLG) introduced the Housing Delivery Test (HDT) in November, 2018 as a mechanism to monitor housing delivery locally. The HDT is a percentage measurement that compares the number of net new homes delivered over the previous three years against the authority's net housing requirement. The method of calculating the HDT requirement is set out in the Housing Delivery Test Measurement rule book.
- 1.3 Where housing delivery over the previous three years has been less than 95% of the requirement, the Local Planning Authorities (LPAs) should prepare an action plan setting out the cause of under delivery and the intended actions to increase delivery.
- 1.4 The results of the HDT were published in February, 2019. Table 1 below sets out the HDT results for Southwark. Between 2015-2018 Southwark delivered 4,771 homes against the target of 5,941 homes. In 2016/2017 Southwark delivered 2,520 homes, exceeding the requirement of 2,155 homes by 365 homes. Housing delivery is at 80% against the target. Even though this is one of the highest delivery of homes by any Council Southwark is required to produce an Action Plan and add a 20% buffer onto the five year land supply to address the under delivery.

Table 1: Housing Delivery Test results for Southwark

Year	Housing Delivery Test Requirement (MHCLG)	LBS delivery figures as per the Housing Delivery Test (MHCLG)	LBS net delivery figure from London Development Database
2015/2016	1,630	1,436	-
2016/2017	2,155	2,520	-
2017/2018	2,156	816	-
2018/2019	-	-	2,520
Total	5,941	4,771	7,291*

*this figure includes LBS delivery as per the Housing Delivery Test from 2015-2018 and LBS delivery as per the LDD from 2018/19.

Source: Housing Delivery Test: 2018 measurement published on 19th February 2019 (<https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>)

- 1.5 Southwark has consistently approved a significant amount of net dwellings through the planning system over the last fifteen financial years, which on average is equivalent to 2,757 net dwellings per year. Notwithstanding this, approving a significant number of

homes does not mean all of these homes are delivered. Approvals and completions within a given year should not be compared as the figures relate to different schemes, the delivery of the approved schemes do not come forward at the same rate.

- 1.6 Completions data for financial year 2018/2019 shows that Southwark council has delivered 2,520 net new dwellings in total (as set out in **Appendix 2**). This represents a significant and positive contribution to the housing stock and housing delivery in the borough.
- 1.7 It can be noted from the **Table 1** that housing delivery has slowed down in financial year 2017/2018, but evidence from 2018/2019 shows that Southwark has successfully recovered from this delivering a significant amount of housing contributing to the Council's priority of building new homes and tackling the housing crisis.
- 1.8 The Action Plan is intended to be a practical document, to help review Southwark's approach to housing delivery. The action plan identifies issues and barriers to housing delivery, and responds with an action on how this can be overcome to increase delivery.
- 1.9 In addition to issues and barriers, this document sets out the context of Southwark and how we are being proactive to boost our housing delivery through a range of council-wide strategies and initiatives.
- 1.10 This document is intended to assist in delivering the strategic objectives of the Development Plan in meeting the current housing target of 2,736 net dwellings per year as per the London Plan. It also supports the delivery of Southwark's Housing Strategy, New Homes Delivery Programme and the Council Plan commitments.
- 1.11 This is Southwark Council's first action plan, and is to be monitored and updated annually as required following the publication of the Housing Delivery Test (HDT) data each November.

2. What is Southwark's strategy for delivering new homes?

- 2.1 The Council is absolutely committed to responding to the housing crisis. This is why we are using every tool available to increase the supply of all kinds of homes and to continue revitalising neighbourhoods and deliver the homes, jobs and public spaces that the borough needs.
- 2.2 As per the London Plan (2016) and as set out in Appendix 3, Southwark has the second highest housing target after Tower Hamlets. The borough is expected to accommodate an additional 27,360 homes (or 2,736 per annum) by 2025. This represents a significant housing requirement that the borough is dedicated to meet through the various programmes and initiatives that are currently being undertaken, through the new actions identified in this document and by proactively engaging with the relevant stakeholders responsible for housing delivery.
- 2.3 Out of the 33 London boroughs including the City of London, Southwark is the 24th largest borough in London by size. This is compounded by very few available large vacant sites to be developed; therefore housing delivery needs to be met on small and constricted development sites making housing delivery and meeting the housing target more challenging.
- 2.4 Our ambition is to lead the way in London in providing good quality genuinely affordable homes for those on all income levels, and a mix of sizes and types to meet a range of needs. Southwark has an ambitious target of delivering 11,000 new council homes making this one of the biggest programmes of council house building in the country. In all housing schemes coming forward we require at 35% affordable housing to be provided.
- 2.5 We have been working closely together with colleagues within the Council and members, with the Greater London Authority (GLA), LPAs, Housing Associations (HA), residents, business and other stakeholders in changing our approach. The feedback from these collaborations informed our strategy to prepare a more prescriptive, detailed and positive guide to welcome and manage change in the borough in form of updating our development plan and producing supplementary planning documents.
- 2.6 Our current development plan comprises of the Saved Southwark Plan policies (2007) and the Core Strategy (2011) and Area Action Plans. The Area Action Plans comprise of Canada Water Area Action Plan, Peckham and Nunhead Area Action Plan and Aylesbury Area Action Plan. These Area Action Plans plan for around 10,000 homes.
- 2.7 To provide an up-to-date framework and guide for new developments to deliver the urgently needed housing and jobs the last couple of years we have been working on the New Southwark Plan (NSP). The NSP is to be submitted to the Secretary of State in autumn, with the aim for it to be adopted in March, 2020.
- 2.8 The NSP sets out how future regeneration in the borough will be delivered, and how Southwark will answer to the pressing need for housing through identifying sites for development, as well as through estate infill and regeneration.

- 2.9 Southwark Council has made a commitment to deliver 11,000 new homes in Southwark by 2043, with 2,500 to be delivered by 2022. To achieve this, we have established a New Homes Delivery Programme. Through extensive cross-departmental collaboration, including working closely with planning, and carrying out research the Council has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered, with other proposals in the pipeline.
- 2.10 Southwark benefits from four opportunity areas (OA), which have significant capacity for development, growth, and potentially improved public transport access. The four OAs are Canada Water; Elephant and Castle; London Bridge, Borough and Bankside and Old Kent Road and they are essential in delivering Southwark's housing strategy. Significant growth and contribution to the housing delivery is expected from these areas, with several schemes already in the pipeline awaiting delivery.
- 2.11 In addition to the preparation of the NSP, we are also in the process of preparing the Old Kent Road Area Action Plan (OKRAAP). Two rounds of public consultation have been undertaken and is planned to be adopted in October, 2020. This document sets out a planning and regeneration strategy, and an area specific vision on how the new homes, jobs, infrastructure and open spaces will be provided within the OKR.
- 2.12 The OKR has an identified capacity of 20,000 new homes and 10,000 new jobs over the next 20 years. So far 192 dwellings have been built, 505 dwellings are under construction and over 5,000 have been approved with a S106 agreement secured or awaiting S106 agreement. A significant number of homes are subject to live planning applications. A number of pre-application advice requests have been submitted which have the potential to deliver a significant of number of homes.
- 2.13 The development coming forward within the Old Kent Road Action Area will be phased based on the commitment and delivery of the Bakerloo Line extension. It is anticipated around 9,500 homes will be committed in Phase 1 (2018-2023) alongside enhancements to the existing public transport network prior to the confirmation of the Transport and Works Act Order for Bakerloo Line extension. The remaining 10,500 will be committed for Phase 2 (2023-2027) and will be subject to agreement between Southwark Council, the Greater London Authority and Transport for London relating to the status of transport improvements.

3. Housing approvals and completions in Southwark

- 3.1 Figures discussed in this section of the Action Plan have been obtained from the London Development Database (LDD), and can be found in the Appendices section of this document, unless otherwise stated.
- 3.2 **Appendix 1** shows how many new homes, covering self-contained and non conventional housing, have been approved in Southwark through the planning system over the past 15 years in net terms and tenure breakdown. It can be concluded that Southwark has consistently approved a high number of dwellings, approving 41,350 dwellings in the last fifteen financial years, which is the equivalent to 2,757 dwellings each year on average.
- 3.3 **Appendix 2** shows how many new homes, including self-contained and non-conventional housing, have been completed in Southwark over the past 15 years, in net terms and tenure breakdown. Over the last fifteen financial years Southwark has delivered 21,777 dwellings which is a significant contribution to the housing stock in Southwark. Apart from financial year 2017/2018, in the latest years a significant increase in delivery can be observed, especially in financial years 2016/2017 and 2018/2019, with the delivery of 2,423 and 2,520 dwellings.
- 3.4 Whilst approvals and completions within a given year should not be compared, as the figures relate to different schemes, it can be noted that Southwark has consistently delivered a significant amount of net dwellings over the last fifteen financial years. However the approval of schemes does not necessarily mean they are delivered. This action plan seeks to identify the root causes of this, and identify delivery issues in the borough and how these can potentially be overcome.
- 3.5 **Appendix 4** shows the total number of homes that the London boroughs, LDDC and the cities of London and Westminster need to deliver by the end of the plan period to meet London's anticipated housing need. Southwark has the second highest housing requirement in London for the 2015-2025 plan period. It is important to note that the London Plan (2016) targets for Southwark are higher than the targets set out in the HDT. The HDT target calculation method is set out in the HDT Measurement Rule book.
- 3.6 **Table 2** below sets out the percentage of net housing completions by boroughs against the London Plan target. It can be concluded that in 2014/2015 Southwark has met and exceeded the London Plan target together with 21 other boroughs, delivering 101% of the required target. In 2015/2016 the London Plan targets changed, and increased by 1/3 for Southwark. Only 14 boroughs out of 35 have met or exceeded the target, with Southwark delivering 55% of the requirement. In 2016/2017 Southwark has delivered a significant amount of net dwellings, which equates to 91% of the required target.
- 3.7 The figures within **Appendix 2** and the GLA's AMR **Table 2** vary due to the reporting system, from which the figures are derived, being run at different times by the respective authorities.
- 3.8 At this point we are unavailable to report on the 2017/2018 delivery, as the London Plan annual monitoring report is not yet available and it will be published at the end of summer 2019.

Table 2: Percentage of net housing completions by boroughs against the London Plan target

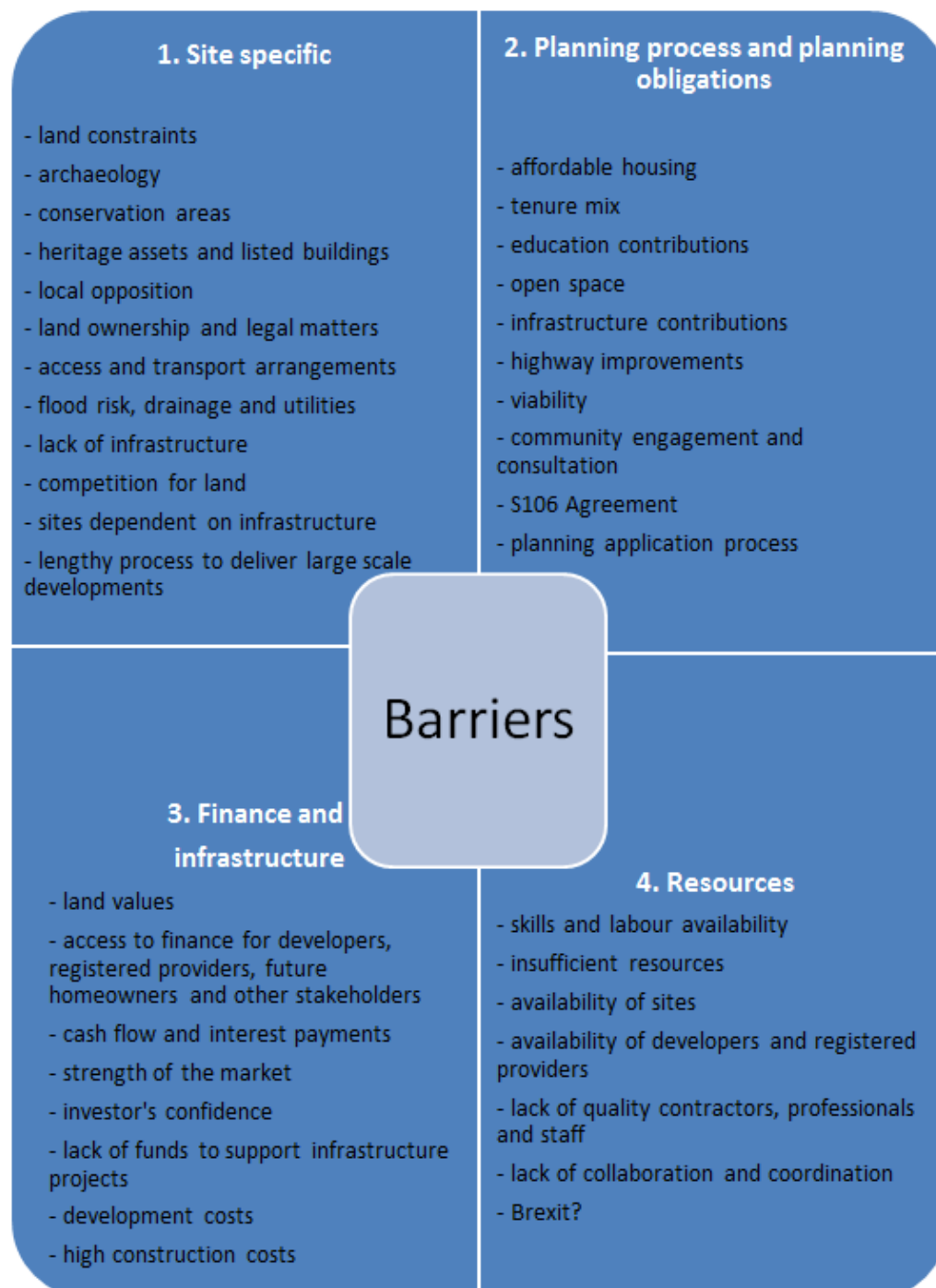
	Borough	London Plan target 2014/2015	% of target (2014/2015)	London Plan target 2015/2016	% of target (2015/2016)	London Plan target 2016/2017	% of target (2016/2017)
1	Barking and Dagenham	1064	53	1236	41	1236	46
2	Barnet	2254	48	2349	78	2349	97
3	Bexley	337	225	446	-22	446	163
4	Brent	1065	157	1525	95	1525	194
5	Bromley	501	72	641	119	641	153
6	Camden	665	233	889	150	889	155
7	City of London	109	211	141	52	141	-73
8	Croydon	1332	99	1435	128	1435	199
9	Ealing	890	52	1297	125	1297	108
10	Enfield	559	111	798	49	798	147
11	Greenwich	2594	58	2685	65	2685	86
12	Hackney	1158	142	1599	116	1599	81
13	Hammersmith and F	614	249	1031	25	1031	101
14	Haringey	820	41	1502	32	1502	52
15	Harrow	352	110	593	61	593	113
16	Havering	972	72	1170	133	1170	45
17	Hillingdon	423	221	559	178	559	141
18	Hounslow	474	260	822	72	822	147
19	Islington	1172	71	1264	155	1264	114
20	Kensington and Chelsea	584	156	733	16	733	44
21	Kingston upon Thames	374	163	643	57	643	35
22	Lambeth	1197	173	1559	180	1559	73
23	Lewisham	1105	118	1385	104	1385	149
24	London	32210	101	42388	91	42388	107
25	London Legacy DC	N/A	N/A	1471	89	1471	15
26	Merton	318	147	411	170	411	91
27	Newham	2501	100	1994	83	1994	113
28	Redbridge	759	35	1123	47	1123	54
29	Richmond upon Thames	245	135	315	173	315	136
30	Southwark	2005	101	2736	55	2736	91
31	Sutton	211	248	363	71	363	229
32	Tower Hamlets	2887	30	3931	73	3931	128
33	Waltham Forest	761	90	862	102	862	114
34	Wandsworth	1143	96	1812	173	1812	153
35	Westminster	770	138	1068	86	1068	142

Source: London Plan Annual Monitoring Reports 12, 13 and 14

4. Understanding the key issues and barriers

4.1 We have gathered evidence from a wide range of sources and views from colleagues and key stakeholders involved in the planning and housing delivery process in order to understand the potential influencing factors and obstacles to housing delivery. This information has been considered alongside direct knowledge of local sites, land and development capacity through working with developers and the GLA. The identified key issues and barriers are set out in **Table 3** below.

Table 3: Key issues and barriers to delivery



4.2 The issues and barriers presented in **Table 3** are expanded on below:

1. Site specific

- **Brownfield sites in high value areas**, such as inner London are almost never unoccupied but, on the contrary, are occupied by people who have leases that often have several years to run. So the typical major/strategic application is made by the prospective developer some years before the expiry of these leases to safeguard their ability to get vacant possession in due course.
- **Buying and selling land**: undeveloped sites being in private ownership as an investment can lead to a delay in delivery as owners wait for the value to increase or obtain planning permission to develop the land and then sell it at a profit. This can delay and prevent housing delivery.
- **Reliance on a number large strategic sites and growth areas** that take a long time to be developed.
- **Competition for land** results in high land prices.

2. Planning process and planning obligations

- **Community engagement and consultation** helps generate interest and input to planning decisions, but can also raise inappropriate expectations amongst consultees which can cause delays for both developers and consultees.
- **Agreeing developer contributions** to affordable housing and infrastructure can delay delivery.
- **Strong local opposition** and a default position to object can cause delays for housing delivery.
- **Better quality applications**, detailed pre-application advice, consultation responses on time and more resources are needed to assess planning applications.
- **Compulsory Purchase Order and Judicial Review** procedures are lengthy processes, preventing developments to come forward in an efficient and timely manner.

3. Finance and infrastructure

- **Larger sites are often built out much more slowly**, as they are often reliant on new services and infrastructure before the new development.
- **Lack of funding** to deliver infrastructure.
- **Awaiting wider infrastructure delivery.**

4. Resources

- **Funding cuts** from central government lead to pressures in how LPAs provide services.
- **Housing delivery is dependant on the supply of materials** and skilled professionals of which there is a shortage.
- **Better collaboration and coordination** is needed between LPAs, Housing Associations, developers and the GLA.
- **Inefficient back office and data management system** delays processing and determining applications.

5. What will Southwark do to improve delivery?

5.1 Set out below are the practical and proactive measures, actions and initiatives we are working on to increase the delivery of homes in the borough:

Refreshing Southwark's Housing Strategy to 2043

5.2 Southwark Council has made a commitment to increase a supply of all kinds of homes across Southwark through one of the most ambitious council house building programmes in the country. The aim is to deliver 11,000 new council homes by 2043. This will be achieved through engagement and working in partnership with various stakeholders and departments within the Council; and by unlocking a number of housing sites in key locations across Southwark such as Canada Water and Old Kent Road.

5.1 The Council's long term housing strategy and commitment of increasing the housing supply is set out in the Southwark's Housing Strategy to 2043, this is currently undergoing an update and it is to be published by the end of 2019. The update will be informed by the input from various divisions within the Council responsible for housing delivery and through a large workshop that took place on 27th June 2019 and attended by a number of council officers, developers, residents, Housing Associations, Registered Providers and other stakeholders. The discussions in this event helped to inform the issues and barriers set out in **Table 3** and at **Paragraph 4.2**.

5.2 The New Homes Delivery Programme work forms part of this commitment, as the aim is to deliver 2,500 council dwellings by 2022. The team has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered and a number are coming forward.

Statement of Community Involvement

5.3 The SCI is being updated and will be out to consultation in the autumn, 2019. The purpose of the SCI is to contain detailed information regarding the consultation required during the planning application and development plan-making process. The SCI sets out how and when the council will involve the community in:

- The development of planning policy and guidance documents; and
- Applications for development proposals submitted to the council for planning permission.

5.4 The updated SCI will ensure residents are formally consulted on planning applications and policy documents; it will also encourage the use of digital consultation.

5.5 The SCI will also include a development consultation charter details of which are set out below.

Draft Development Consultation Charter

5.6 The Draft Development Consultation Charter was approved at Cabinet on the 30th April 2019 and a consultation plan and a consultation summary are now required for the

validation of pre-application advice requests and planning applications. The charter also sets out the minimum consultation requirements to be carried out by developers for major and strategic developments.

5.7 The Council working together with the developers and residents from early stages of a development will hopefully result in a better understanding of the planning process and local concerns, and better quality of applications. The Development Consultation Charter is expected to be out to consultation with the SCI.

Old Kent Road

Old Kent Road website

5.8 A website has been set up to keep residents, businesses and stakeholders up to date on what is happening on the Old Kent Road in terms of plans for the area, proposed developments and live planning applications, consultation events happening and events on at 231 Old Kent Road.

5.9 The website is used as a platform to promote the Old Kent Road so people are informed on what is going on in their area and ensure people can have a say.

231 Old Kent Road

5.10 231 Old Kent Road is a community space on the Old Kent Road where local residents, businesses and community groups can share ideas and get involved in shaping the development of the Old Kent Road over the next 20 years.

5.11 It is a place where people who live and work nearby can come and see the latest plans and talk to us about the regeneration programme. It can also be used as a venue for exhibitions and events and to provide space for community groups to hold their own meetings.

5.12 Having this space keeps people up to date and also gives them the opportunity to have a say on the development coming forward in the area.

Plan X

5.13 This tool is a digital planning guide offering a single point of entry to the planning process. It will pull relevant data, policies and guidance for users to test their proposals, speeding up the pre-application and planning application process. It is anticipated to go live by 2020, and at this stage it would be for minor and householder applications. At a later stage Plan X will be developed further to include larger applications which will hopefully speed up the process as some tasks are automated. This should free up officer time to focus on other work including, boosting the delivery of homes.

Delivery Programme Board meetings

5.14 The Delivery Programme Board meetings occur every two months to discuss housing matters and housing delivery within the borough. Attendees include strategic directors, directors, heads of services and managers within the council who are responsible for housing delivery. The HDTAP will be presented to the Board on 10th September 2019.

5.15 The Delivery Programme Board is a forum where actions can be discussed and monitored and any recommendations for additional actions can be explored to understand their potential on boosting housing delivery.

Summary

5.16 We have a number of programmes and initiatives that are currently being undertaken as identified above. We set out a number of actions at **Table 4** that have been informed by these programmes and initiatives. Other actions are set out that have been informed by research undertaken and discussions internally. The actions, timeframes and responsibility for delivery are set out below. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

Table 4: Actions

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
Continue to increase housing delivery	1	Southwark Council has a commitment of delivering 11,000 new council homes by 2043. Southwark Housing Strategy to 2043 sets out the long term plan how this is going to be achieved which is currently being updated.	To deliver 11,000 new council homes by 2043	Cross-departmental
	2	New Homes Delivery team carry out a borough wide capacity exercise to identify sites that have the capacity of delivering housing.	To deliver 2,500 new homes by 2022	Planning division; Development Delivery; Housing and Modernisation
	3	Preparing and maintaining the HRA Business Plan to provide both short and long-term projections for the HRA revenue and capital, and to indicate the affordability of spend on our own stock and the delivery of the new build homes target.	Ongoing	Resident Services division
	4	Partnering with HAs and developers, and utilising the development capacity of the HAs sector to assist in delivering new council homes through SRPP (Southwark Regeneration Partnership Programme).	Ongoing	Finance & governance department Regeneration division
	5	Using section 106 agreements to build new homes to meet a variety of needs and incomes in order to fund the programme.	Ongoing	Regeneration division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	6	Expanding existing council housing delivery programmes e.g. hidden homes.	Ongoing	New Homes division
Development Plan documents	7	Preparing evidence base documents (Background Papers, studies etc.).	To accompany the Submission of the New Southwark Plan in autumn, 2019	Planning Policy
	8	Adoption of the New Southwark Plan.	March, 2020	Planning Policy
	9	Old Kent Road Opportunity Area Framework/Area Action Plan preparation and adoption.	October, 2020	Planning Policy; Old Kent Road Regeneration
Sufficient sites available	10	Update the Five and Fifteen Year Housing Land Supply document.	To accompany the Submission of the New Southwark Plan at the end of 2019	Planning Policy; Development Management;
	11	Identifying sites for new council homes on our own land and housing estates, and exploring opportunities for infill development, land re designation and intensification, freeing up land working with landowners, and buying up stalled sites.	Ongoing	New Homes division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	12	Work jointly with HAs and other London councils to identify land and sites, and the necessary resources to build affordable homes.	Ongoing	New Homes division
	13	Identify resources to buy land and sites to build social rented homes by developing a strategy (and carry out options appraisal) to explore borrowing against the HRA and bidding for future grants to build the 5,000 council homes during 2030-2043.	By December, 2019	Council wide
	14	Unlocking new sites for house-building and help deliver a large number of new homes in the areas identified in our four Area Action Plans.	Ongoing	Planning division
Consultation and obtaining feedback	15	Update the Statement of Community Involvement.	Autumn, 2019	Planning Division; Community and Voluntary Sector Engagement Division
	16	The feedback obtained from Community Engagement and Planning Workshops to inform policy and planning documents.	Ongoing	Planning Policy; Development Management; Community and Voluntary Sector Engagement Division
	17	Engage with Members, residents, developers and other stakeholders to improve the quality of the applications and fast stream the planning decision making process.	Ongoing	Planning Policy; Development Management

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	18	Refreshing Southwark's Housing Strategy to 2043 – Workshop.	Autumn, 2019	Cross-departmental
	19	Continue to operate the community space at 231 Old Kent Road to promote regeneration in the area.	Ongoing	Planning Division
Resources, staff retention and staff training	20	Graduate recruitment programme.	Ongoing	Planning Division
	21	Apprenticeships programme.	Ongoing	Planning Division
	22	Investment in current staff training.	Ongoing	Council wide
	23	Development Management monthly training.	Ongoing	Planning division
Housing delivery monitoring	24	Review and upload eligible approved planning permissions to the LDD.	Monthly	Planning Policy
	25	Carry out checks of development that have started on site or completed for the LDD.	Annually	Planning Policy
	26	Comprehensive website update of all our housing figures from 2004-2019.	Website to be updated in autumn, 2019	Planning Policy
	27	Working with the GLA and other boroughs on LDD Automation Project.	Ongoing	Planning Policy; Development Management officers; GLA
Working with the Government, LPAs and other stakeholders	28	Explore and establish new ways of delivering services, through establishing partnerships, cross-departmental working and by modernising the way we work together.	Ongoing	Council wide

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	29	Continue to build relationships, share ideas and good practice with stakeholders, GLA, LPAs, residents, local businesses and employers, charities and community organisations, local NHS trusts and others.	Ongoing	Council wide
Improve the quality of planning applications	30	Produce clear and relatively prescriptive supplementary planning documents.	Ongoing	Planning division
	31	Setting out clear requirements about what is expected from developers in terms of consultation both at pre application and planning application stage.	Draft Development Consultation Charter approved on the 30th April 2019; final version by early 2020	Planning division
Review and streamline the planning process	32	Develop Plan X online digital planning tool to speed up the planning application process.	Plan X to go live by 2020	Planning division
	33	Replace the back office and document management system to increase efficiency and minimise officer time spent on administrative tasks.	Uniform to go live by August 2019	Planning division
	34	Revise and shorten report templates to increase efficiency and minimise officer time spent on administrative tasks.	As part of the back office system replacement by August 2019	Planning division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	35	Affordable housing digital project - working to understand the requirements for a digital service in order to monitor the ongoing provision of affordable homes. We have finished the research phase and are hoping to begin development in the next month.	Begin development in September 2019	Planning division
	36	Viability digital project - working to leverage the greater availability of data and digital technology, in order to secure greater number of affordable homes via the better evaluation of development viability.	To be confirmed	Planning division
Alternative delivery models and opportunities	37	Investigate other building options such as modular or off site builds.	Long term plan	Council wide
	38	Investigate how the Council can support developers of small sites.	Long term plan	Council wide

N.B. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

Monitoring and performance

- 6.1 The success of this Action Plan will be evaluated through the impacts that will occur with housing delivery.
- 6.2 We will continue to undertake the monthly recordings approvals on the LDD as per the GLA's requirement, and the annual completions check to review housing delivery. This information is, and will continue to be, shared with colleagues and teams within the Council.
- 6.3 Throughout the course of the year, we will liaise with the lead officers and departments responsible for the actions to monitor their progress. A full review of the Action Plan will occur annually as required when the HDT results are published, to consider additional actions or amendments, and to update the plan with new initiatives.

Appendices

Appendix 1 – Total net housing approvals in Southwark in the last fifteen financial years

Financial Year (1 Apr - 31 Mar)	Housing Total	Market Total	Affordable Housing						
			Affordable Housing total	Social Rent	Affordable Rent as per the NPPF definition	Other Intermediate	London Living Rent	Discounted Market Rent	Discounted Market Sale
2004 - 2005	3832	2367	1465	791	NA	674	NA	NA	NA
2005 - 2006	2499	1467	1032	776	NA	256	NA	NA	NA
2006 - 2007	2980	1689	1291	541	NA	750	NA	NA	NA
2007 - 2008	3053	2067	986	517	NA	463	6	NA	NA
2008 - 2009	3175	2371	804	384	35	385	NA	NA	NA
2009 - 2010	1808	1127	681	438	NA	243	NA	NA	NA
2010 - 2011	3083	2109	974	505	140	329	NA	NA	NA
2011 - 2012	2128	2082	46	-163	46	163	NA	NA	NA
2012 - 2013	3366	3299	67	-425	146	346	NA	NA	NA
2013 - 2014	4023	3579	444	56	19	369	NA	NA	NA
2014 - 2015	3183	2544	639	215	85	339	NA	NA	NA
2015 - 2016	2213	2542	-329	-912	5	578	NA	NA	NA
2016 - 2017	1598	1188	410	295	NA	115	NA	NA	NA
2017 - 2018	1832	1216	616	307	58	194	NA	NA	57
2018 – 2019	2577	1779	798	426	13	145	53	161	NA
Total	41350	31426	9924	3751	547	5349	59	161	57

Appendix 2 – Total net housing completions in Southwark in the last fifteen financial years

Financial Year (1 Apr - 31 Mar)	Housing total	Market total	Affordable Housing			
			Affordable total as per the NPF definition	Social Rent	Affordable Rent	Intermediate
2004 - 2005	1227	1066	161	50	NA	111
2005 - 2006	1394	1116	278	69	NA	209
2006 - 2007	1958	1223	735	330	NA	405
2007 - 2008	1249	713	536	63	NA	473
2008 - 2009	1041	742	299	159	NA	140
2009 - 2010	1333	633	700	421	NA	279
2010 - 2011	1391	832	559	146	NA	413
2011 - 2012	1084	491	593	459	NA	134
2012 - 2013	1065	577	488	326	NA	162
2013 - 2014	1669	1186	483	299	24	160
2014 - 2015	1216	1107	109	-121	61	169
2015 - 2016	1389	1269	120	-166	132	154
2016 - 2017	2423	1871	552	371	22	159
2017 - 2018	818	635	183	89	15	79
2018 - 2019	2520	2173	347	-15	45	317
total	21777	15634	6143	2480	299	3364

The affordable housing products stated within **Appendix 1** and **Appendix 2** are set out in Appendix 3.

The schemes presented below are some of Southwark's larger schemes that have had homes demolished over the years and in some cases have resulted in a net loss of social homes as presented in **Appendix 1** and **Appendix 2**. Southwark has consistently delivered a significant amount of net new homes contributing 21,777 net units to Southwark's housing stock over the last fifteen years. The completed schemes that contributed to the loss of social housing in the last fifteen years include:

- The Heygate Masterplan approved under 12/AP/1092 proposed to deliver 2,689 gross units. As part of the proposal 1,107 existing units were demolished on site

before the construction works have started. Once the masterplan is completed, it will result in 1,582 net units contributing significantly to Southwark's housing stock.

- Under application 13/AP/0876 at WOOD DENE, SITE BOUNDED BY QUEENS ROAD, MEETING HOUSE LANE AND CARLTON GROVE SE15 in total 333 residential units were approved. As part of the application 323 existing units were demolished, as such the scheme has resulted in 10 net units.
- Under application 11/AP/0191 at SILWOOD ESTATE PHASE 4B, LAND AT SILWOOD STREET, DEBNAMS ROAD, CORBETTS LANE, LONDON SE16 in total 128 residential units were approved. As part of the application 63 existing units were demolished, as such the scheme has resulted in 65 net units.

Appendix 3 – Social and intermediate housing product types definitions presented in Appendix 1 and Appendix 2

- **Social rent** – homes where rents must not exceed the rent levels determined by the formula set out in the HCA Rent Standard Guidance. HRA
- **Affordable rent** – homes which are let at a rent which must not exceed 80% of the local market rent. The landlord of these homes must be registered with the Social Housing Regulator. Southwark Council does not consider this product to be affordable. This is the definition set out in the NPPF.
- **Shared ownership** – homes that are part-owned and part-rented. Buyers must purchase an initial share of at least 25% and have the opportunity to ‘staircase’ to full ownership. This means they can buy more shares over time until they own the property outright. Rent on the part-rented share is subject to caps below the market level. The council sets its own income eligibility thresholds for shared ownership for an initial three month period. In the event no suitable purchaser is found within three months eligibility is widened to households with an income no greater than £90,000 (as updated annually by the Mayor of London). The Mayor states the open market value of a shared ownership home should not exceed £600,000.
- **London Living Rent** – homes with sub-market rents on time-limited tenancies aimed at households who aspire to home ownership. London Living Rent is a rent-to-buy product where tenants have the right to purchase their home after a fixed period. Eligibility is restricted to households with an income no greater than £60,000 and who save towards a housing deposit. The following table shows average London Living Rent in Southwark.
- **Discount market sale** – homes for sale discounted by at least 20% of full market value. Discount market sale homes are restricted to eligible households and should remain affordable in perpetuity
- **Discount market rent** – homes with sub-market rents least 20% below open market value where the discount is retained in perpetuity. Discount market rent homes are restricted to eligible households (households with incomes up to £90,000 per year) and the tenant has no right to ownership. For dwellings to be considered affordable, annual housing costs rent and service charge should be no greater than 40% of net household income (net household income assumed to be 70% of total, or gross, income). As such, a range of sub-market rents are required to meet affordable housing needs of households eligible for discount market rent.

Appendix 4 – Annual average housing supply monitoring targets 2015-2025

Borough	Minimum ten year target 2015-2025	Annual monitoring target 2015-2025
Barking and Dagenham	12,355	1,236
Barnet	23,489	2,349
Bexley	4,457	446
Brent	15,253	1,525
Bromley	6,413	641
Camden	8,892	889
City of London	1,408	141
Croydon	14,348	1,435
Ealing	12,972	1,297
Enfield	7,976	798
Greenwich	26,850	2,685
Hackney	15,988	1,599
Hammersmith and Fulham	10,312	1,031
Haringey	15,019	1,502
Harrow	5,927	593
Havering	11,701	1,170
Hillingdon	5,593	559
Hounslow	8,222	822
Islington	12,641	1,264
Kensington and Chelsea	7,330	733
Kingston upon Thames	6,434	643
Lambeth	15,594	1,559
Lewisham	13,847	1,385
LLDC	14,711	1,471
Merton	4,107	411
Newham	19,945	1,994
Redbridge	11,232	1,123
Richmond upon Thames	3,150	315
Southwark	27,362	2,736
Sutton	3,626	363
Tower Hamlets	39,314	3,931
Waltham Forest	8,620	862
Wandsworth	18,123	1,812
Westminster	10,677	1,068
London total	423,887	42,389

Source: London Plan 2016

**Housing Delivery Test Action Plan
Equalities Impact Assessment
August 2019**

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- We consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- We have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- We review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- We take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- We consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the protected characteristics and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others who can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present within divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Housing Delivery Test Action Plan		
Equality analysis author	Hajnalka Kurti		
Strategic Director	Simon Bevan		
Department	Planning	Division	Place and Wellbeing
Date of analysis	August, 2019		

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

The Council has produced a Housing Delivery Test Action Plan (HDTAP) in response to the introduction of the Housing Delivery Test by The Ministry of Housing, Communities and Local Government (MHCLG) in November, 2018.

The action plan is a practical document to review Southwark's approach to housing delivery, and to help understand the potential influencing factors and obstacles to housing delivery. With consideration of the issues identified the HDTAP sets out actions to encourage and increase the delivery of new homes. These actions also include initiatives and programmes we are currently progressing.

The actions identified in the HDTAP seek to boost the delivery of new homes, including affordable homes, which will have a positive impact on all individuals in Southwark, including those with protected characteristics.

There is a pressing need of housing in the borough, especially of affordable housing. Boosting housing delivery will deliver more market homes, intermediate affordable homes and social rented homes including wheelchair accessible dwellings more quickly to meet the varied needs of local people.

Providing more homes for general need, would increase the number of affordable homes, reducing the Council's housing waiting list for social rented homes. It would also reduce the need for temporary accommodation, which is usually social rented, providing much needed permanent housing. This is likely to have benefits for younger people who are unable to access the housing market, families with young children and the elderly and those with protected characteristics.

Section 3: Service users and stakeholders

Service users and stakeholders	
Key users of the department or service	Members of the public; Developers; Local Authorities; Housing Associations; Environment and Leisure Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department.
Key stakeholders were/are Involved in this policy/decision/business plan	Members of the public; Housing Associations; Local Authorities; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department; Planning Advisory Service.

Section 4: Pre-implementation equality analysis

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

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social benefits for people of all ages living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their age.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their age.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)

The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who have a disability.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who have a disability.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who have undergone gender reassignment.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who have undergone gender reassignment.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who are pregnant or have recently given birth.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who are pregnant or have recently given birth.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people belonging to any race.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people belonging to any race.
Equality information on which above analysis is based	Health data on which above analysis is based

Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to any faith group.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to any faith group.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their gender.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their gender.

Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	
Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their sexual orientation.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their sexual orientation.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Socio-economic disadvantage – although the Equality Act 2010 does not include socioeconomic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or families economic and social position in relation to others, based on income, education, health, living conditions and occupation.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social benefits for people regardless of their socio-economic status who are living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive	The HDTAP is anticipated to have positive health benefits for people regardless of their socio-economic status who are living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive

social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their socio-economic status.	health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their socio-economic status.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Human Rights
There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
The HDTAP is anticipated to have a range of positive impacts on people living and working in Southwark. The actions presented in the HDTAP do not in any way threaten the human rights of anyone living or working in the Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive social and health impacts for all, including those with protected characteristics.
Information on which above analysis is based
Feedback from consultation events and workshops.
Mitigating actions to be taken
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.

Item No. 18.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Old Kent Road Social Regeneration Charter	
Ward(s) or groups affected:		Old Kent Road	
Cabinet Member:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD - COUNCILLOR LEO POLLAK, LEAD MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

The purpose of the ‘social regeneration’ approach is to not only ensure that regeneration in our borough is properly working for all, reducing health housing and economic inequalities in our borough, but that the top-down strategies and plans of the council, CCG, developers and other large institutions are properly aligned with the bottom-need needs and initiatives of the community, captured in one common vision. As the defining regeneration in our borough, the Old Kent Road social regeneration charter takes on an additional significance, as a statement of how development along with the Old Kent Road will result in a radically improved living environment for its residents, drawing out tangible benefits that will improve residents health and wellbeing.

This report presents the council’s consultation draft, itself the product of thousands of conversations across numerous business and community forum meetings, as well as a number of surveys and socio-economic studies of the area. The sum of this multi-faceted listening exercise is presented in the form of ten high level demands we make of ourselves and other organisations, setting the means of measuring and tracking progress against them.

These include ambitious commitments to meet the entire registered housing need in the area, while driving significant investment into our estates. It also requires drastic improvements in the air quality of the Old Kent Road, a doubling of the acreage of open space in the area, and an expansion of and improvement of the schools and healthcare available in the area. We also introduce a new approach for building on the existing economic strengths of the area, including a ‘first refusal’ for existing businesses on all new employment space created from new development, as well as the measures for building what would be the largest living wage neighbourhood in the country. As part of the ‘first refusal’ approach we are also mapping in detail all new non-residential uses and their sector suitability, as part of an exercise to better understand the options for key existing employment clusters on the Old Kent Road to not only survive but thrive as the area changes.

First and foremost though is a commitment to shape new high density neighbourhoods along the Old Kent Road as ideal places to grow up and enjoy the best start of life, with the challenge to ensure a suitable quality and expansion in sports leisure and youth facilities.

The emerging plans for the Old Kent Road point towards 20,000 new homes, 10,000 new jobs and the extension of the Bakerloo line into the area, with great potential for improvements in individuals and community wellbeing. The social regeneration charter provides the council and residents with a means of gauging and adapting to ensure our residents are the primary beneficiaries of change along the Old Kent Road.

RECOMMENDATIONS

1. That Cabinet agrees the Old Kent Road Social Regeneration Charter [OKRSRC] attached as Appendix 1 to this report for consultation.
2. That Cabinet will agree the final OKRSRC following consultation.

BACKGROUND INFORMATION

3. The council's ambition, as expressed through the Council Plan, is of "a fairer future for all" where everyone can achieve their potential, and be more than the sum of our parts in a borough that they are proud of. This ambition provides the basis for *The Regeneration That Works For All* Framework which outlines our vision that "the places where people live, now and in the future, create new life opportunities, promote wellbeing and reduce inequalities so that people have better lives in stronger communities." The framework is shaping the development of social regeneration charters to embed our regeneration for all principles throughout the council and facilitate implementation of the framework's commitments at a local level.
4. The New Southwark Plan Proposed Submission Version has recently concluded a final round of consultation on amended policies in May 2019. The New Southwark Plan sets out a strategic policy SP2 on Social Regeneration and a vision, policies and site allocations for the Old Kent Road which are applicable to development in the Old Kent Road.
5. On 12 December 2017, cabinet agreed to the Old Kent Road Area Action Plan (OKRAAP): Further Preferred Option following policy amendments to the consultation on 20 June 2017. The area action plan sets out an ambitious growth strategy for Old Kent Road and the surrounding area which is designated as an opportunity area by the London Plan. Over the next 20 years the opportunity area will be transformed, including the provision of new underground stations as part of the Bakerloo Line Extension, 20,000 new homes, including affordable homes and 10,000 additional jobs. Extensive consultation on the plan has taken place on two formal drafts of the AAP. The AAP identified methods by which the regeneration can benefit existing communities. These include the need for growth in housing, transport, quality of the environment, health and equal opportunities, cultural and leisure space. While the OKRAAP focuses on the planning aspect of growth in the borough, the OKRSRC ensures the alignment between these plans with the social aspects involved in regeneration, which includes providing a vision and monitoring of health, education and training and community cohesion.
6. A report was taken to Cabinet on 18 June 2019 that followed the 11 December 2018 Cabinet report titled "Allocation of Local Community Infrastructure Levy funding" on how we could improve the allocation of local Community Infrastructure Levy. Cabinet approved the introduction of Community Investment

Plans (CIPs), which create a programme for how local CIL is spent. CIPs will be strategically developed to ensure local CIL supports growth and tackles inequalities. CIPs will contain four strategic priorities, three of these will come from the social regeneration charters and each ward area will develop an additional theme to guide key areas of need within the ward(s) The plan would be refreshed every three years and applications will be submitted and matched against the following suggested criteria;

- Meets one of the proposed themes of the community investment plan
- Is a one-off scheme that does not require additional revenue funding from the council in its delivery or subsequent operation.
- Relates to a council plan commitment
- Identifies how any revenue funding will be generated– offering value for money
- They should address the impact of new development
- Should explain who will benefit the local community and how it tackles inequalities.

7. In 2017 the council undertook the biggest community engagement exercise of recent times, the Southwark Conversation, the outcomes of which are shaping plans for place-making and improving overall well-being. This has been followed by the *Southwark Approach to Community Engagement* which set out the council's vision and principles for engagement and was adopted by cabinet in April 2019, with further developments to be made over the summer. As the borough grows and changes, the council's aim is to make sure that our communities have the opportunity to take part in the decisions which affect their lives and communities.
8. The Development Consultation Charter was developed and approved by cabinet in April 2019. It is currently in the process of being implemented on all new planning applications submitted within the Old Kent Road Opportunity Area. This Charter forms part of the Statement of Community Involvement which sets out how we consult on planning and is an agreed way of working with developers and the community. The Charter requires the submission of an Engagement Plan, describing what the developer will do to involve those affected by their proposals as part of the validation stage of submitting their planning application at pre-application stage. The summary of the activity and the outcomes of local engagement will be a validation requirement for any planning application, and is expected to set out how the community has shaped the proposed development and where it was not possible to provide evidence, a justification for this reasoning.
9. The scale and duration of the programme of physical regeneration at Old Kent Road is unique in the context of Southwark. Total investment by the private sector is likely to exceed £3.5 billion and the public sector will invest significant additional funding to provide the necessary infrastructure to support the anticipated growth. There is a once in a generation opportunity to deliver positive social, economic and health benefits for our residents. The OKRSRC is intended to provide a strategic framework to inform future interventions, ensuring that the masterplan delivers positive outcomes for the local community and Southwark.

DEVELOPING THE CHARTER

10. The OKR SRC has been shaped using information from consultations undertaken since 2015 with local residents and businesses on the future of the Old Kent Road, as well as demographic data and evidence-based research which included quantitative surveys with individuals and qualitative focus groups and workshops. There have been two major rounds of consultation in the area since 2015 and together these have included over 80 formal events and over 1700 respondents.
11. The findings for the resident consultation include the need for additional schools to accommodate the growing population; including heritage elements within the new community plans and integrating old and new concepts of the Old Kent Road; providing parks and green spaces; supporting existing industrial land, creative communities and local businesses and improved town centres.
12. The Old Kent Road Business Consultation highlighted the need for affordable working spaces; the need for industrial areas to be maintained and integrated with new employment sectors; more sustainable modes of travel to make it easier for people to have mobility around the area; security of tenure for business units; improved digital infrastructure and ensuring businesses encourage local employment.
13. The OKR SRC has also been informed by the findings from 2016 Ipsos Mori research funded by the Guy's and St. Thomas's Charity undertaken to investigate how to enhance the impact of planning policy on health outcomes and health inequalities in the OKR. This research found that there were concerns about integration between old and new communities and how change will impact on community structures and social isolation – the lack of places to go is an issue in the area. It also indicated that sustainable lifestyles should be promoted by improved health facilities and more walking opportunities.

KEY ISSUES FOR CONSIDERATION

14. A Social Regeneration Charter (SRC) is a high-level, area-specific document informed by the Southwark Regeneration Framework. The intention is that there will be an SRC for every area in Southwark developed with a methodology that is contextually appropriate. The Old Kent Road Social Regeneration Charter (OKRSRC) attached as Appendix 1 to this report sets out:
 - A summary of the values, vision, priorities and goals of the area
 - Methodology for tracking our progress
 - Map of the area
 - Three strategic goals and their ten underlying promises
 - Indicators to implement and monitor each of these ten promises
15. The summary sets out:
 - LB Southwark's Values;
 - The vision statement which builds on the OKR AAP vision for a place which has Regeneration that works For All;
 - Priorities developed from the AAP and community consultations and;
 - The emergent goals for the OKR.

16. The methodology for tracking our progress includes:
- Tracking through the use of indicators and;
 - Tracking investments in line with Local Place Plans and Community Investment Plans.
17. The map of the area:
- Outlines the geographical area as the same area as the Old Kent Road Area Action Plan and links through to the websites with more information;
 - Sets out the demographics and how changes to the demographics will need to be highlighted in plans to ensure that they are taken into account and that Regeneration That Works for All and;
 - Briefly outlines the regeneration planned and links through to the Old Kent Road website which has detailed and updated information.
18. Consultation upon this document includes what local people have told us brings together information and feedback from a wide range of consultations that inform the strategic priorities in the OKRSRC. These are:
- Area Action Plan consultation findings from residents and businesses;
 - Community Forum consultations;
 - Southwark conversations;
 - IPSOS MORI 2016 research and;
 - A drop-in consultation session at 231 Old Kent Road from the 14th to 16th of August.
19. The Three Strategic Goals and their underlying Ten Priorities for OKRSRC are based on *Regeneration that Works for All* commitments. They work together to ensure that the regeneration will invest in communities, reduce inequalities and improve life opportunities, good health and wellbeing for all and pride of place. The Three Strategic Goals are:
- *A healthy, connected and sustainable future for all;*
 - *High quality homes and amenities for all and;*
 - *A vibrant local business and cultural economy that works for everyone.*
20. The four achievable and actionable underlying promises that fall under Goal One *A healthy, connected and sustainable future for all*, include:
- Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.
 - Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.
 - Promise 3. Improve air quality in the OKR by significantly reducing emissions.
 - Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.
21. The three promises that fall under Goal Two, *High quality homes and amenities for all*, include:
- Promise 5. Provide 5,000 new social rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.
 - Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.

- Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.
22. The three promises that fall under Goal Three, *A vibrant local business and cultural economy* that works for everyone, include:
- Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.
 - Promise 9. Expand the floor space of affordable workspace on the Old Kent Road and offer first refusal on new affordable employment space to existing businesses.
 - Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide.
23. Each promise has indicators which will help measure how successfully we are implementing the ambitions of the OKR SRC. These will be tracked at different intervals and published on our website. In addition, we are working with local academics to scope studies to capture the lived experiences, attitudes and beliefs on regeneration in residents in some of the most affected parts of the regeneration area.

Impacts of the OKR regeneration

Children and Young People

24. Young people who live in the Old Kent Road area will experience regeneration as part of their lives as they grow up. Promise 1 of the charter outlines our ambition to make the OKR the best place to grow up. As part of delivering this promise, the Place and Wellbeing Department is in early stages of discussions with Citizens UK and Kings College London about developing a Children's Zone in the OKR. The unique partnership between the local council, local university partners and voluntary and community sector organisations will focus on children and families in the OKR and seek to understand and tackle the diverse issues they face. The aspiration is to work with children over time to create a pipeline of support across the life course, from cradle to career, in the wider context of the families and communities in which they live. It is envisioned that the children's zone will incorporate asset based community development, health, social and community programming designed specifically for the needs of families in OKR and urban design for child friendly places.
25. Young people who live in the OKR will experience positive impact from the regeneration processes through increased opportunities for sports, leisure and improved play and open spaces for all ages. Schools will be expanded and improved to make sure that young people can gain the qualifications they need to go onto higher and further education. Apprenticeships for local young people will support this process as we provide more training and links to local businesses. Young people will be supported to stay healthy and active through an improved network of cycle routes and walking routes that link up the different activities and jobs, places and spaces. Strong youth focused investment will support the development of sense of belonging and pride of place.

Tenure integration and estate improvements

26. Promise 5 commits providing 5,000 new social rented homes in the OKR and creating a place where people get on well and live safely. A key part of delivering this will be through tenure integration to improve the social benefits of mixed communities. We will have a successful approach to co-locating and distributing social housing in mixed-tenure developments to create places with attractive neighbourhoods with developments and buildings knitted into the existing fabric of the area. The range of home sizes and tenures will encourage long term value in terms of social relationships across income groups and tenures, neighbourhood stability and economic success. The management and maintenance strategies will encourage people to use the play spaces, facilities and entire areas to improve social interactions and social cohesion.
27. As outlined in Promise 7, we will drive huge investments in OKR estates through the regeneration. All developers will be expected to follow the councils Development Consultation Charter. Developers will be expected to look beyond the boundary of their own site and to engage with local TRAs and communities and identify how they could contribute to the social regeneration of particular estates/communities. This should be done from an early point in a schemes development. The Great Estates programme is also setting out a new framework for resident-centred Estate Improvement Plans, with the initial call for ideas attracting significant feedback from residents on OKR estates. This will form the starting point for the kinds of improvements to estate shared spaces that can be brought forward through regeneration activity on the OKR.

Business

28. There are over 800 businesses in the Old Kent Road area in a vast range of sectors from retail, industrial, manufacturing and storage of distribution to a diverse range of creative enterprises and artists. These businesses provide over 9,500 jobs and many employees live locally. It is a fundamental part of plans for the OKR to include all types of business space in the redevelopments. This will include a range of industrial units which will be built underneath and next to new homes. It will be important to achieve high design standards and specifications to ensure ground floor workspaces continue to operate effectively and in harmony with residential uses
29. Having engaged with all of the different types of businesses we have found their concerns are around loss of industrial land and they want stronger protections for existing businesses through flexible industrial and retail workspace. We have addressed this by protecting more industrial land and strengthening our policies for employment and industrial uses. We are continuously mapping out new employment space and assessing sector suitability. As outlined in promise 9 of the OKR SRC we are committed to expanding affordable workspace and offering current businesses first refusal on new, affordable employment space. We are also working with workspace providers who are supporting start-ups and small businesses to thrive by offering flexible workspace and lease arrangements.

High street

30. Promise 10 commits to creating a fully occupied high street on the OKR. Parts of the historic high street have survived and provide space for local entrepreneurs

to develop small retail business uses. There are diverse ethnic groups represented within these frontages and the council wants to ensure that development does not lead to driving out small business users. The redevelopment of existing out-of-town retail parks provides the opportunity to create a new high street frontage. It is important that the detailed design of shopfronts is done well on these new high streets, maintaining the valued characteristics of the older Victorian frontages with their high floor-to-ceilings. It is equally important that the new build allows for flexibility of occupation, and is able to accommodate relatively large units that may want to relocate from the existing retail parks.

Parkland

31. Promise 2 of the OKR SRC commits to doubling the acreage of open space to ensure improve public accessibility to green network. New parks and open spaces are valued for their contribution to environmental well-being and supportive of a growing population. Respondents have consistently asked for more and better access to green spaces and parklands, recognising its value for improving both physical and mental health. As part of the Old Kent Road development, we have increased the park space from 5 hectares to 8 hectares, equivalent of 8 rugby pitches, through the creation of a linear park along the old Surry Canal. Furthermore, we are improving local parks.

Engagement

32. We are exploring how new methods of engagement can be developed to allow consistent dialogue, collaborative governance and co-production enabling communities, local businesses and residents to remain a central part to the regeneration process, this includes a Social Integration Design Lab led by the GLA.

Next steps

33. Further work is needed to determine how best to implement the objectives agreed in the OKRSRC and how to determine specific plans for projects and planned investment, monitoring, incorporation of final indicators and engaging with local delivery partners (stakeholder groups). Further decision-making is also required to ascertain timescales, resources and the appropriate delivery mechanisms for individual projects including accountable bodies for funding and delivery.
34. Governance - the general governance aspirations of the OKRSRC require further debate and consultation. Aspirations should be built around transparency and accountability for activities, outcomes and funds, and ongoing dialogue with affected communities/local stakeholders. They should emphasise the importance of periodic review and evaluation to meet changing circumstances and allow programmes to be adjusted to ensure projects continue to deliver outcomes.
35. The council held some initial drop-in sessions at the community hub at 231 Old Kent Road on 14, 15 and 16 August 2019 to start gathering ideas and feedback for the charter. At these sessions the public provided comments on our early plans for the charter and potential improvements. Officers were available to record this feedback. The consultation plan attached as appendix four contains

information on the comments received during this engagement. In addition, comments will be made online through the Old Kent Road website.

36. These drop-in sessions were the first stage in a process of engaging with local communities on the Old Kent Road Social Regeneration Charter. Following approval of this initial draft, there will be more detailed community engagement on the Charter. All feedback received will be recorded and taken into consideration in drafting the final OKRSRC. The implementation of these findings will be reviewed in six months' time.

Community impact statement/Equalities considerations

37. The Equality Act 2010 imposes a general equality duty on public authorities (the Public Sector Equality Duty – PSED) in the exercise of their functions, to have due regard to the need to :

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

38. For the purposes of the PSED the following are “protected characteristic” considerations:

- Age
- Marriage and civil partnership
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

39. The purpose of OKRSRC is to set out how the communities in Old Kent Road will be able to have positive experiences of living through the regeneration and the benefits that they will receive due to the developments that are going to take place. An Equalities Assessment is attached at Appendix Three. The OKRSRC will be an evolving document. The PSED duty and implications for groups with protected characteristics will be considered further as the emerging priorities are developed in more detail as the regeneration progresses and at review points.

Resource implications

40. There are no immediate resource implications arising from this report.
41. The resources required for the ten promises (under the three goals) mentioned in the OKRSRC are being reviewed. The council investment programme which is part of the charter attached as Appendix Three shows the projects which are already incorporated into the council's capital programme and are not growth items. The projects and figures mentioned in this appendix are currently being

cross checked by finance.

42. Any new projects/initiatives that arise through the OKRSRC which will require additional funding or reallocation of council funding would need to be considered through the normal budget, monitoring and governance processes.
43. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

44. The Old Kent Road Social Regeneration Charter (“OKRSRC”) develops further upon the principles of the Development Consultation Charter which was approved by Cabinet in April 2019, by containing the vision, goals, objectives and deliverables for the Old Kent Road Regeneration Area. This Social Regeneration Charter has been informed by consultation with local people and stakeholders and sets out three strategic goals for the Council in relation to the Old Kent Road which underlie the Ten Priorities identified within the Charter.
45. This report identifies a number of impacts of the OKR Regeneration and the OKRSRC attempts to address those impacts but also notes that further work is needed to determine how best to implement the objectives agreed in the OKRSRC. A further report will therefore be brought back to Cabinet to make decisions in respect of timescales, resources and delivery mechanisms for individual projects as well as identifying funding and delivery.
46. The recommendations in this report are supported by a detailed Equalities Impact Assessment (“EqIA”) which can be found at Appendix 6. The EqIA satisfies the Council’s PSED as contained in the Equality Act 2010 by having due regard to the aims of the equality duty at the time of decision making and the setting of policy. The EqIA identifies amongst other things, a number of positive and negative impacts upon those groups with protected characteristics.
47. The Cabinet is authorised under Part 3B of the Council’s Constitution “Cabinet” under paragraph 6 of the section titled “Policy” to “exercise the council’s functions in relation to community engagement and the local strategic partnership, including the formulation of council strategies for communication, consultation, capacity building and active citizenship, and their coordination and implementation with particular reference to the provision of the relevant legislation”. Cabinet therefore clearly has the authority to agree and review the OKRSRC as recommended under paragraphs 1 and 2 of this report.

Strategic Director of Finance and Governance

48. The report is requesting the Cabinet to the Old Kent Road Social Regeneration Charter [OKRSRC] attached as Appendix 1 to this report for consultation and that the Cabinet will agree the final OKRSRC following consultation to agree.
49. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and notes the other comments under the Resource Implications.

50. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Old Kent Road Area Action Plan	160 Tooley Street London SE1 2QH	Juliet Seymour 020 7525 0508
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s72863/Appendix%20A%20Old%20Kent%20Road%20AAP%20Further%20Preferred%20Option%202017.pdf		

APPENDICES

No.	Title
Appendix One	Old Kent Road Social Regeneration Charter
Appendix Two	Map of Old Kent Road Area Action Plan
Appendix Three	Map of Old Kent Road Council Investment
Appendix Four	Consultation Plan
Appendix Five	Consultation Report
Appendix Six	Equalities Impact Assessment

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	
Lead Officer	Kevin Fenton, Strategic Director for Place and Wellbeing	
Report Author	Juliet Seymour, Planning Policy Manager	
Version	Final	
Dated	6 September 2019	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Director of Law and Democracy	Yes
	Strategic Director of Finance and Governance	Yes
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	9 September 2019

Old Kent Road Social Regeneration Charter

Summary and Illustrative Indicators

Southwark Council

September 2019

Old Kent Road

Social Regeneration Charter | Summary

A summary of our vision, goals, objectives and deliverables for the Old Kent Road Regeneration area and how we will work together to make them a reality.

Our Values We want Southwark to be a healthy, clean, green and safe borough, where everyone has a great place to live, with excellent schools, parks and community facilities; where everyone has the opportunity to play a full part in the economy, to thrive and meet their potential; and where a person's background does not determine their life chances.

Our Vision An Old Kent Road community is the best that London has to offer – an inclusive, diverse, sustainable, safe, healthy, engaged, economically productive and connected community – for today's and future generations.

Our Priorities We have completed substantial background research, needs assessments and community engagement activities to better understand local people's hopes and ambitions for the changes proposed in the OKR area. These priorities were set out in the Old Kent Road Area Action Plan and include: Health and Wellbeing; Walking and Cycling; Green Spaces and Nature; Clean Air; Healthy Affordable Homes; Places to Connect; Jobs Training and Education; and Healthy Affordable Food.

In February 2019 the OKR community forum explored how developer contributions (Section 106) and the Community Infrastructure Levy (CIL) can help address local needs. We asked everyone to vote for their top priorities for spend in the Old Kent Road area. The top 3 were: (1) Parks, trees and green spaces (2) Safety and security (3) Youth facilities.

Arising from this work the top 3 priorities for spending local CIL included:

1. Encourage new businesses and support businesses to stay local and grow, in part to provide a wider range of opportunities for young people in the area
2. Invest in and around estates to improve people's safety and security and quality of the open spaces on our estates
3. The best place possible to grow up so we will invest in projects to improve outcomes for young people such as schools, children centres and youth activity

Our Goals In line with our ambition to ensure regeneration works for all in order to reduce health, housing, social and economic inequalities, we have three overarching goals for the Old Kent Road area which are to ensure:

1. A healthy, connected and sustainable future for all
2. High quality homes and amenities for all
3. A vibrant local business and cultural economy that works for everyone

We have identified 10 promises to the Old Kent Road community in order to achieve these goals. For each promise, we have identified key deliverables and indicators to monitor our progress.

Tracking our progress

The regeneration of Old Kent Road will take place over almost two decades. In order to ensure that this major change works for everyone and that we improve the livelihood of existing and future generations, we will work differently and better with developers, local communities to ensure all activities are aligned to the ambitions and objectives of this charter and to achieve the shared outcomes.

We will measure our progress using standardised and agreed indicators, engaging local residents, communities and those across the borough to understand, measure and maximise the positive impact of regeneration and mitigate where there are challenges.

We will also track the investments into the local area, both directly from the new developments, as well as investments from Community Infrastructure Levy and Section 106. We set out how this money will be spent in Local Place Plans and Community Investment Plans.

Website links to be inserted

Map of OKR

Map of OKR to be inserted

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Our Promises

Goal 1.

A healthy, connected and sustainable future for all

Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.

Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.

Promise 3. Improve air quality in the OKR by significantly reducing emissions

Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.

Key deliverables:

A new health hub to promote healthy and active lifestyles

Extending the Bakerloo line by delivering three new stations along the Old Kent Road

Reduce air pollution with better public transport, low emission fleet and zero car parking

Create three new parks and new neighbourhood green links between the parks

Creation of a new town centre with new activities for leisure, culture and play

Goal 2.

High quality homes and amenities for all

Promise 5. Provide 5,000 Social Rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.

Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.

Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.

Key deliverables:

Building 20,000 new homes, including 5,000 Social Rented homes with a mix of sizes and densities

Integrate the Old Kent Road's historic and valued character into the new development

Goal 3.

A vibrant local business and cultural economy that works for everyone

Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.

Promise 9. Expand the floor space of affordable workspace on the Old Kent Rd and offer first refusal on new affordable employment space to existing businesses.

Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide.

Key deliverables:

Expand existing primary schools and provide up to one new secondary and two new primary schools

Provide new employment space mixed with homes to improve on existing employment networks, which make Old Kent Road successful and create more jobs

Create a network of arts and cultural venues and creative workspaces for continuous learning and growth of the creative economy

Old Kent Road

Social Regeneration Charter | Indicators

Goal 1: A healthy, connected and sustainable future for all

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.	1.1 School readiness - % of pupils achieving a good level of development at age 5	OKR ward: 63.7% (London average is 62.2%)	School readiness at or above the London average	Annual
	1.2 All Schools are OFSTED Good or Outstanding by 2030	14 schools in OKR opportunity area: 5 schools are outstanding 6 schools are good 2 requires improvement 1 hasn't been inspected yet	Expanded schools to meet demand and up to 2 new primary and 1 new secondary schools (depending on demographic need) All existing and new schools good or outstanding	Every 3 years
	1.3 Percentage of children who are obese in Reception and Year 6.	Childhood obesity in the OKR ward is 15.7% in Reception and 30% in Year 6. These are both higher than the Southwark averages of 12.3% and 26.1% respectively.	Child obesity levels at or below Southwark average	Annual
	1.4 Number of sport, leisure culture and community facilities	Data to be specified	Net increase in facilities to be tracked	Every 5 years
Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.	2.1 Distance to a park (Park catchment areas, what is average walking time to park) Green space Quantity (hectare) and Quality (maintenance, diversity in offering for different age groups, activities)	Total publicly accessible open space per 1,000 population (Bermondsey and Old Kent Road: 0.18) (2013 Open Space Strategy Evidence Report) Old Kent Road currently: Below Average Quality	All OKR residents within 400m of greenspace Residents report	Periodic surveys and qualitative assessments of residents' experiences

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
		and Value (2013 Open Space Strategy Evidence Report)		
	2.2 Number of new trees planted in the Old Kent Road Area	Number of trees in OKR regeneration zone = N	Aim for a 100% increase in number of trees Create an urban forest in the OKR	Survey to be undertaken periodically
Promise 3. Improve air quality in the OKR by significantly reducing emissions	3.1 Atmospheric emissions of • Nitrogen Dioxide (NO ₂) • Particulate Matter (PM ₁₀ & PM _{2.5})	NO ₂ - 41 µg.m ⁻³ PM ₁₀ - 22 µg.m ⁻³ PM _{2.5} – not currently measured but will be available in Spring 2020.	By 2030: NO ₂ reduced emissions by 50% PM _{2.5} emissions reduced by 20% PM ₁₀ emissions reduced by 5% (2018 baseline)	Every 3 years Annually
	3.2 Air quality around schools	11 out of 14 schools in the OKR opportunity area are above the EU limit value for NO ₂	Recommendations from schools air quality audit are implemented. Pollutant levels around schools and nurseries significantly improved	3 years
	3.3 Extending the Bakerloo line	Awaiting decision from TfL	Extension completed by 2040	Annual progress reports
	3.4 Council leads on environmentally friendly and sustainable planning policy	To be developed internally	Low emission Council fleet used Reduced cars in OKR and only electric buses Local opportunities to walk and cycle promoted A zero car parking policy for local developments Carbon zero and Carbon negative land development within OKROA	Every 3 years Annually
Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.	4.1 Increase life expectancy to exceed the London and National average	Females: 84.7 years (SWK average - 84.4 LDN average – 84.3) Male: 79.8 years (SWK average - 78.9 LDN average 80.5)	Life expectancy is at least the same as the London average for men and women	Annual
	4.2 A&E emergency	Data to be obtained (from	Emergency	Annual

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
	attendances	ward profiles)	attendances at least same as Southwark average	
	4.3 Rate of requests for support to adult social care	708.1 per 100,000 population (SWK average = 601.2 per 100,000 population)	Rate of adult social care requests at least same as Southwark average	Annual
	4.4 Percentage of residents who agree that there are enough places in local area for meeting with friends, relatives and work colleagues	53% (from Ipsos Mori survey)	> 80%	TBD

Goal 2: High quality homes and amenities for all

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 5. Provide 5,000 new Social Rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.	5.1 Total (cumulative) number of new homes and affordable homes built in the Old Kent Road area	Data available Autumn 2019	Build: <ul style="list-style-type: none"> 20 000 new homes incl: 5 000 social rented homes 	6-monthly
	5.2 Planning permission and completions of the following <ul style="list-style-type: none"> New homes Social Rented homes Intermediate homes Family homes – 3 & 4 BR Wheelchair homes 	Data available Autumn 2019		6-monthly
	5.3 Percentage of residents who say that the local area is a place where people get on well together	Baseline (Ipsos Mori): 69%	>90%	TBD
	5.4 Percentage of people who report feeling safe in local area in daytime/ after dark	Daytime: 93% After dark: 64% Crime Rate 115.24 per 1000 (similar to SWK rate of 115.4)	Daytime: >95% After dark: >90% Crime rate comparable to Southwark average	Residents Survey Annual
Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.	6.1 Number of rogue landlord reported and listed on the GLA rogue landlord & agent checker	Data to be obtained Autumn 2019	Eliminate reporting in OKR area	TBD
	6.2 Number of licenses & housing act notices complied with.	Data to be obtained Autumn 2019	100%	TBD
	6.3 Number of homes in	Data to be obtained	All PRS homes in	TBD

	decent condition from PRS housing conditions survey	Autumn 2019	OKR are decent	
Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.	7.1 Annual investment in OKR council estates to upgrade and refurbish infrastructure and surroundings	Data to be obtained Autumn 2019	Cumulative investment	Annual
	7.2 Percentage of residents who say they are satisfied with their estate	Data to be obtained (residents' survey)	Increase	TBD

Goal 3: A vibrant local economy that works for everyone

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.	8.1 Number of businesses who are living wage employers	144 (borough-wide)	TBD – depending on living wage neighbourhood criteria	Annual
	8.2 Number of businesses producing living wage and gender pay audits	Not currently available at local authority level		Annual
	8.3 Number of businesses signed up to the Mayor's Good Work Standard	11 (borough-wide)		Annual
Promise 9. Expand the floor space of affordable workspace on the Old Kent Rd and offer first refusal on new affordable employment space to existing businesses.	9.1 Available affordable workspace in m squared	1500sqm (Space Studios)	Significant expansion in affordable workspace square meterage	Annual
	9.2 First refusal policy indicator on new affordable business space	N/A (first refusal policy indicator tbd through consultation)	All current businesses offered first refusal on new workspace on OKR	Ongoing
Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide	10.1 All young people and those who need to retrain receive the best education	811 (borough-wide)	2500 Apprenticeships borough wide	Annual
	10.2 Number of vacant units on the high street	Protected Shopping Frontages - 19% the OKR Opportunity Area - 11%	Both <5%	Annual
	10.3 Number of new jobs created in the OKR Area	9,500 jobs currently	10,000 new jobs to be created from new employers borough wide	Annual
	10.4 A wide diversity of local business that enables everyone to feel part of the community	Number of new developments to include cultural/arts venues and/or creative workspaces	Available October	3 Years

		<p>43 arts, culture, leisure and sports businesses currently (We Made That Survey)</p> <p>% of children living in households claiming out of work benefits – 22.6% (SWK average = 18.5%)</p>	In line or better than Southwark average	Annual
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KEY

- OA Boundary
- Borough Boundary (Lewisham)
- Town centre
-  Existing Tube stations
-  Existing Rail stations
-  Main roads
- * IWMF (Integrated Waste Management Facility)

MAP OF COUNCIL INVESTMENT



Setchell and Longfield TRA hall tables & fans
Cleaner, Greener, Safer
£ 3,920

Longfield Estate map & rose bed & play area
Cleaner, Greener, Safer
£31,250

Longfield Estate car park ralling & lighting
Cleaner, Greener, Safer
£ 11,500 / £ 7,800

Longfield Estate picnic area
Cleaner, Greener, Safer
£ 7,800

Setchell Estate cycle hangar
Cleaner, Greener, Safer
£ 7,800

Chaucer Drive cycle hangar
Cleaner, Greener, Safer
£ 5,000

231 OKR Consultation hub
£ 21,000

OKR Petrol station
13 Council homes

Astley & Cooper ball court
Cleaner, Greener, Safer
£ 171,426

Unity Court planting beds
Cleaner, Greener, Safer

Phoenix Primary School Extension
£3m

St Philip's Church Hall windows
Cleaner, Greener, Safer

Avondale community mural, biodiversity planting, living wall & hanging baskets
Cleaner, Greener, Safer
£ 26,440

Livesey Exchange
Major works
£ 599,000

Unwin and Friary TRA Hall improvement
Cleaner, Greener, Safer

Leyton Square Childrens Playground
Cleaner, Greener, Safer
£ 720,000

Pancraig Way Playground
Cleaner, Greener, Safer
£ 18,000

Ledbury Estate Ball Court
Cleaner, Greener, Safer

Lymstone Peace Garden project & consultation
Benches, food growing & entrance
Cleaner, Greener, Safer

Lindley Estate notice boards & Major works
Cleaner, Greener, Safer/Southwark Estates
£ 3,020

Stompie Garden
Cleaner, Greener, Safer
£ 5,450

Comus House recycling
Cleaner, Greener, Safer
£ 9,300

Boarley House cycle storage
Cleaner, Greener, Safer
£ 10,500

East Street Library Extension and ICT support
GLA / Culture team
£ 291,000

Jack Harvey commemorative paving stone
Cleaner, Greener, Safer
£ 1,500

Burgess Park Library
£ 50k committed

Burgess Park Sports Centre Hub & drainage improvements
Capital Programme
£ 5.3M

Burgess Park Urban Games
£ 2m

Burgess Park Food Project 2015
Cleaner, Greener, Safer
£ 2,980

Burgess Park West
Capital programme / S106/ TFL
£ 3.4m

Salisbury Estate planting
Cleaner, Greener, Safer

Locksfield planting
Cleaner, Greener, Safer
£ 7,500

Pembroke Community Garden & toilet
Cleaner, Greener, Safer
£ 29,660

Paterson Park notice board
Cleaner, Greener, Safer
£ 2,350

Phoenix Primary School

Bramcote Park
Liveable Neighbourhood Fund, Southwark Council
£ 4m

Bonamy Estate cycle hangar
Cleaner, Greener, Safer
£ 5,000

Varcoe Road cycle hangar
Cleaner, Greener, Safer
£ 5,000

Ilderton Road School relocation and nursery
CIL and developer funding

Treasure House notice boards
Cleaner, Greener, Safer

Ledbury Estate lighting
Cleaner, Greener, Safer
£ 11,998

Sylvan Grove
80 new Council homes

Manor Grove Living Wall
Cleaner, Greener, Safer
£ 297,000

Pilgrim's Way School Forest Club
Cleaner, Greener, Safer
£ 7,560

Tustin Estate Major works
13 new Council homes
Southwark Estates

Brimmington Park Sports Centre
Capital Programme
£1.25M

Caroline Gardens recycling bins & benches
Cleaner, Greener, Safer
£ 8,190 / £3,000



Old Kent Road Social Regeneration Charter

Consultation Plan

August 2019

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1. Introduction	3
2. How the Old Kent Road Social Regeneration Charter will be prepared	5
3. How will we consult?	6
4. Consultation timetable and methods of consultation	7
6. Monitoring and reporting	12

1. Introduction

What is the Old Kent Road Social Regeneration Charter?

- 1.1. The Old Kent Road Social Regeneration Charter will act as the social regeneration framework for the Old Kent Road Area Action Plan. The charter sets out our shared Vision, ambitions and objectives for the 'Regeneration that Works for All' taking place across the Old Kent Road area. Based on the results of previous consultations, we have worked with residents to select a number of indicators which will be used to monitor the progress of the council in achieving 'Regeneration that Works for All' over the 20 year period of the Old Kent Road Area Action Plan.
- 1.2. Initial informal consultation on the charter took place in February 2019, and further consultation took place in August 2019. A summary draft of the charter was presented at Cabinet for approval in September 2019. A further period of consultation is planned to take place from 18 September to 1 November 2019 after which the final charter will be presented at Cabinet in December 2019.
- 1.3. The Old Kent Road Social Regeneration Charter:
 - Sets out our shared promises for the 'Regeneration for All' taking place in the Old Kent Road area
 - Provides indicators which will be measured against a baseline to allow progress to be monitored
 - Forms a part of Southwark's Statement of Community Involvement.
- 1.4. The Old Kent Road Social Regeneration Charter will be used to help monitor whether the council has successfully achieved 'Regeneration that Works for All' by tracking a number of indicators relating to areas such as health, housing, social and economic inequalities and the strength of existing communities. Each indicator will be measured against a baseline to show whether there has been an improvement over the 20 year period of the Old Kent Road Area Action Plan. This information will also contribute to deciding where Community Infrastructure Levy contributions will be spent in the area. All evidence sources which inform the charter will be available online and the charter will be regularly updated by the council.

1.5. The charter should be read alongside the Statement of Community Involvement and the Developers Consultation Charter:

- The Statement of Community Involvement is currently being prepared, and updates on the stage of the document can be found here: <https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/consultation-and-updates/statement-of-community-involvement>.
- The draft Developers Consultation Charter was approved at Cabinet on in April 2019 and is already being used in the validation of pre-application advice requests and planning applications. It can be viewed here: <https://www.southwark.gov.uk/assets/attach/9344/Draft-development-consultation-charter.pdf>.

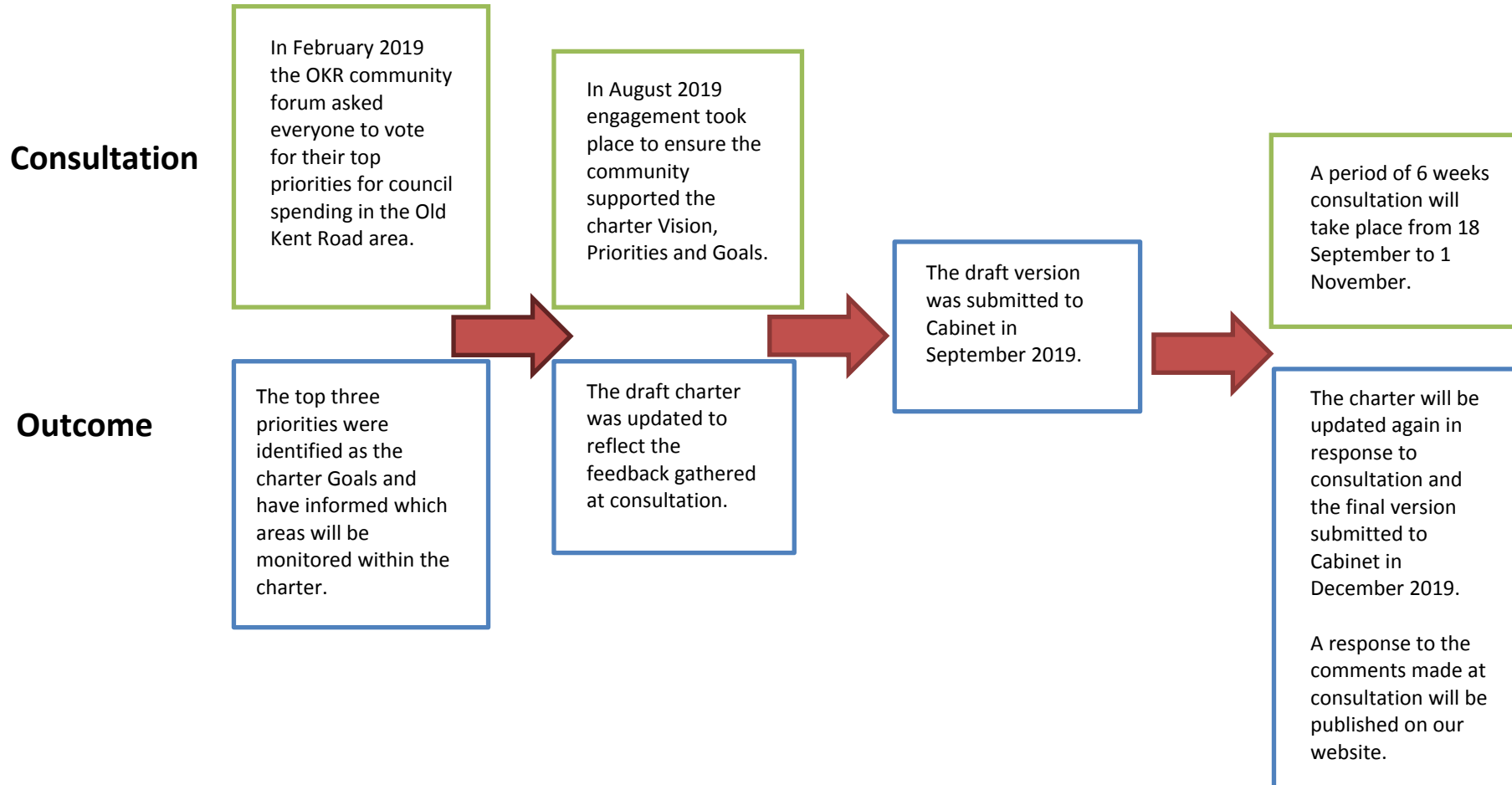
The purpose and objectives of this consultation plan:

- The purpose of this consultation plan is to explain how consultation on the draft Old Kent Road Social Regeneration Charter will take place. It explains how the consultation will meet the requirements of the Town and Country Planning (Local planning) (England) Regulations 2012 (The Regulations) as well as the guidance set out in Southwark’s Statement of Community Involvement. Further information is set out in section 3 of this plan.
- The Old Kent Road Social Regeneration Charter has been informed by consultations undertaken with local residents and businesses on the future of the Old Kent Road over the last five years. This includes Area Action Plan consultation findings from residents and businesses, Community Forum consultations, findings from the Southwark Conversation, and IPSOS MORI 2016 research. The engagement undertaken in August 2019 has contributed to the evidence base to inform the draft charter and the further period of consultation in the autumn will contribute to the final charter.

2. How the Old Kent Road Social Regeneration Charter will be prepared

2.1 The stages and the relationships between consultation and preparation of the plan itself, and the timeline of the charter's adoption in council policy, are shown in Diagram 1 below.

Diagram 1



3. How we will consult

- 3.1. This consultation plan sets out the consultation that will be carried the Old Kent Road Social Regeneration Charter. This consultation will be in accordance with the new version of our Statement of Community Involvement.
- 3.2. The following sections set out how we will meet the minimum Statement of Community Involvement consultation requirements and how we will exceed these requirements where appropriate. By meeting the minimum SCI requirements we have also met the minimum consultation requirements in the 2012 Regulations. As the Old Kent Road Social Regeneration Charter is not a planning policy document we are not required to complete a minimum of 3 months consultation.
- 3.3. We will publish a response to the feedback we received at consultation on our website following the final submission of the charter to Cabinet in December 2019.
- 3.4. All documents relating to the charter will be available for inspection at all of our libraries across the borough. Addresses and opening times for all of our libraries are available on our website at: <https://www.southwark.gov.uk/libraries/find-a-library>
- 3.5. The charter will be useful for many groups in the community in the Old Kent Road area and we will be seeking to engage them in consultation. These include:
 - Existing residents living in and around the area, including council tenants and people in need of housing
 - Existing businesses and businesses looking to move into the area
 - People with jobs in businesses in the area that might be affected, and people who might be looking for jobs
 - Landowners
 - Congregations in the faith premises that are located in the area
 - Developers.

4. Consultation timetable and methods of consultation

Consultation timeframe

- 4.1. We will consult on the final charter for a period of 6 weeks, from 18 September to 1 November. During this time the charter will be available for comment via posted letter or email.
- 4.2. We have already held 3 consultation sessions from 14 to 16 August at 231 Old Kent Road.
- 4.3. **All responses must be received by 5pm on Friday 1 November 2019.**

Consultation methods

- 4.4. The tables below set out the different consultation methods for the charter.
- 4.5. Please check our website for an up-to-date list of dates of meetings and events on the consultation hub at: <https://consultations.southwark.gov.uk/>

TABLE 1: MINIMUM CONSULTATION AS REQUIRED BY OUR STATEMENT OF COMMUNITY INVOLVEMENT

Method of Consultation	Consultee	Date	Comments
Display the Old Kent Road Social Regeneration Charter and accompanying documents on the council's website.	Everyone	From 18 September 2019	Our website will continually be updated to ensure that the most recent version of charter or the accompanying documents are available.
Consult on the document. We have chosen to consult for a period of 6 weeks.	Everyone	From 18 September to 1 November 2019	We will accept comments via letter and email on the charter within this time period and may hold a public consultation event to gather comments.
Inform all statutory consultees to comment on the charter.	Statutory consultees	From 18 September 2019	All statutory consultees will be informed that consultation has begun on the charter and invited to make comments.

TABLE 2: ADDITIONAL CONSULTATION

Method of Consultation	Consultee	Date	Comments
We held three drop-in sessions at the 231 old Kent Road community space to consult on the draft charter.	Everyone.	These were held on: Wednesday 14 August from 10am-12pm Thursday 15 August from 2pm-4pm Friday 16 August from 6pm-8pm.	An invitation to these events was sent out to everyone registered on MySouthwark on 6 August 2019. We also accepted written letters and comments by emails after the event.
We will consult non-statutory consultees including Old Kent Road Forum members on the final charter.	Non-statutory consultees	From 18 September 2019.	We will make contact with non-statutory consultees to ensure they have the opportunity to consult on the charter.

<p>We will organize a Ward Forum in the OKR to discuss and get feedback on the charter</p>	<p>Residents</p>	<p>TBD</p>	<p>This session will be organized with the Ward Councillors</p>
<p>We will hold further workshops/ drop-in events to consult on the draft charter</p>	<p>Everyone</p>	<p>TBD</p>	<p>We will engage with local community and voluntary groups to inform them about these sessions and encourage them to share them with their networks</p>

5. How to comment on the Old Kent Road Social Regeneration Charter

- 5.1. We welcome your comments on the draft Old Kent Road Social Regeneration Charter.
- 5.2. Please contact us if you would like to know more about the charter or to find out more about our consultation.
- 5.3. All comments must be received by **5pm on Friday 1 November 2019.**
- 5.4. Representations can be emailed or sent to:

Planning Policy Team
5th Floor Hub 2
Regeneration
FREEPOST SE1919/14
London SE1P 5LX

planningpolicy@southwark.gov.uk

Tel: 0207 525 5471

List of locations where the Old Kent Road Social Regeneration Charter and other Statement of Community Involvement documents can be viewed

Libraries

All Southwark libraries
(Monday to Friday 9am-8pm, Saturday 9-5pm, Sunday 12-4pm)

My Southwark service points

Peckham My Southwark customer service point
122 Peckham Hill Street,
London SE15 5JR

Walworth My Southwark customer service point
376 Walworth Road,
London SE17 2NG

Council offices

Council offices
160 Tooley Street, SE1 2QH
Open Monday-Friday 10am-4pm

6. Monitoring and reporting

- 6.1 This document will go back to Cabinet when the OKRSRC is adopted in the spring 2020 and will be reported on annually to the Councilor Leo Pollak, Portfolio Holder for Social Regeneration, Great Estates and New Council Homes along with the other Social Regeneration Charters.



No.	Title
Appendix One	Old Kent Road Social Regeneration Charter
Appendix Two	Map of Old Kent Road Area Action Plan
Appendix Three	Map of Old Kent Road Council Investment
Appendix Four	Consultation Plan
Appendix Five	Consultation Report
Appendix Six	Equalities Impact Assessment

Old Kent Road Social Regeneration Charter

Consultation Report

September 2019

1. Introduction

1.1 What is the Old Kent Road Social Regeneration Charter?

The Old Kent Road Social Regeneration Charter (OKRSRC) is an area-specific document that embeds the regeneration desires of the community with the Community Investment Plan, which informs allocation of local Community Infrastructure Levy funding. It supports strategic policy SP2 of the New Southwark Plan on Social Regeneration by ensuring values, visions, priorities and goals of the area as informed by the local community are captured and held accounted for throughout the process of regeneration. It works to achieve and implement SP2 and is intended to be a malleable document that is regularly updated through annual community consultation and reported to the Councillor Leo Pollack Portfolio Holder of Social Regeneration, Great Estates and New Council Homes.

1.2 What is this consultation report?

The consultation undertaken during the course of developing the preferred options of the Old Kent Road Social Regeneration Charter informed by the Social Regeneration Framework as accepted by cabinet in January 2019. The OKRSRC meets and exceeds the government requirements under the Planning Regulations. It has also been carried out in accordance with the Council's Statement of Community Involvement (SCI) which was adopted on January 29th 2008.

This consultation report publishes the schedule of the consultation plan on the OKRSRC which was consulted in August 2019 during the three formal drop-in sessions at 231 Old Kent Road. A formal consultation will commence for a period of six weeks from the period of 18 September – 1 November 2019 after the 17 September 2019 cabinet. All the goals and promises contained in the Old Kent Road Social Regeneration Charter were prepared in light of the comments received through the stages of consultation described below.

2. Stages of Consultation

2.1 What stages of consultation have been completed so far?

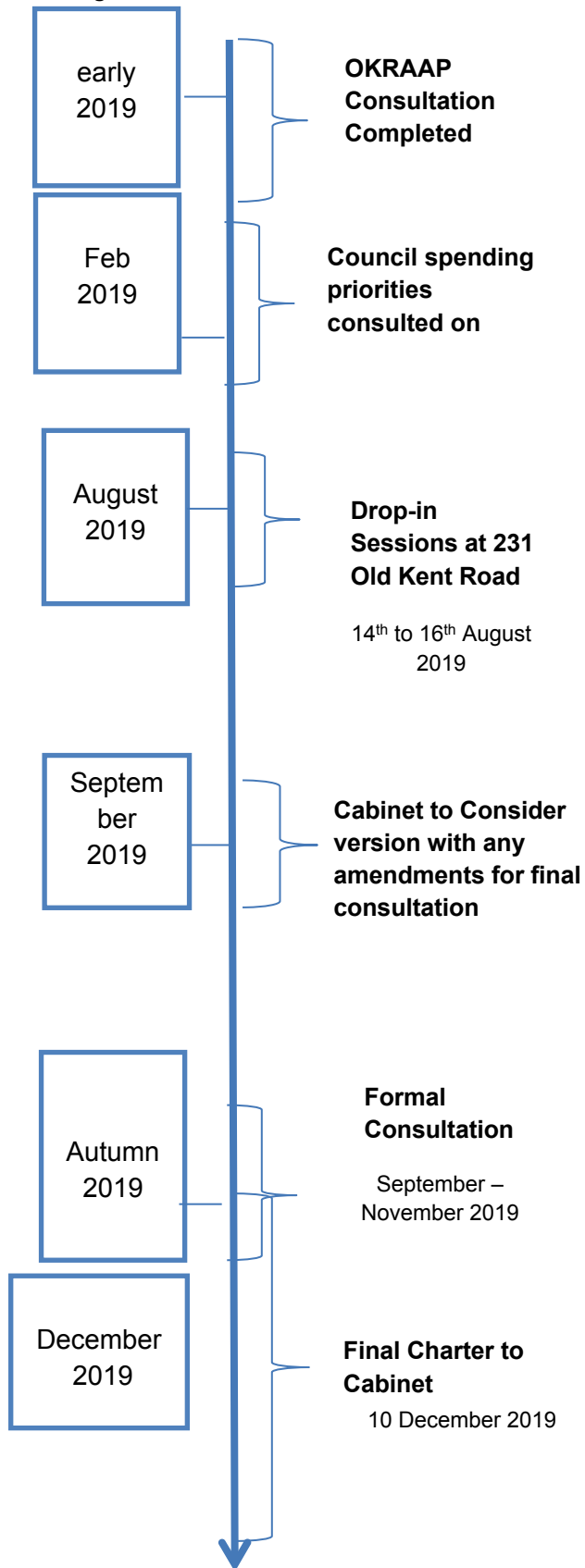
This section of the report explains the consultation that has been undertaken in preparation of the Old Kent Road Social Regeneration Charter. To date, the August 2019 drop-in sessions is the first set of consultation events specific to this document, however previous consultation events in the form of the Old Kent Road Area Action Plan (OKRAAP) Consultation Report and Consultation summary brought to light some of the topics for discussion in the formulation of the OKRSRC.

At each stage of consultation we carry out activities in accordance with our Statement of Community Involvement (SCI) (2008). The SCI sets out how the council will consult on all of our planning policy documents. The SCI refers to a number of legal and regulatory requirements, both in terms of methods of consultation and also particular bodies that we must engage with, and sets out how we meet these requirements. When the SCI was produced it was done so with regard to the Town and Country Planning (Local Development) (England) Regulations 2004 and the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. In April 2012, both sets of regulations were replaced by the Town and Country Planning (Local Planning) (England) Regulations 2012. Consultations and procedure has been carried out in accordance with the revised Regulations.

The Localism Act 2011 introduced the “duty to co-operate”, which requires us to engage with a range of bodies on an ongoing basis as part of the production of planning policy documents. Much of the process that is required by the duty is already covered in our SCI and has been an integral part of the preparation of new planning policy in the borough. We will ensure that we meet the requirements of the duty to co-operate at every stage of consultation. This will involve writing to and where appropriate meeting and working with our neighboring boroughs, the Greater London Authority and other prescribed bodies such as Historic England and Transport for London.

Figure 1. Shows the consultation of the Old Kent Road Social Regeneration Charter in stages.

Figure 1. Consultation Theme & Time Line



Findings from the OKRAAP Consultation informed initial goals and priorities included in the OKRSRC

In February 2019 the OKR community forum asked everyone to vote for their top priorities for council spending in the Old Kent Road area.

The top three priorities were identified as the charter Goals and have informed which areas will be monitored within the charter.

In August 2019 further consultation took place to ensure the community supported the charter Vision, Priorities and Goals.

Officer will propose any changes that need to be incorporated into the final version. Cabinet will consider if they approve this amended version to go out for consultation.

2.2.1 OKR SRC engagement session

The drop-in session introduced the three proposed goals in the OKRSRC:

1. A healthy, connected and sustainable future for all
2. High quality homes and amenities for all
3. A vibrant local business and cultural economy that works for everyone

The consultation firstly sought feedback as to overall whether the goals were appropriate considering previous consultation and if there were any further suggestions to add. Secondly, it provided examples of the consultation feedback received and how they inform the emergence of each of these three goals. Each of the three goals were then consulted upon individually to gather feedback as to whether they address the key issues as identified during the OKRAAP consultation sessions and whether there were any further amendments.

Below is a summary of the comments received during the drop-in sessions.

Goal one

The issues that were raised as important to include in goal one were:

- Good primary care services
- Celebrating different cultures and local history
- Better walking and cycle routes, improved open spaces and biodiversity
- Improved public transport
- Reducing crime and improving safety
- Access for people with mobility issues and disabilities
- Healthier food offer
- Measuring the impact of regeneration on people's health over time
- Cleaner streets
- Improving youth provision
- Improving air quality and making developments sustainable and carbon neutral
- Improving community facilities and better amenities
- Access to daylight and sunlight

Goal two

The issues that were raised as important to include in goal two were:

- More residents and community group meetings
- Providing larger 3+ bedroom properties
- The same amenities and access for all regardless of tenure and
- Existing council homes to be improved so no big differences between older and newer developments
- Ensuring social housing is maintained and built to service needs of community
- Reducing noise on the OKR
- Tenants of social and private tenants should be included in the process
- Maintaining a multi-cultural community with amenities to serve them
- Building homes that encourage residents to engage with and invest in the community
- Working together across the whole area with activities for everyone to get involved in
- Committing to real affordable homes that don't price out residents

Goal three

The issues that were raised as important to include in goal three were:

- Protecting and nurturing the existing businesses, manufacturers and workshops
- Make OKR a destination again and attract people from outside the area
- Improve safety as that is a reason people don't use the shops
- Good job opportunities for women and people from all cultures at all levels
- Ensure the London living wage is given and healthier working practice
- Ensure opportunities for young people to learn a trade and gain skills while working
- Provide opportunities for older generation to learn new skills
- Affordable shops and diverse mix of businesses

Other comments

Other comments raised as important were:

- local government need to do more to make developers build affordable and social housing
- Open and transparent consultations and keeping lines of communication open
- Help local people grow with good health and understanding
- Need to include existing businesses and social and private tenants in the charter

Start monitoring how many non-affordable homes are being built

2.3 What happens next?

For the next stage the council will be undertaking a formal consulting between the **18 September 2019 and the 1 November 2019.**

1. Summary of Consultation

3.1 Who was consulted and how?

The general public who had shown interest in the OKRAAP consultation events were emailed directly and publication of the event on the Southwark Council website and the Old Kent Road website to provide information about the drop-in sessions being held at 231 Old Kent Road. Officers attended these drop-in sessions from the Planning department, Public health and Community engagement with a brief on how to hold the consultation event. The summary of the draft charter provided during the consultation is provided in Annex 1. This Annex also contains copy of two of the website advertisement of the event.

Annex 1: Consultation material

PURPOSE OF THE SOCIAL REGENERATION CHARTER

Southwark Council is determined to ensure that all of the borough's regeneration projects work for everyone.

This means they must reduce inequalities in health, housing, social and economic opportunity. That's why we're drawing up a Social Regeneration Charter for Old Kent Road.

In line with our ambition to ensure regeneration works for all in order to reduce health, housing, social and economic inequalities, we have three overarching goals for the Old Kent Road area which are to ensure:

- 1. A healthy, connected and sustainable future for all**
- 2. High quality homes and amenities for all**
- 3. A vibrant local business and cultural economy that works for everyone**

GOALS

DO WE HAVE THE RIGHT PURPOSE AND GOALS?
WOULD YOU LIKE TO ADD ANY?

GOAL 1

A HEALTHY, CONNECTED AND SUSTAINABLE FUTURE FOR ALL

A number of issues have been raised during public engagement over the last year, including:

Education

Health

Sports

Culture

Youth Offer

Open Space

Walking

Cycling

Air Quality

Community Cohesion

What do you consider the key issues to be? Are there further issues you would like to add?

GOAL 2**HIGH QUALITY HOMES AND AMENITIES FOR ALL**

A number of issues have been raised during public engagement over the last year, including:

- Meeting housing needs

- Ensuring community safety

- Delivering direct benefits to existing housing estates

- Providing adequate open spaces to support new developments

What do you consider the key issues to be? Are there further issues you would like to add?

GOAL 3**A VIBRANT LOCAL BUSINESS AND CULTURAL ECONOMY THAT WORKS FOR EVERYONE**

A number of issues have been raised during public engagement over the last year, including:

- Protect existing workspace and provide new spaces
- Provide affordable workspace
- Provide a wide range of workspaces and jobs
- Provide a diverse retail offer
- Ensure London living wage is paid

What do you consider the key issues to be? Are there further issues you would like to add?

05.08.2019

Help create a Social Regeneration Charter for Old Kent Road

Share this post:



Southwark Council is determined to ensure that all of the borough's regeneration projects work for everyone.



We've been consulting with the local community since 2015.

This means they must reduce inequalities in health, housing, social and economic opportunity.

That's why we're drawing up a Social Regeneration Charter for Old Kent Road.

Now we want your help

To get us started, we're holding three drop-in sessions at our new community space, [231 Old Kent Road](#) from 14 to 16 August.

Join us at one of the sessions to find out about our early plans for the charter and to give us your feedback and ideas.

These drop-ins are just the first stage in involving Old Kent Road's communities in the Social Regeneration Charter and there will be more opportunities to participate in future.

A summary of the draft charter will go to the council's Cabinet for approval later this year. This will be followed by further, more detailed community engagement and we hope to approve the final version of the charter in the autumn.

The drop-ins will be held at [231 Old Kent Road SE1 5LU](#) on the following dates:

14 August: 10am-12pm

15 August: 2pm-4pm

16 August: 6pm-8pm

We look forward to seeing you!

Social Regeneration Charter for Old Kent Road

Southwark Council is drawing up a Social Regeneration Charter for Old Kent Road.

The council is holding three drop-in sessions at the new community space.

Join officers at one of the sessions to find out about early plans for the charter and to give them your feedback and ideas.

When

**Wednesday 14 August 2019
to Friday 16 August 2019**
3 days

🕒 Wed 10am-12 noon; Thu 2pm-4pm; Fri 6pm-8pm

**Old Kent Road Social Regeneration Charter
Equalities Impact Assessment
August 2019**

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- We consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- We have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- We review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- We take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- We consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the protected characteristics and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others who can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present within divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments. Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health and wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates		The Old Kent Road Social Regeneration Charter			
Equality analysis author		Juliet Seymour			
Strategic Director					
Department		Planning Policy	Division	Place and Wellbeing	
Date of analysis					
Sign-off		Position		Date	

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

The Old Kent Road Social Regeneration Charter (OKRSRC) will act as the social regeneration framework for the Old Kent Road Area Action Plan. The charter sets out the Vision, ambitions and objectives for the 'Regeneration for All' taking place across the Old Kent Road area. The charter sets out a number of indicators which will be used to monitor the progress of the council in achieving 'Regeneration for All'. The charter will be referred to on an ongoing basis to ensure that the council is making progress in achieving the stated ambitions and objectives. An annual monitoring report will be produced to ensure that the objectives within the charter are still being met.

Section 3: Service users and stakeholders

Service users and stakeholders	
Key users of the department or service	Members of the public; Developers; Local Authorities; Housing Associations; Environment and Leisure Department; Flood and Drainage Department; Children's and Adult's Services Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department; Greater London Authority; Transport for London; Thames Water; Metropolitan Police; Chief Executive's Department.
Key stakeholders were/are involved in this policy/decision/business plan	Members of the public; Housing Associations; Local Authorities Environment and Leisure Department; Children's and Adult's Services Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department.

Section 4: Pre-implementation equality analysis

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

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

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

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

The OKRSRC is anticipated to have positive social benefits for people of all ages living and working in Old Kent Road.

Promise 1 relates to making Old Kent Road the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer. The indicators related to this promise are:

- School readiness - % of pupils achieving a good level of development at age 5
- Number of OFSTED Good or Outstanding schools
- Percentage of Children who are obese in Reception and Year 6
- Number of sport, leisure, culture and community facilities

Promise 4 states that everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities. The indicators relating to this promise are:

- Increase life expectancy to exceed the London and National average
- A&E emergency attendances
- Rate of requests for support to adult social care
- Percentage of residents who agree that there are enough places in their local area for meeting with friends, relatives and work colleagues.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people based on their age.

Promise 3 states that air quality is improved by halving resident's exposure to pollutants. The indicators relating to this promise are:

- Concentration of Nitrogen dioxide
- Fine particulates PM10 and PM2.5
- Air quality around schools
- Extending the Bakerloo line
- Council leads on environmentally friendly and sustainable planning policy.

Children are particularly vulnerable to the impacts of poor air quality. Currently 9 out of 13 schools in the OKR opportunity area have NO₂ levels that are above the legal limit of 40µg.m⁻³ so poor air quality is having a particularly negative impact on children. This promise targets children and young people by specifically tracking air quality around schools to mitigate against the added risk of negative air quality on young people and will have a particularly positive health impact on children and young people.

Promise 10 states that all young people and those who need to retrain receive the best education.

The promise to increase life expectancy, reduce A&E emergency attendances and to increase the percentage of residents who have a local area in which to meet friends will have benefits for adults and older people within the borough.

There are no foreseen negative social impacts to people based on their age.

Equality information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

2016 London Atmospheric Emission Inventory

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

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

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

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have a disability.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There is not foreseen negative health impact on the health of people who have a disability.

Equality information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

n/a

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Gender reassignment - The process of transitioning from one gender to another.

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

Potential health impacts (positive and negative)

plan	
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have undergone gender reassignment.	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There is not foreseen negative health impact on the health of people who have undergone gender reassignment.
Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	n/a
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have are pregnant or have recently given birth.	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people who have are pregnant or have recently given birth.
Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	n/a
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others.

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

Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
Faith groups within the Old Kent Road area have been consulted on an ongoing	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to any faith group.
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to any faith group.	
Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	n/a
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal. One of the indicators that will be tracked for the charter is % of people who think that people from different backgrounds get on together. Tracking this will enable us to understand how the changes in OKR are impacting cohesion in the area and enable us to plan mitigation if cohesion is worsening.	

Sex - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people based on their gender.	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people based on their gender.
Equality information on which above analysis is based	Health data on which above analysis is based

Area Action Plan consultation findings from n/a residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal. One of the indicators that will be tracked for the charter is % of people who think that people from different backgrounds get on together. Tracking this will enable us to understand how the changes in OKR are impacting cohesion in the area and enable us to plan mitigation if cohesion is worsening.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

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

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people which is based on their sexual orientation.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people which is based on their sexual orientation.

Equality information on which above analysis is based

Area Action Plan consultation findings from n/a residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Socio-economic disadvantage – although the Equality Act 2010 does not include socioeconomic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or families economic and social position in relation to others, based on income, education, health, living conditions and occupation.

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

The ORKSRC is anticipated to have positive social benefits for people regardless of their socio-economic status who are living and working in Old Kent Road.

Potential health impacts (positive and negative)

The ORKSRC is anticipated to have positive health benefits for people regardless of their socio-economic status who are living and working in Old Kent Road. There are no foreseen negative health impacts to people based on their socio-economic status.

Promise 7 relates to estate regeneration:

- Annual investment in OKR council estates to upgrade and refurbish infrastructure and surroundings
- Percentage of residents who say

there are satisfied with their estate
 Promise 8 relates to working conditions and pay:

- Number of businesses who are living wage employers
- Number of businesses producing living wage and gender pay audits
- Number of businesses signed up to the Mayor's Good Work Standard

Promise 5 relates to housing:

- Total number of new homes and affordable homes built in the Old Kent Road Area.

There are no foreseen negative social impacts to people based on their socio-economic status. These policies should have a positive impact in reducing socio-economic inequalities in the OKR through increasing the number of well paid employment opportunities, increasing affordable housing provision and improving housing standards.

Equality information on which above analysis is based

Health data on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
 Community Forum consultations;
 Southwark conversations;
 IPSOS MORI 2016 research.

n/a

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

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

The OKRSRC is anticipated to have a range of positive impacts on people living and working in the Old Kent Road area. The proposals presented in the OKRSRC do not in any way threaten the human rights of anyone living or working in the Old Kent Road area.

Information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Item No. 19.	Classification: Open	Date: 17 September 2019	Meeting name: Cabinet
Report title:		593 Old Kent Road – acquisition of site to deliver new Council housing	
Ward:		Old Kent Road	
Cabinet Members:		Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD – COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE & BREXIT

Southwark Council has the ambitious target of building 11,000 new council homes by 2043. Whilst our current pipeline of new homes is heavily focused on building on existing council land it will not be possible to meet our promise without the acquisition of more land.

An opportunity has arisen on the Old Kent Road to make an acquisition that underlines our commitment to our council home programme and to building a strategic land bank for council house delivery. Our vision for any new housing is that it is of the highest quality in terms of design, architecture, materials, public realm and build quality and this site will be no exception.

As well as new homes, any future development will need to include replacement business and commercial space. This could potentially include much needed affordable business space as well as the new shops that will help form a revitalised high street for Old Kent Road. The revenue from this will provide a much needed income stream for the Council.

RECOMMENDATIONS

That Cabinet:

1. Authorises pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985, that the council acquires the freehold interest in the property shown edged red on the plan at Appendix A.
2. Authorises the principal purchase terms set out in full in paragraph 4 of the closed version of this report and substantially in paragraph 19 of this report.
3. Delegates to the director of regeneration authority to agree the detailed terms of the acquisition.

BACKGROUND INFORMATION

4. 593 Old Kent Road is shown edged red on the plan at Appendix A to this report. It comprises a 1980's, single storey retail warehouse unit with associated surface parking spaces. It has a site area of 2,800m² (0.7 acres). It currently is let to and trades as B and M Retail Ltd.

5. The property is situated within the Old Kent Road Action Area that aspires to transform the area with substantial new housing, an improved public realm, employment opportunities and enhanced transport infrastructure including an extension to the Bakerloo Underground Line.
6. The opportunity to purchase the property has arisen and the council submitted a bid subject to Cabinet approval that has been accepted by the vendor. Contracts have been exchanged subject to approval by Cabinet.
7. The Old Kent Road Area Action Plan identifies the area for long term redevelopment and this site presents an opportunity for a strategic purchase of an income producing asset where there are long term opportunities including residential development.
8. Southwark's housing strategy to 2043 pledges to use every tool at the council's disposal to increase the supply of all kinds of homes across the borough and to build 11,000 new council homes by 2043.
9. The council plan commits the council to build or start on site an additional 1,000 council homes meaning that by 2022 the council will have built or started on site 2,500 new council homes towards the target of 11,000.

KEY ISSUES FOR CONSIDERATION

10. The inclusion of the property within the Old Kent Road Opportunity Area means it offers scope to deliver a mixed use scheme in pursuit of the Council Plan undertaking. Discussions have taken place with planning officers and these suggest the site may accommodate around 110 new homes. It will also need to provide replacement business space in the order of 13,595sq ft. Cabinet should bear in mind these outputs are indicative and in no way fetter the Planning Committee's ability to determine any application it receives on its own merits.
11. Assuming the property is acquired, a decision can subsequently be taken as to how the property is redeveloped Any housing developed as part of the scheme could be a mix of 50% Council rent and 50% for market sale to assist funding subject to the design of the scheme.
12. The property is to be acquired subject to a lease that expires in October 2025. This means the council cannot obtain possession before then. Bringing new schemes forward inevitably takes time in design, planning and commissioning terms so the existence of the lease is not an issue. Indeed it means the property will yield an income and should remain occupied whilst plans for the site are formulated and taken forward ready to build.
13. In the light of the planning status, the property's location and its strategic benefit it is appropriate that the council seek to acquire the property. The council has already acquired 595 Old Kent Road, the PC World site adjacent to the property.
14. Section 120 of the Local Government Act 1972 enables the council to acquire land for any of the council's functions under the Local Government Act or any other enactment, or for the benefit, improvement or development of their area.

15. Section 9 of the Housing Act 1985 provides that a local housing authority may provide housing accommodation by erecting houses or by converting buildings into houses or by acquiring houses. The Housing Act therefore gives the council power to build houses itself on land acquired for that purpose.
16. Terms for the purchase of the property have been agreed with the vendor and contracts exchanged subject to Cabinet approval and these are set out in the next paragraph. If further detailed issues arise over the contract it is recommended that authority be delegated to the Director of Regeneration to agree such matters in consultation with the Strategic Director of Finance and Governance.

Principal purchase terms

17.
 - a) The council pays the consideration set out in the closed version of this report
 - b) On exchange of contracts the council paid a fully refundable deposit of 1% of the purchase price as set out in the closed version of this report. Therefore in the event that the purchase is not agreed by Cabinet the contract falls away and the deposit is returned.
 - c) On completion, the property to be subject to the lease referred to in paragraph 13.
 - d) The parties to meet their own costs of the transfer.

Commentary on principal purchase terms

18.
 - a)-b) Refer to closed version of report.
 - c) See paragraph 13.
 - d) A standard provision.

Rationale for recommendations

19.
 - a) To assist the council making strategic purchases of sites for its long term use.
 - b) To further a commitment within the new Council Plan.
 - c) To enhance the council's asset base.

Community impact statement

20. The new Council Plan was the subject of extensive community consultation. The recommendations herein further the delivery of the *A Place to Belong* commitment set out in the Plan.
21. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to:
 - a) eliminate discrimination;

- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
22. Relevant protected characteristics for the purposes of the Equality Act are:
- Age
 - Civil partnership
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex and sexual orientation.
23. In considering the recommendations herein the Cabinet must have due regard to the possible effects them on any groups sharing a protected characteristic in order to discharge its public sector equality duty. This is an ongoing obligation.
24. If the recommendations set out are approved, the council will purchase a retail building that will ultimately be demolished and redeveloped for mixed use. When the time comes to terminate the lease of the retail unit to enable the scheme to proceed, it will be necessary for regard to had to any possible effects on groups with a protected characteristic arising from the action.

Financial implications

25. The acquisition of the property will incur substantial capital expenditure and this is considered in detail in the closed version of the report.
26. As set out in paragraph 13 the property will generate an income between acquisition and termination of the lease that exists. This income will more than cover the council's holding costs for the property.
27. Submitting the bid for the property and processing the legal documentation necessary to complete the purchase, has and will incur revenue costs but these will be met from existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

28. As set out in this report the property will be acquired pursuant to s120 of the Local Government Act 1972 which gives the council power to acquire land by agreement for the purposes of (a) any of the council's functions under the Local Government Act or (b) the benefit, improvement or development of the area. The report sets out at paragraph 16 how these requirements are met.
29. Section 9 of the Housing Act 1985 states that a local housing authority may provide housing accommodation by erecting houses or converting buildings into houses on land acquired by them for the purposes of the Housing Act.

30. Section 120(2) of the Local Government Act 1972 further provides that where land is acquired for a purpose and it is not immediately required for that purpose, it may be used for the purpose of any of the council's functions until it is required for the purpose for which it was acquired. This provision would authorise an "investment" use as envisaged by this report.
31. Taken together these provisions give the council adequate legal powers to acquire the property for housing and to use it for investment purposes in the interim period prior to construction of housing.

Strategic Director of Finance & Governance

32. Set out in closed version of the report.

BACKGROUND DOCUMENTS

Background Papers	Contact
Council Plan 2018/9 – 2021/22	
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s78763/Report%20Council%20Plan.pdf	

APPENDICES

Appendix	Title
Appendix A	Plan of 593 Old Kent Road

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Finance, Performance and Brexit	
Lead Officer	Kevin Fenton; Strategic Director Place and Wellbeing	
Report Author	Marcus Mayne, Principal: Regeneration South.	
Version	Final	
Dated	6 September 2018	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	In closed version
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		6 September 2019



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Item No. 20.	Classification: Open	Date: 17 September 2019	Meeting name: Cabinet
Report title:		Nunhead Acquisition of Land for Housing Development	
Ward:		Peckham Rye	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

FOREWORD – COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE & BREXIT

Southwark Council has the ambitious target of building 11,000 new council homes by 2043. Whilst our current pipeline of new homes is heavily focused on building on existing council land it will not be possible to meet our promise without the acquisition of new sites.

The opportunity has arisen in Nunhead to acquire 40-46 Solomon's Passage, the site of a disastrous housing development. The existing buildings cannot currently be occupied and require at least part, if not full, demolition to resolve the poor quality of their build. It is our intention to develop the site for much needed housing, underlining our commitment to our council home programme. The acquisition also seeks to resolve ongoing issues with the current buildings which have had a huge impact on previous residents and the neighbouring local community. By stepping-in, the Council can take the lead in ensuring there is much needed housing rather than empty and part-derelict buildings.

Our vision for any new housing is that it is of the highest quality in terms of design, architecture, materials, public realm and build quality as well as how it connects and adds to the existing community and landscape. Given the history of this particular site, this will be at the forefront of our work as we develop plans, consult with neighbours and deliver new homes on this site.

RECOMMENDATIONS

That Cabinet:

1. Delegates to the director of regeneration and the strategic director of housing and modernisation in consultation with the strategic director of finance and governance authority to continue to negotiate the terms of the acquisition of the freehold interest in the property shown edged red on the plan at Appendix A.
2. Authorises, subject to terms being agreed between the parties, that the council acquires the freehold interest in the property pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985.
3. Authorises that any acquisition will be made from the Housing Investment Programme with the primary focus being the delivery of high quality council housing.

BACKGROUND INFORMATION

4. 40 – 46 Solomon's Passage is shown edged red on the plan at Appendix A to this report. It comprises four blocks known as 40, 42, 44 and 46 Solomon's Passage covering a site area of 0.33 hectares, fronting Peckham Rye Common to the south, and Solomon's Passage to the west.
5. The four blocks comprise a total of 85 residential units spread across the four blocks. In addition the site has a 63 space basement car park below three of the blocks.
6. Wandle Housing Association acquired the site in 2012 from the Receiver to the original developer, Greenacre Homes who went into administration in August 2011 when three of the four blocks had been completed. The final block was completed in May 2012.
7. In 2013 significant flaws were discovered with all four blocks due to poor construction and following further intrusive investigation in 2014 the following issues were identified with the blocks:
 - Water ingress to flats and resulting problems with damp
 - Water damage to timber frame
 - Inadequate fire protection
 - Poor insulation
 - Defects to roof
 - Detailing of external cladding and frame shrinkage
 - Defective balconies
 - Poor drainage
 - Basement car park flooding
 - Ineffective ventilation
 - Poor condition of gas and plumbing services.
8. Wandle instigated what remedial action was necessary in order to ensure the health and safety of residents and to minimise any further damage to the buildings. A range of actions were put in place by Wandle, which including the rehousing of all residents from the blocks. All of the blocks are now vacant and boarded up.
9. In 2017 Wandle submitted two planning applications in relation to the four blocks on the site. Together the two applications propose the recladding of 40 and 46 Solomon's Passage and the retention of the basement, and the replacement of 42 and 44 Solomon's Passage with one larger building. These applications were granted consent in October 2018. This would increase the number of units on the scheme from 85 to 87.
10. There have also been initial discussions with planning officers over a further application which would involve the comprehensive redevelopment of 40 and 46 Solomon's Passage and would further increase the number of units on the site to 93.
11. Southwark's housing strategy to 2043 pledges to use every tool at the council's disposal to increase the supply of all kinds of homes across the borough and to build 11,000 new council homes by 2043.

12. The council plan commits the council to build or start on site an additional 1,000 council homes meaning that by 2022 the council will have built or started on site 2,500 new council homes towards the target of 11,000.
13. The council does not currently have sufficient sites for council housing development to meet its 2043 target and suitable sites are scarce. The site at 40 – 46 Solomon's Passage would provide an opportunity to make a contribution to the delivery of new council homes in line with both the housing strategy and the council plan.

KEY ISSUES FOR CONSIDERATION

14. The opportunity to purchase the site has arisen and council officers have been negotiating terms with Wandle. These discussions are ongoing.
15. The council has appointed external valuers to confirm that any price agreed represents market value.
16. As part of the rehousing offer to former Wandle residents living in the blocks, Wandle have made the commitment that those residents who wish to, may return to the site if they do not secure new homes elsewhere. Further consideration of this and the implications for the council's proposed purchase are set out in the closed version of the report.
17. It is proposed that any acquisition is funded through the Housing Investment Programme. It is recognised that a key factor in the council achieving its ambitious target of 11,000 new council homes by 2043 is the availability of land. This acquisition demonstrates the council's commitment to the council home programme and the importance of building a land bank for council house delivery.
18. Wandle have been in discussions with planning officers to determine the scale and quantum of any proposed redevelopment of the site, and following acquisition, the council will be undertaking further discussions with planning officers to determine the most appropriate housing scheme for this site.
19. Assuming the property is acquired, a decision can subsequently be taken as to the mix of the new homes that can be delivered. Whilst an entire Council housing scheme may be justified by need, this has to be considered in the light of the ability to fund the provision so a mix of at least 50% council rent with the remaining properties for market sale (to assist funding) may, subject to the design of the new housing, be appropriate. This is in line with adopted council policy for housing land.
20. Section 120 of the Local Government Act 1972 enables the council to acquire land for any of the council's functions under the Local Government Act or any other enactment, or for the benefit, improvement or development of their area.
21. The acquisition of the property for housing will fulfil the requirements of s120 as the provision of housing is one of the council's functions; in addition the local area will benefit from the new homes and the enhanced environment around the homes and from the construction jobs created through its development.
22. Section 9 of the Housing Act 1985 provides that a local housing authority may provide housing accommodation by erecting houses or by converting buildings

into houses or by acquiring houses. The Housing Act therefore gives the council power to build houses itself on land acquired for that purpose.

23. Negotiations are ongoing over the principal terms for the purchase of the property. These are set out in more detail in the closed report and still require agreement between the parties. It is recommended that the director of regeneration and the strategic director of housing and modernisation be delegated authority to agree such matters in consultation with the strategic director of finance and governance. However in the interests of a swift acquisition Cabinet is being asked to agree to the acquisition in principle, subject to final terms being agreed, ahead of final agreement.

Rationale for recommendations

24. a) To assist in providing new homes for persons on the Housing Waiting List.
 b) To further a commitment within the new Council Plan.
 c) To enhance the council's asset base.

Community impact statement

25. The new Council Plan was the subject of extensive community consultation. The recommendations herein further the delivery of the *A Place to Belong* commitment set out in the Plan.

26. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to:

- a) eliminate discrimination;
 b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

27. Relevant protected characteristics for the purposes of the Equality Act are:

- Age
- Civil partnership
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex and sexual orientation.

28. In considering the recommendations herein the Cabinet must have due regard to the possible effects them on any groups sharing a protected characteristic in order to discharge its public sector equality duty. This is an ongoing obligation.

29. If the recommendations set out are approved, the Council will purchase four residential buildings that will ultimately be demolished and new homes including ones to be let at Council rent levels erected in its place. The new homes will greatly improve the quality of life of its residents some of which may have protected characteristics. Should the council be required to rehouse any of the

existing tenants or leaseholders on the site or offer them new council homes, it will be necessary for regard to had to any possible effects on groups with a protected characteristic arising from the action.

Financial implications

30. The acquisition of the property will incur substantial capital expenditure that will be financed from resources supporting the Housing Investment Programme and this is considered in detail in the closed version of the report.
31. Discussions with Wandle over the possible purchase of the property and processing the legal documentation necessary to complete the purchase, has and will incur revenue costs but these will be met from existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

32. As set out in this report the property will be acquired pursuant to s120 of the Local Government Act 1972 which gives the Council power to acquire land by agreement for the purposes of (a) any of the Council's functions under the Local Government Act or (b) the benefit, improvement or development of the area. The report sets out at paragraph 21 how these requirements are met.
33. Section 9 of the Housing Act 1985 states that a local housing authority may provide housing accommodation by erecting houses or converting buildings into houses on land acquired by them for the purposes of the Housing Act.
34. Taken together these provisions give the Council adequate legal powers to acquire the property for housing and to use it for investment purposes in the interim period prior to construction of housing.

Strategic Director of Finance and Governance

35. Acquisition of land is necessary to enable the council to meet its commitment to deliver 11,000 new council homes by 2043. If negotiations result in the purchase of this site, both the costs of acquisition and subsequent development of new homes will form part of the council's Housing Investment Programme and will be financed as set out in the financial implications section of this report. The Strategic Director of Finance and Governance is satisfied that arrangements are in place to ensure that as far as is reasonable possible, the council's bid will represent fair value and be competitive. Any revenue costs incurred in relation to this transaction will be contained within existing budgets.

BACKGROUND DOCUMENTS

Background Papers	
Council Plan 2018/9 – 2021/22	
Link (please copy and paste into your browser):	
http://moderngov.southwark.gov.uk/documents/s78763/Report%20Council%20Plan.pdf	

APPENDICES

Appendix	Title
Appendix A	Plan of 40 – 46 Solomon's Passage

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Finance, Performance & Brexit	
Lead Officer	Kevin Fenton, Strategic Director Place and Wellbeing	
Report Author	Marcus Mayne, Principal Surveyor: Regeneration South	
Version	Final	
Dated	6 September 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / 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	6 September 2019	

APPENDIX A

TITLE. Land at Solomon's Passage, SE15 3UH.



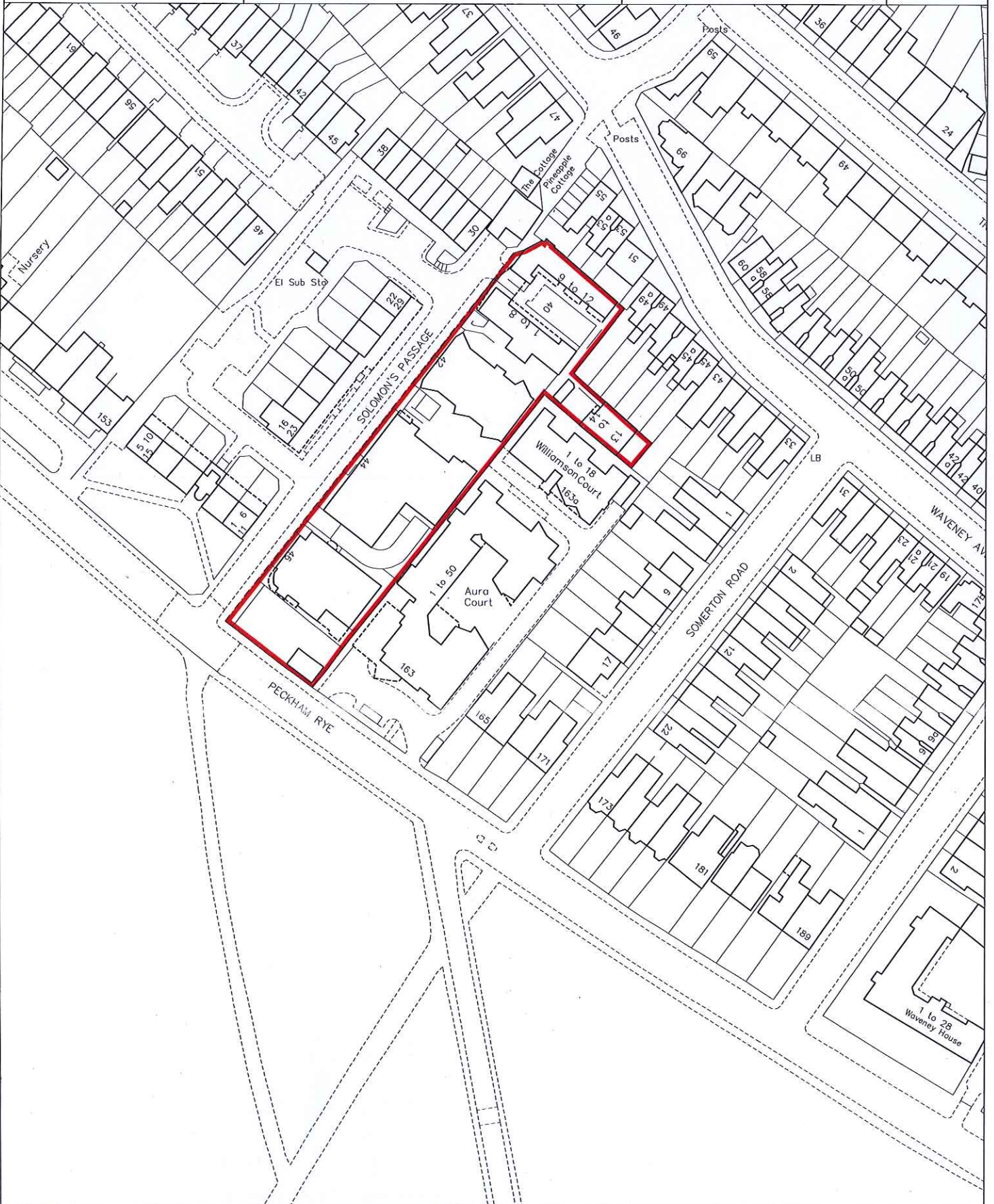
DRAWING No. INFORMATION PLAN ONLY

DRAWN BY. MMANKTELOW
Property Division

DATE. 3/9/2019

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Item No. 21.	Classification: Open	Date: 17 September 2019	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 17 July 2019 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motion referred to it. Any proposals in a motion are treated as a recommendation only. 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.
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://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&MId=6097&Ver=4		

APPENDICES

Number	Title
Appendix 1	Delivering the Transport Infrastructure for Southwark's Future
Appendix 2	Promoting Equality and Diversity
Appendix 3	Supporting the Rotherhithe to Canary Wharf Bridge
Appendix 4	A permanent memorial to remember the terrorist attacks in London Bridge and Borough Market
Appendix 5	Adult Social Care
Appendix 6	Monthly leave your home at car days

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional Services	
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer	
Version	Final	
Dated	3 September 2019	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Finance and Governance	No	No
Director of Law and Democracy	No	No
Strategic Director of Children's and Adults' Services	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		3 September 2019

APPENDIX 1

DELIVERING THE TRANSPORT INFRASTRUCTURE FOR SOUTHWARK'S FUTURE

1. Council assembly notes:
 - a. The Southwark Labour manifesto and council plan commitment to creating a fairer future for Southwark, where every resident has the chance to thrive, and make the most of the opportunities being created in the borough.
 - b. That we want a borough where growth works for all, with high quality employment, healthcare, schools, park and libraries for residents.
 - c. That in order for our residents to be able to access these opportunities being created in Southwark, there needs to be an accessible, sustainable transport network, right across the whole borough.
 - d. That the Southwark Labour manifesto committed to delivering the transport infrastructure needed for Southwark's future by pledging to:
 - i) Campaign to re-open Camberwell train station
 - ii) Make cycling accessible for all, increase cycle hangers where people want them, boost access to cycle hire and double the proportion of journeys in Southwark done by bike
 - iii) Campaign for three new tube stations on the Old Kent Road, including one at the Bricklayers Arms
 - iv) Work with the Mayor of London to build a new pedestrian and cycling bridge from Canada Water to Canary Wharf
 - v) Develop a green walking network
 - vi) Adapt lamp posts to charge electric cars so that every home is within walking distance of a charging point
 - vii) Campaign to reinstate the frequency of the RV1 bus service.
 - e. The progress made against these commitments, including:
 - i) Making cycling safer and easier by delivering 7.8 kilometres of cycle ways, and providing bikeability training to 3,484 children and 1,359 adults
 - ii) Creating the 'Back the Bakerloo' campaign, in partnership with Lewisham Council, to which nearly 17,500 local residents and businesses have pledged their support
 - iii) Improving accessibility at Peckham Rye station, as, thanks to the council's lobbying, the government has committed funds to installing a lift in the station
 - iv) Adapting 81 lamp posts into electric charging points, with many more in the pipeline, enabling residents to move away from greenhouse gas emitting petrol or diesel cars
 - v) Working with Network Rail to redevelop London Bridge station, making it a station fit for the future and accessible to all.
2. Council assembly further notes:
 - a. That at the March 2019 council assembly, council assembly declared a climate emergency.

- b. That for the council to play its part in addressing the recently announced climate emergency, it will need to continue to promote the shift from driving to walking, cycling and public transport.
- c. That in April cabinet agreed the Movement Plan, committing the council to transport policies that promote walking and cycling, improve air quality and safety, and reduce carbon.
- d. That wherever possible, the council has worked closely with Transport for London (TfL) to enable them to deliver schemes that benefit the borough.
- e. That thanks to Conservative austerity, TfL's budget has been dramatically reduced by £700m a year.
- f. That despite the council's close partnership working with TfL, they have made a number of disappointing decisions, such as the withdrawal of the RV1 bus service, the decision not to include a third station at Bricklayers Arms in their proposals for the Bakerloo line extension, and the recent decision to halt work on the Rotherhithe to Canary Wharf pedestrian bridge, despite widespread community and cross-party support for each of these.
- g. That TfL's decisions make it harder for the council to promote walking, cycling and public transport, improve air quality, and tackle the climate emergency.
- h. That although TfL's decisions are understandably based on their reduced budget, council assembly remains disappointed that they have not done more to work with the council to deliver the transport infrastructure needed for Southwark's future.

3. Council assembly resolves to call on cabinet to:

- a. Campaign for better transport links in Southwark's transport 'not spots', where residents are not within a short walk of a train, overground or tube station (see map).
- b. Campaign for better accessibility to Southwark's transport, including:
 - i) Calling on the government to continue the work that will be done at Denmark Hill and Peckham Rye stations and ensure lifts and step free access in all stations in the borough
 - ii) Support the improvement of the Canada Water station interchange
 - iii) Calling on TfL to ensure accessible, step free access along bus routes and reinstate the RV1 bus
 - iv) Call on TfL to ensure adequate support available at underground and overground stations for those who need it by keeping ticket offices open.
- c. Continue to work to ensure that transport in the borough is sustainable, including promoting active travel, in particular, walking and cycling, and continue to work with TfL to deliver the extension of the Santander Cycle scheme in Southwark.
- d. Continue to lobby TfL to rethink their decision to pause work on the Rotherhithe to Canary Wharf Bridge.
- e. Review planning policy in the light of the climate emergency to ensure the planning process promotes sustainable, environmentally friendly transport options for the borough.

PROMOTING EQUALITY AND VALUING DIVERSITY

1. Council assembly:
 - a. Asserts its pride in Southwark as one of the most diverse and vibrant parts of London, the UK and indeed Europe.
 - b. Recognises the contributions that all communities, classes and cultures have made to Southwark in the past and will continue to make in future.
 - c. Welcomes the promotion and integration of equality and diversity in all that the council undertakes; and in its work undertaken with partners.
 - d. Welcomes its community leadership role and commits to working towards being a borough where all feel safe, included, valued and respected, as well as helping to promote good community relations in the borough so that all feel a common sense of belonging to one Southwark – a borough that welcomes and celebrates its great diversity.

2. Council assembly acknowledges that:
 - a. The level of hate crime in Southwark is still too high, with 788 incidents in 2018.
 - b. The levels of hate crime and hate incidents in Southwark and across London have risen in recent years. Race-hate crime across London has increased from 8,000 incidents a year in 2012 to almost 18,000 this year. Sexual orientation hate crime across London has almost doubled in five years, from 1,092 incidents in 2014 to 2,048 incidents this year
 - c. People from minority groups feel less safe as verbal and physical attacks driven by misogyny, homophobia and racism have become more frequent.
 - d. A complacent assumption that hateful attitudes and discrimination will inevitably decline over time has been disproved and needs to be rejected.

3. Council assembly notes:
 - a. That in November 2017, council assembly voted unanimously to adopt the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism.
 - b. That both the Liberal Democrats and the Labour party have accepted the All-Party Parliamentary Group working definition of Islamophobia, defined as being ‘rooted in racism and [is] a type of racism that targets expressions of Muslimness or perceived Muslimness.’
 - c. The recent acceptance of Conservative party leadership candidates to support an independent inquiry into Islamophobia within the Conservative party, and hopes that the independent inquiry will take place promptly rather than being postponed to an unspecified date.

4. Council assembly also notes the work that the council already does to promote diversity and tackle hate crime, including:
 - a. Promoting and taking part in National Hate Crime Awareness Week.
 - b. Providing Hate Crime Awareness materials and resources to community, voluntary, and faith groups across the borough.
 - c. Engaging more than 1,400 young people across over 30 primary and secondary schools with in-school workshops on diversity, tolerance, equalities and tackling prejudice.
 - d. Funding interactive Hate Crime awareness raising workshops in five primary schools in the borough for over 400 primary school children, and securing funding for the “Free to Be” programme which will help 1,900

young people across four schools to tackle homophobic and transphobic bullying and hatred.

- e. Supporting celebrations of diversity, including Black History Month, the annual interfaith walk, council staff equality forums and networks, as well as community and voluntary organisations in Southwark that promote diversity.
5. Council assembly asserts that:
 - a. Discrimination, harassment and abuse in all its forms and manifestations is not only wrong in itself but also corrodes the core pillars of society and undermines attempts to build a secure, prosperous, and decent society that we all want to live in.
 - b. There has been a lack of leadership across Parliament in developing effective strategies to confront discrimination and the causes of these prejudices.
 - c. There has been a generational failure to clearly acknowledge and celebrate the rewards we have reaped from people who have moved to the UK to build their lives here and contribute to our societies and communities as well as those rewards we will reap from people who will choose to move to the UK in the future.
 - d. Southwark should be a leader and serve as a beacon to others in demonstrating how to create the tolerant, open and mutually supportive society we want to see.
 6. Council assembly:
 - a. Adopts the All-Party Parliamentary Group working definition of Islamophobia.
 - b. Affirms its previous adoption of the IHRA definition on antisemitism.
 - c. Commits to standing up against hate and to challenging Islamophobia, antisemitism and all other forms of racism and discrimination, in our own organisations and parties as well as outside them.
 - d. Calls on the civic awards sub committee to create a specific award for those who have made an outstanding contribution to making Southwark a more integrated, plural and tolerant place for us all, as part of the borough's Civic Awards.
 7. Council assembly calls on cabinet to:
 - a. Actively ensure that activities and events in Southwark acknowledge and reflect the diversity of life and society in our borough.
 - b. Continue to work with schools to:
 - i. celebrate diversity
 - ii. ensure that young people are educated about hate crime, including how to tackle the spread of hate speech online
 - iii. make all Southwark schools inclusive places for all children and young people.
 - c. Call on the government to make misogyny-driven attacks a hate crime and to commit additional resources to tackling the spread of hate crime.
 - d. Establish diversity champions, drawn on a cross-party or non-party basis, to act as additional focal points for enabling greater integration and strengthening community bonds of belonging, solidarity, tolerance and mutual support.
 - e. Launch an updated equality and diversity standard for Southwark Council.
 - f. Specifically and additionally include those who have made an outstanding contribution to making Southwark a more integrated, plural and tolerant place for us all in the borough's Civic Awards.

- g. Work with Transport for London on how to make public transport a safe place for all users.
- h. Promote and protect spaces in the Borough where people from minority groups feel safe, particularly LGBT+ spaces that have declined by 60% in Southwark over the last decade.
- i. Commit to making Southwark a borough that stands out for its integration, tolerance and mutual cross-community support, which can serve as a model for others to follow.

SUPPORTING THE ROTHERHITHE TO CANARY WHARF BRIDGE

1. Council assembly notes:
 - a. The 2016 transport motion, in which council assembly called on Transport for London (TfL) to bring forward plans for a bridge linking Rotherhithe to Canary Wharf.
 - b. That since then the Rotherhithe Bridge proposal has received widespread support, with over 90% of local residents backing the plans.
 - c. That local councillors have led the push for the bridge, and that the council has recognised the importance of delivering the bridge in the most recent Council Plan.
 - d. The Southwark Labour manifesto pledge to work with the Mayor of London to build a new pedestrian and cycling bridge from Canada Water to Canary Wharf.
 - e. The Mayor of London's 2016 commitment to "work to break down some of the city's physical barriers, such as by backing the Rotherhithe-Canary Wharf cycle and pedestrian bridge".
 - f. That the Mayor of London had previously expressed his support for the bridge, including by filming a video with local councillors supporting its construction.
 - g. That current river crossings in the area are seriously overcrowded, with serious traffic issues in the approach to the Rotherhithe Tunnel, and Canada Water station having to be closed during rush hour as a result of safety concerns.
 - h. That the current ferry service across the river is both expensive and has a very low capacity.
 - i. That if the cost of ferry tickets were to be subsidised by TfL, or even made free, its limited capacity would not solve the overcrowding issues which the bridge would address.
 - j. That there is no segregated cycle lane across Tower Bridge, making it harder for cyclists to safely cross the river.
 - k. The council's plans to clean up the air and help people make healthy choices of walking and cycling are much more challenging if the bridge is cancelled.
 - l. That the whole of east and southeast London stand to gain from this bridge being built.

2. Council assembly further recognises:
 - a. That the significant growth planned in the Canada Water area, including an increase in new homes and job opportunities, will require a significant investment in transport infrastructure.
 - b. That the current plans for the area anticipate the bridge being built.
 - c. That TfL's budget has been cut as a result of Conservative austerity, and that the decision to pause work on the bridge has been made as a result of financial pressures, rather than because TfL consider the bridge to be unnecessary.
 - d. That TfL are continuing to press ahead with the Silvertown Tunnel scheme, despite the significant cost of this scheme, and the concerns that have been raised about its negative impact on the local area and environment.
 - e. That the council has previously publicly stated its support for the bridge, including financial support through the Community Infrastructure Levy.

3. Council assembly believes:
 - a. That the recent TfL decision to 'pause' progress on plans to deliver the Rotherhithe to Canary Wharf Bridge is the wrong one and condemns the decision.

4. Council assembly therefore calls on cabinet to:
 - a. Continue to lobby TfL to reconsider their decision not to progress with plans for the bridge.
 - b. To ask TfL to share details of the increase in cost with the council and commit to jointly review the cost for the bridge.
 - c. Seek an urgent meeting with Heidi Alexander, Deputy Mayor of London for Transport to relay the strength of feeling within the local community and urge TfL to reconsider, as well as seek assurances on other major transport infrastructure commitments in the borough, including committing to extending Santander Cycles to Canada Water.
 - d. Call on TfL to address in a full and proper manner the concerns and recommendations raised by the council in relation to the proposals for the new Silvertown Tunnel, which will impact negatively on the quality of life of a vast number of people who live and work in the borough.
 - e. Work with TfL to deliver on plans to extend the Bike Hire scheme across Bermondsey to Surrey Docks, along the CS4 route to where the bridge is planned to be built, by no later than April 2022.

A PERMANENT MEMORIAL TO REMEMBER THE TERRORIST ATTACKS IN LONDON BRIDGE AND BOROUGH MARKET

1. Council assembly notes that:
 - a. 3 June 2019 marks the second anniversary of the horrific terrorist attacks which took place on London Bridge and in Borough Market.
 - b. Eight people lost their lives and a further forty-eight people were injured in the attacks.
 - c. In addition to those directly involved, many in the local communities in Borough, Bankside and London Bridge are still affected by the traumatic events.

2. Council assembly praises:
 - a. The swiftness of those who responded to the attack, who in their speed and bravery saved the lives of many.
 - b. The spirit of solidarity and social cohesion that flourished following the attacks, showing to the world that Southwark stood together against hate.
 - c. The continued support that has been offered to victims, witnesses and those affected.
 - d. Southwark Council staff, both for their work in responding at the time and for the work they have done since the attack, including making appropriate arrangements to commemorate the first and second anniversaries of the attack, and sharing learning from the response to the attack with other local authorities around the country.
 - e. The Humanitarian Assistance Steering Group, which is led by the council and includes representatives from the Metropolitan Police Service, the NHS, charitable bodies, Borough Market, Team London Bridge, Bankside Residents Forum and others, for their ongoing work, including starting to consult the victims and their families on a permanent memorial in March this year, and ensuring support continues to be available for the victims, their families, and all who were affected.

3. Council assembly calls on cabinet to:
 - a. Continue to support the Humanitarian Assistance Steering Group to establish a permanent memorial to commemorate those who were killed and injured. This memorial should provide a fitting tribute to those who lost their lives and offer a place of remembrance, as well as acknowledging those who were injured, and the wider community impact.
 - b. Ensure that the voices of victims, their families, local representatives and the wider community are heard, respected and taken into account throughout the process of creating a permanent memorial, including on the design, location and nature of the memorial.

ADULT SOCIAL CARE

1. Council assembly notes:
 - a. That social care is in crisis, which puts at risk tens of thousands of older and disabled people who could end up being denied even the most basic personal support such as help with washing or dressing. Yet despite this, the Conservative government has no strategy or plan to deal with this.
 - b. Southwark Council continues to do the very best for our residents by delivering our commitments for a fairer future for all. The council is doing this despite the malign neglect of central government.
 - c. Southwark is having to continually find new ways to ensure that we support people with profound and increasingly complex needs as well as work to transform lives for the better.
 - d. That the coalition government and now the Conservative government have no sustainable plan and are failing to deliver adequate funds to local authorities which risks putting Southwark's current high standard of social care under threat.

2. Council assembly further notes:
 - a. That across the country local council spending on social care has dropped in real terms and is now £700 million below what it was in 2010/11. That this is despite an ageing population and a 2 per cent rise in new requests for adult social care since 2015/16, which reached 1.84 million requests in 2018.
 - b. That a recent study from the King's Fund warns that fewer people are receiving care, with almost 13,000 fewer granted help over the same period
 - c. That the study found it is not just older people who are requesting help, with a rise in the number of adults of working age seeking support as levels of disability rise. Since 2015/16, there has been a rise from 1.31 million to 1.32 million older people requesting help, while among working-age people requests have gone up from just over 500,000 to nearly 524,000.
 - d. That more than 7,000 working-age people are receiving long-term support compared with 2015/16, but there more than 20,000 fewer older people receiving it.
 - e. That failure to address a systematic undervaluing of autistic people, dementia sufferers and disabled people in general make the sort of abuse uncovered by Panorama at Whorlton Hall more likely to occur again in the future.

3. Council assembly recognises:
 - a. That in Southwark, members of our community can access high quality information, advice and coordinated community services that prevent, reduce and delay their needs for social care support.
 - b. That adults with eligible support needs and their carers have access to services which maximise independence and choice, and enable them to live healthy, safe and fulfilling lives in their community.
 - c. That the council's vision and priorities for the period April 2018 to March 2020 flows from the council's vision first developed in 2015. This vision and priorities are driven by the belief that the council should be "*Empowering and enabling people to live fulfilled and independent lives with dignity and respect*".

- d. That Southwark council has put these values into practice, and taken a number of important steps to improve adult social care services, including by:
 - i) Implementing the Southwark Ethical Care Charter, which has significantly increased satisfaction rates in the service, meaning the satisfaction rates are now well above the national average
 - ii) Establishing a Reablement Service that works with the NHS to successfully support 82% of adult care service users in their own homes following hospital discharge
 - iii) Protecting funding for adult mental health services.
 - iv) Agreeing plans to open two new nursing homes, one in Burgess Park and one in Camberwell
 - v) Making it easier for people to access mental health services, disability services and older people services through our hub and satellite
 - vi) Working with the NHS, the voluntary sector to create a sustainable, high quality integrated care system locally
 - vii) Developing a Residential Care Charter that will recognise the importance of demonstrating the value of workers in the care system.

- 4. Council assembly resolves to call on cabinet to:
 - a. Condemn this Conservative government for shamefully abandoning older people and young adults with care needs.
 - b. Call on the government to publish a 10 year social care plan, in line with the 10 year NHS plan, publish a Green Paper on adult social care, and reverse cuts to adult social care funding and expand provision by restoring local government funding.

MONTHLY LEAVE YOUR CAR AT HOME DAYS

1. Council assembly welcomes:
 - a. The Mayor of London's and the council's commitment to take part in international car free day on Sunday 22 September 2019.
 - b. Southwark's role in the Mayor's centrepiece of this year's event with the closure to traffic of Tower Bridge and most of Tooley Street on that day, along with non-bus traffic across London Bridge, as part of a car free zone that also includes much of the City of London.
2. Council assembly recognises:
 - a. That in addition to the impact on air quality in cities like London, cars are a major contributor to carbon emissions and long term climate change.
 - b. The role that the Fizz Free Feb campaign has had in highlighting the public health risk posed by sugar and to encourage people to make personal pledges to change their behaviour.
3. Council assembly believes that a similar public health approach to car use is important in changing behaviour.
4. Council assembly reaffirms its commitment to take action to tackle the climate emergency and welcomes international car free day as a positive step towards this.
5. Council assembly therefore calls on cabinet to:
 - a. Develop proposals to introduce a Leave Your Car At Home day every month on all Southwark roads, where the council will encourage road users to leave their car at home, and use alternative ways to travel.
 - b. Work with community groups, schools, businesses and our residents to build support across the borough which change habits and get more people out of their cars.
 - c. Work with councils across London and the Mayor of London to follow Southwark's lead to build support for a monthly Leave Your Car At Home days across London.
 - d. Encourage more people to make use of the council's play streets scheme so that more streets are enjoyed by local children and communities.

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