

Cabinet

Tuesday 14 July 2020
4.00 pm

Online/Virtual. Members of the public are welcome to attend the meeting.
Please contact constitutional.team@southwark.gov.uk for a link to the online

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

Paula.thornton@southwark.gov.uk; or virginia.wynn-jones@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 6 July 2020



Cabinet

Tuesday 14 July 2020
4.00 pm

Online/Virtual. Members of the public are welcome to attend the meeting. Please contact constitutional.team@southwark.gov.uk for a link to the online

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	
	To note the items specified which will be considered in a closed meeting.	
4.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensation in respect of any item of business to be considered at this meeting.	

Item No.	Title	Page No.
5.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of a public question is midnight Wednesday 8 July 2020.	
6.	MINUTES	1 - 10
	To approve as a correct record the minutes of the open section of the meeting held on 16 June 2020.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 8 July 2020.	
8.	THE COUNCIL'S RELATIONSHIP WITH HOUSING ASSOCIATIONS - RECOMMENDATIONS OF THE HOUSING SCRUTINY COMMISSION	11 - 21
	To consider recommendations from the housing scrutiny commission in respect of the council's relationship with housing associations and to provide a response within eight weeks.	
9.	EDUCATION: EXCLUSIONS AND ALTERNATIVE PROVISION - REPORT FROM THE EDUCATION AND BUSINESS SCRUTINY COMMISSION	22 - 23
	To consider recommendations from the education and business scrutiny commission in respect of education: exclusions and alternative provision and to provide a response back within eight weeks.	
10.	PROCUREMENT: ACCESSIBILITY AND SOCIAL VALUE - REPORT FROM THE EDUCATION AND BUSINESS SCRUTINY COMMISSION	24 - 25
	To consider recommendations from the education and business scrutiny commission in respect procurement: accessibility and social value and to provide a response back within eight weeks.	
11.	ENVIRONMENT SCRUTINY COMMISSION: AIR QUALITY	26 - 27
	To consider recommendations from the environment scrutiny commission in respect of air quality and to provide a response back within eight weeks.	

Item No.	Title	Page No.
12.	SECOND SCRUTINY REVIEW OF THE CLIMATE EMERGENCY STRATEGY	28 - 53
	To consider recommendations from the environment scrutiny commission in respect of the climate emergency and to provide a response back within eight weeks.	
13.	CLIMATE CHANGE STRATEGY FOR SOUTHWARK	54 - 66
	To agree the draft climate strategy for consultation.	
14.	SOUTHWARK'S STREETSPACE PLAN IN RESPONSE TO TFL'S LONDON STREETSPACE PLAN	67 - 99
	To agrees the content of the council's proposed Streetspace Plan.	
15.	BOROUGH EMERGENCY PLAN	100 - 106
	To agree the annual review of the generic borough emergency plan with the understanding that further lessons from the ongoing response to COVID-19 will continue to be incorporated into ongoing learning.	
16.	COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2019-20	107 - 142
	To note the council's performance over 2019-20 against the council plan 2018-2022.	
17.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: MAJOR BUILDING WORKS	143 - 167
	To agree the procurement strategy for four (4) major building work contracts.	
18.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: LIFT MAINTENANCE, REFURBISHMENTS AND REPLACEMENT	168 - 181
	To approve the procurement strategy for two (2) Lift Maintenance, Refurbishment and Replacement contracts – Contract A: north of the borough and Contract B: south of the borough.	
19.	AYLESBURY REGENERATION PROGRAMME: DELIVERY OF NEW COUNCIL HOMES ON THE FIRST DEVELOPMENT SITE	182 - 196
	To approve in principle arrangements set out in this report for the delivery of 581 new council homes on the first development site at the Aylesbury Estate.	

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|------------|------------------------------------|-----------|
| 20. | 18 ST. MARYS ROAD, SE15 2DW | 197 - 202 |
|------------|------------------------------------|-----------|

To note the decision to vacate 18 St Mary's Road (the 'Property') was taken in 2017 on the basis that it was not fit for purpose and that it was uneconomic to carry out necessary adaptations. To agree to delegate the disposal of the property to the head of property at auction or via any other method deemed appropriate.

- | | | |
|------------|---|-----------|
| 21. | 23 URLWIN STREET SE5, 48 HAYLES STREET SE11 - DISPOSAL OF FREEHOLD INTERESTS | 203 - 209 |
|------------|---|-----------|

To agree to dispose of the council's freehold interest in 23 Urlwin Street SE5 and 48 Hayles Street SE11, (the "Properties"), for a sum that equates to the market value of the individual properties.

OTHER ITEMS

The following items are also scheduled for consideration at this meeting:

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| 22. | LEISURE MANAGEMENT CONTRACT - POST COVID-19 REVIEW AND MANAGEMENT ARRANGEMENTS | |
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- | | | |
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| 23. | POLICY AND RESOURCES STRATEGY: FINANCIAL REMIT 2021-22 AND SCENE SETTING | |
|------------|---|--|

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING

EXCLUSION OF PRESS AND PUBLIC

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

- | | | |
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| 24. | MINUTES | |
|------------|----------------|--|

To approve as a correct record the closed minutes of the meeting held on 16 June 2020.

Item No.

Title

Page No.

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

Date: 6 July 2020



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 16 June 2020 at 4.00 pm. Online/Virtual meeting.

PRESENT: 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

1. APOLOGIES

All members were present.

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

The chair gave notice of the following late item:

- Item 8a: #SouthwarkTogether: Council response to COVID-19 pandemic (June 2020 update).

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

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

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

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillors Evelyn Akoto and Kieron Williams declared a disclosable pecuniary interest in respect of item 12: Gateway 3 – Variation Decision Housing Major Works (as Southwark leaseholders) and confirmed their intention to withdraw from the meeting when this item was being discussed.

5. PUBLIC QUESTION TIME (15 MINUTES)

1. Public question from Phil Addison

"Will Southwark refuse extending Dulwich Hamlet Football Club's lease and undertake an immediate risk assessment of Greendale Fields astroturf site, to ensure its maintenance and its safe use by our community."

Response by Councillor Johnson Situ, Cabinet Member for Growth, Development and Planning

The current lease over the astroturf pitch at Greendale was granted in December 2018 following discussions that unlocked the club's return to its Champion Hill stadium, from which it had previously been evicted by the stadium owners, and saved the club from the risk of extinction. The club had advised the council that it is their intention to renew the artificial grass pitch to provide a new playing surface capable of being used by both the club and wider local community, and the lease included provisions allowing for this to happen. Due to the condition of the existing pitch the lease also restricts use of the pitch to informal use until such time as a new surface has been installed. The club is party to an application to redevelop both the Champion Hill stadium and the area of the astroturf pitch covered by the above lease, however the timescale for determining this application has been severely impacted by the current emergency resulting from the coronavirus pandemic; It is now anticipated to be determined this summer.

The club's ongoing tenure at Champion Hill is, in effect, dependent upon its lease over the astroturf pitch at Greendale being in place, and the lease also included provisions for the club to apply to the council for it to be renewed for a period of one year, annually up to 2023. The council was approached by the club in March 2020 to request that the lease be renewed. While the existing lease continues to run to 31 May 2020, the club required that the renewal lease be granted by the end of March in order to meet the FA and National League's deadlines for confirming the club's league place for the 2020-21 football season. Pursuant to the club's request, the council agreed to grant DHFC the renewed lease and this was completed on 27 March 2020, and in effect extends the existing term by one year to 31 May 2021. To date, the council has not taken a decision regarding the longer term future of the astroturf pitch site, and it is intended that a decision would be taken by cabinet following resolution of the planning application for the site.

Supplemental question

Phil Addison asked to have a named Southwark councillor or officer in order to take up issues in respect of the Greendale site (to ensure that the terms of the lease in respect of maintenance are kept). Councillor Johnson Situ replied by confirming that he would be the relevant Southwark councillor and Councillor Rebecca Lury in respect of the leisure function. Councillor Situ was happy to have a discussion with Phil Addison and provide an

officer contact.

2. Public question from Larry Broomhead

"Under extremely difficult & uncertain times, it's shocking that the Council is consulting with people about proposals for further development on the Dickens Estate. Please explain why the Council is pursuing feedback, surely a 'duty of care' for residents is paramount and the timing of any consultation is totally unacceptable?"

Response from Councillor Leo Pollak, Cabinet Member for Social Regeneration, Great Estates and New Council Homes

The council prioritises the health, safety and wellbeing of its residents at all times, and we are particularly focused on upholding this duty of care throughout the coronavirus pandemic. We have a range of support packages to assist our residents who may be struggling during this difficult period – more information is available on our website.

One issue that has been highlighted even more starkly by this pandemic, is the need for safe, secure, good-quality housing. Southwark currently has more than 10,000 households in need of a council home, and the dedicated work undertaken by our teams to ensure temporary accommodation is safe and suitable during the pandemic, has not resolved the urgent need for these families to have a permanent home.

We are taking every measure in our power to protect our residents and staff and reduce the spread of the virus. Our site operations and construction consultations are being undertaken in line with government social distancing regulations, and we are making use of digital channels to connect with people virtually. The council has risk assessments and method statements in place to ensure that all health and safety procedures are being followed correctly.

As part of our residents engagement process for potential rooftop homes project we do not issue any letters to residents until we've had an opportunity to fully engage with the tenants and residents association (T&RA), and this has been confirmed for the Dickens estate T&RA and Wrayburn House TMO. We can also confirm that any communications with TMOs will be made in tandem with any constituted T&RAs, and opportunities given for comment on any mass communications before they are issued.

Supplemental question

We understand the need for more housing for people and acknowledge that the council has targets of new homes to build. We welcome the news that officers have now delayed sending letters, about Roof Top proposals, to residents until lockdown is over for all members of the community.

Moving forward, can the council give an assurance that officers will fully engage with all community representatives, and work with us to agree the contents and timing of any communications to all residents, and only after initial consultations have taken place including an estate walkabout and a formal meeting with the Dickens tenants and residents association (TRA) committee at Wade Hall, once it is allowed to re-open? We wish to work with your Officers.

Councillor Leo Pollak responded by giving this assurance and the intention for consultation to be meticulous and take as much time as necessary. This consultation will be informed

and involve personalised communication.

3. Public question from Mr Beedell

Can you tell the public what's happening with regards to the covenant of this building, as it's been agreed between general projects, the council and the public at meetings. That the public will have time to examine this covenant before any planning application.

Response by Councillor Johnson Situ, Cabinet Member for Growth, Development and Planning

The covenant relates to the community space within the Walworth Town Hall (WTH) complex of buildings and is distinct from other publically accessible areas of the building during opening hours.

The wording to secure the community space in the lease is noted in point 17 of the cabinet report

Council and General Projects are committed to the provision of a distinct community space within the Walworth Town Hall complex. The community provision is secured in the lease as '240m2 internal area on the ground floor of the premise' and is identified in an attached plan as covering the former adults and children's library and connecting hallway. The lease period is 150 years and the community space is therefore secured for this period and its use can be renewed at the end of that period.

The lease is only to be signed on completion of the works to the buildings and is included as annexure 1 in the Agreement to Lease under which the works are carried out.

Mr. Beedell was not present. A copy of the response had been sent to him in advance of the cabinet meeting.

6. MINUTES

RESOLVED:

That the minutes of the meetings held on 7 April and 5 May 2020 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

None were received.

8. #SOUTHWARK TOGETHER: COUNCIL RESPONSE TO COVID-19 PANDEMIC - RECOMMENDATIONS OF OVERVIEW AND SCRUTINY COMMITTEE

Councillor Ian Wingfield, chair of overview and scrutiny committee presented this report to cabinet.

RESOLVED:

That it be noted that cabinet have responded to the recommendations from overview and scrutiny committee in respect of the council response to Covid-19 Pandemic (as set out in item 8a on the agenda).

8a. #SOUTHWARKTOGETHER: COUNCIL RESPONSE TO COVID-19 PANDEMIC (JUNE 2020 UPDATE)

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept the report as urgent so that the council could put in place any further, necessary next steps on policy and resource direction for the council with regards the ongoing response to, and planning for renewal from, the COVID-19 pandemic and its impact on the borough.

RESOLVED:

1. That the update on the council's overall response to COVID-19 pandemic, following the report to cabinet on 5 May, working together with all our communities as part of our #SouthwarkTogether response (see Appendix 1 of the report for departmental summaries) be noted.
2. That further condolence be expressed to all those who have lost loved ones at this time and welcomes the work underway with partners and the community to support the humanitarian aspect of this pandemic as set out in paragraphs 43 to 46 of the report.
3. That the risk of COVID-19 related death according to national data among Black ethnic groups is almost twice than among those of white ethnicity and agrees that COVID-19 has exposed some of the most entrenched inequalities in our society be noted.
4. That it be agreed that racism, injustice, and inequality have no place in Southwark, and commits all in the council to work with our communities to challenge ourselves and others to be better at every opportunity.
5. That a programme of work to respond to the inequalities exposed by COVID-19 and other recent events, and articulated by the Black Lives Matter protests, reporting back to cabinet in September 2020 is taken forward.
6. That all residents, staff, partners, volunteers, providers, suppliers and all in our community who continue to patiently observe guidance during lockdown and for their ongoing dedication in supporting our residents through this crisis safely be thanked.
7. That schools, and parents, carers and guardians, be thanked for their work to support those children who have returned safely to classroom settings in recent weeks whilst also continuing to support learning at home for the vast majority of children.
8. That local business be thanked for their continuing support to local communities at this time, welcoming back to our town centres and high streets those establishments that are able to safely re-open; and continues to encourage those in greatest need and not eligible for other government support to apply for a share of the additional

£3.4m discretionary funding made available by the council for business hardship

9. That the effort of all those involved in the community hub in assisting vulnerable residents during the worst impact of the pandemic be supported and officers be instructed to bring forward a report on learning and the longer term approach to cabinet in September 2020.
10. That the the establishment of a member led COVID-19 oversight board as a sub-board of the health and wellbeing board to monitor the delivery of the Southwark COVID-19 Outbreak Control Plan, as part of our Test and Trace arrangements be supported.
11. That the thirty-four recommendations from overview and scrutiny committee 7 May 2020, as set out at Appendix 2 of the report be agreed and the committee thanked for their findings.

9. POLICY AND RESOURCES STRATEGY CAPITAL MONITORING REPORT OUTTURN 2019-20

RESOLVED:

1. That 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 of the report be noted.
2. That the virements and variations to the general fund and housing investment capital programme as detailed in Appendix C of the report be approved.
3. That the substantial funding requirement of £394m for future years which needs to be identified for the general fund programme in order for this to be fully delivered, as summarised in Appendix A of the report be noted.
4. That the substantial funding requirement of £88m required for future years 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 of the report be noted.

10. POLICY AND RESOURCES STRATEGY: REVENUE MONITORING OUTTURN, INCLUDING TREASURY MANAGEMENT 2020-21

RESOLVED:

1. That the general fund outturn position for 2019-20 (Table 1 of the report) be noted.
2. That the initial tranche of Covid-19 emergency grant funding of £11.1m, received on 27 March 2020 be noted.
3. That authority be delegated to the strategic director of finance and governance in consultation with the cabinet member for finance, performance and Brexit, to determine the most appropriate allocation of Covid-19 emergency funding, including future tranches, to council priorities.

4. That the key adverse variations and budget pressures underlying the outturn position be noted:
 - (i) The dedicated school grants (DSG) outturn position of an £18m deficit and the significant pressures on the high needs budgets (paragraphs 35-36 of the report)
 - (ii) the continuing budget pressures on temporary accommodation (paragraphs 52-53 of the report)
 - (iii) the costs of implementing the tree recovery plan (paragraphs 39-40 of the report)
 - (iv) emerging financial issues and claims associated with the leisure management contract (paragraph 41 of the report).
5. That the utilisation of £4m contingency (paragraph 66 of the report) to offset adverse variances on temporary accommodation, tree maintenance and leisure contract be noted.
6. That the housing revenue account outturn for 2019-20 (Table 2, paragraphs 62-71 of the report) be noted.
7. That the detailed movements of earmarked reserves as set out in Appendices B, C and D of the report be noted.
8. That treasury management activity in 2019-20 (paragraph 90-98 of the report) be noted.
9. That the interdepartmental budget movements that exceed £250k, as shown in Appendix A of the report be approved.
10. That the interdepartmental general fund budget movements that are less than £250k as shown in Appendix A of the report be noted.
11. That the outturn position implications for the 2020-21 budgets and beyond (set out in paragraphs 85-89 of the report) be noted.

11. FORMER WALWORTH TOWN HALL

RESOLVED:

Decisions of the Cabinet

1. That a management body for the community space comprising council, developer and community membership be established.
2. That a £50,000 grant p.a. towards funding the community space management for an initial three-year period be agreed and to then be reviewed.

3. That officers be instructed to recruit the community membership through an open selection process.
4. That officers be instructed to work with the management body to develop the principles set out in the report into an appropriate constitution prior to receiving council funding.
5. That the management body once constituted selects an operator for the community space based on the principles in the report and is responsible for managing and monitoring the agreement with the operator.
6. That it be noted that the community arts and culture provision within the Walworth Town Hall and new Southwark Heritage centre and Walworth Library combine to deliver 1,248m² of publically accessible space which exceeds the pre-fire figure of 660m² (these figures are based on current available information). This equates to an 89% increase of publically accessible space.

Decision of the Leader of the Council

7. That authority be delegated to the cabinet member for growth development and planning, in consultation with the relevant chief officer, to make any final decision necessary in relation to the establishment of the management board, in terms of its format and composition.

12. GATEWAY 3 – VARIATION DECISION HOUSING MAJOR WORKS CONTRACTS

Councillors Evelyn Akoto and Kieron Williams having declared a disclosable pecuniary interest in respect this item (as Southwark leaseholders) withdrew from the meeting while this item was being discussed.

RESOLVED:

1. That the variation of contract area 3, Camberwell and Peckham contract to Engie Regeneration Ltd (formerly Keepmoat Regeneration (Apollo) Ltd) (Engie), to extend the term of the contract for a period of two years from 14 June 2020 at an estimated maximum cost of £50m per annum, making a revised contract value of £550m for twelve years be approved.
2. That the variation of contract area 4, Nunhead, Peckham Rye and Dulwich contract to A&E Elkins Ltd (A&E Elkins) to extend the term of the contract for a period of two years from 14 June 2020 at an estimated maximum cost of £25m per annum, making a revised contract value of £290m for twelve years be approved.
3. That the variation of contract area 5, Borough-wide street properties, temporary accommodation and major voids contract to Saltash Enterprises Ltd (Saltash) for a period of two years from 14 June 2020 at an estimated maximum cost of £15m per annum, making a revised contract value of £90m for twelve years be approved.

13. GATEWAY 2 - AWARD FOR PRECONSTRUCTION SERVICES ABBEYFIELD ESTATE HINE (MAYDEW HOUSE) WORKS

RESOLVED:

1. That the award of the pre-construction services for Abbeyfield Estate High Investment Need Estate (MaydeW House) works to Bouygues UK Ltd for a period of 12 weeks from July 2020 be approved.
2. That it be noted that a separate gateway 2 report will be presented in autumn 2020 for the award of the main works contract which is highly likely to be the same contractor as detailed in paragraphs 18-19 of the report.

EXCLUSION OF THE PRESS AND PUBLIC

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

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

14. MINUTES

RESOLVED:

That the closed minutes of the meeting held on 7 April 2020 be approved as a correct record and signed by the chair.

15. GATEWAY 2 - AWARD FOR PRECONSTRUCTION SERVICES ABBEYFIELD ESTATE HINE (MAYDEW HOUSE) WORKS

The cabinet considered the closed information relating to this item. Please see item 13 for the decision.

The meeting ended at 5.20pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 24 JUNE 2020.

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: 14 July 2020	Meeting Name: Cabinet
Report title:		The Council's Relationship with Housing Associations – Recommendations of the Housing Scrutiny Commission	
Ward(s) or groups affected:		All	
From:		Housing Scrutiny Commission	

RECOMMENDATIONS

1. That cabinet note the following recommendations from the housing scrutiny commission arising from the consideration of an item in respect of the council's relationship with housing associations:
 - i. That cabinet is requested to develop clear policy / review existing policy on prioritising issues such as fire safety compliance, residents' satisfaction and other key performance indicators at the point of initiating partnership working with housing associations with a view to possibly developing a service level agreement.
 - ii. That cabinet is requested to investigate the possibility of creating an arbitration panel to deal with serious complaints of service failure within housing associations.
 - iii. That the above recommendations be considered in consultation with the Housing Regulator.
2. That the cabinet request that the relevant cabinet member reports back to cabinet on the recommendations within eight weeks.

BACKGROUND INFORMATION

3. The housing scrutiny commission considered an item on the council's relationship with housing associations (attached as Appendix 1). The Commission heard from residents of Clarson House and a local ward councillor for Newington Ward, Councillor Eleanor Kerlake. The residents and the local ward Councillor highlighted concerns around problems with repairs, poor service, poor communication and fire safety issues.
4. It was noted that even with the intervention of MPs and local ward councillors that it had not made a difference to the performance of this particular Housing Association landlord. It was also noted that the failures being reported were not unique to this particular housing association.
5. As part of the ward member's presentation, Councillor Kerlake called upon the commission to consider:
 - How the council could be more muscular in how it was dealing with housing associations and how it was demanding standards for them that

the council would expect for its own council tenants and that the council would expect from private renters as well.

- What the council was demanding at the planning permission stage with housing associations when they are acting as developers and;
 - Whether the council should be supporting residents in putting 'class action' complaints to the Housing Ombudsman.
6. The commission also heard from representatives of Wandle Housing in respect of the issues raised by the residents and local ward councillor. The Commission also heard from council officers, Paul Langford, Director of Resident Services and Perry Singh, Strategy and Business Support Manager in respect of the general issue of the council's relationship with housing associations (see Appendix 1 for further information).
7. In addition to the recommendations to the Cabinet, the commission requested that Wandle Housing attend the next scrutiny commission to provide an update on progress in respect of the issues raised at the meeting.

KEY ISSUES FOR CONSIDERATION

8. It is for the cabinet to decide whether or not to accept the scrutiny commission's recommendations.
9. Overview and scrutiny procedure rule 15.3 requires the cabinet to consider and provide a written response to the report within two months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing Scrutiny Commission agenda and minutes – 9 March 2020	Southwark Council Website	Everton Roberts 020 7525 7221
Link: http://moderngov.southwark.gov.uk/mgAi.aspx?ID=56507		

APPENDICES

No.	Title
Appendix 1	Report to Housing Scrutiny Commission – The council's relationship with housing associations

AUDIT TRAIL

Lead Member	Councillor Gavin Edwards, Chair, Housing Scrutiny Commission	
Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Version	Final	
Dated	2 July 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	2 July 2020	

Item No. 6.	Classification: Open	Date: 9 March 2020	Meeting Name: Housing Scrutiny Commission
Report title:		The council's relationship with housing associations	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams - Cabinet Member for Housing Management and Modernisation	

RECOMMENDATION

1. The Housing Scrutiny Commission is asked to note the contents of this report.

BACKGROUND INFORMATION

2. There are about 17,000 housing association properties in Southwark, compared to about 37,000 council rented properties. There are close to 60 housing associations that have stock in Southwark but many of these have very small stocks. There are 18 with stock over 100 units as per the table below. There are also about 3,000 shared ownership properties across the borough. In 2019 Peabody Trust was the largest housing association with a stock of 3,036 low cost rental units. Many of these housing associations have significant stock in other boroughs so we are not the only local authority trying to influence and communicate with these housing associations.
3. The council works closely with housing associations as it has many similar aims and objectives, and responsibilities. The council does not manage or regulate housing associations but there are a number of ways the council can influence housing associations in the borough. There are a variety of formal powers the council can use, but in most cases the influence is through the council's working relationships with housing associations.

Housing associations with over 100 units of low cost rental accommodation) in 2019, from the Statistical Data Return (SDR)	Total low cost rental accommodation (owned)	Rank	Shared ownership (less than 100% ownership)
Peabody Trust	3,036	1	489
London & Quadrant Housing Trust	2,288	2	495
Hyde Housing Association Limited	1,729	3	461
Hexagon Housing Association Limited	1,428	4	87
Optivo	1,425	5	363
Wandle Housing Association Limited	1,175	6	235
Clarion Housing Association Limited	1,047	7	135
Notting Hill Genesis	1,035	8	4
Southern Housing Group Limited	636	9	164
The Guinness Partnership Limited	618	10	
Metropolitan Housing Trust Limited	533	11	115
The Riverside Group Limited	335	12	
Habinteg Housing Association Limited	178	13	

Lambeth & Southwark Housing Association Limited	158	14	
Paragon Asra Housing Limited	157	15	34
Housing For Women	120	16	
Sanctuary Housing Association	120	17	1
New World Housing Association Limited	114	18	

KEY ISSUES FOR CONSIDERATION

Section 1 – Joint strategic work with housing associations

Working together to develop a joint strategic vision

4. The council works closely with housing associations in developing and agreeing the strategic vision for housing in Southwark.
5. The Housing Strategy to 2043 (agreed in 2015) was developed in partnership with housing associations that play a key role in the delivery of all four of the overriding principles of the Housing Strategy. They have also been firmly involved in developing the Southwark Housing Strategy 2020. In June 2019 the council held a stakeholder event which was attended by a large number of housing associations along with staff from the GLA, the Ministry of Housing and Local Government and voluntary agencies. Following this event we have refreshed the principles and updated the actions for how we will deliver the housing strategy together. This is currently being consulted on via the council's consultation hub at: <https://consultations.southwark.gov.uk/housing-community-services-department-community-engagement-team/shs20/>
6. The New Southwark Plan is the new borough-wide planning and regeneration strategy up to 2033. The council submitted the NSP to the Secretary of State on 16 January 2020. Housing associations have been involved in the developing the plan and shaping the vision. Housing associations are also consulted on other planning policies and supplementary planning documents.

Working together on regeneration schemes

7. The council is working on some major regeneration projects in the borough such as at Old Kent Road, Canada Water, Aylesbury and Peckham and Nunhead. The council is working closely with housing associations and house builders in long term partnerships to both shape the vision for the area but also deliver the new homes. In key regeneration partnerships, a housing association is the development partner. The Council has a formal development agreement with that partner and has regular strategic meetings.
8. The Council is also involving housing associations as key stakeholders in the development of Social Regeneration Charters such as in Walworth where L&Q and Notting Hill Genesis have an increasing amount of homes.

Working together on new development

9. The council works closely with housing associations to increase the supply of affordable housing in Southwark. The Housing Regeneration and Delivery Team and the planning division works together with housing associations on their pre applications, and planning applications to maximise affordable housing and

achieve policy compliant schemes, making best use of the various funding opportunities. The CIL/S106 team provide advice and assistance to housing associations who are applying for CIL relief to help further increase the provision of social housing.

10. The council monitors the completion of new housing association development in the borough, and keeps a record of development activity in the borough. The council holds two development lists of all housing associations in the borough. The first details associations with a significant development and housing management role in Southwark. They have an established relationship with the council in terms of nomination agreements and a local management presence. There is also a second list which details registered providers with smaller stock holdings in Southwark and/or providing specialist housing.
11. The following is the current schedule of development by each housing association between 2019/20 to 2024/25 based on current plans. This regularly changes as new schemes are added or as phasing of schemes change. This shows that Notting Hill Genesis will play have significantly more social rented stock in the borough in future years.

Provider	Social Rent	Affordable Rent	Intermediate	Grand Total
Notting Hill Genesis	579	162	616	1,357
L&Q	35	209	191	435
A2 Dominion	287		125	412
Peabody	160	6	131	297
Optivo	38	90	53	181
Hexagon	9		69	78
Pocket			57	57
United St Saviours	57			57
Viridian	8		6	14
City of London	13			13
Guinness	8		4	12
Affinity Sutton	8		2	10
Grand Total	1,202	467	1,254	2,923

12. Housing associations should take account of the Borough Tenancy Strategy in deciding whether to offer fixed term tenancies or lifetime tenancies. In summary, this strongly recommends the use of lifetime tenancies, but where there are specific issues, that a fixed term tenancy could be used, in line with guidance to maximise security of tenure as far as possible.

Option to engage with housing associations

13. The council has a number of formal structures it can use to engage with housing associations. These include:
 - SOUHAG (Southwark Housing Association Group) Development Group - This discusses issues around increasing the supply of affordable housing
 - SOUHAG Management Group - This discusses more day to day housing management issues such as fire safety, tackling anti social behaviour etc. The council is currently reviewing how often this group meets and the best way to discuss and communicate issues with housing associations.

- SOUHAG Communities Group - This is a newly emerging SOUHAG to look at how housing associations and the council can work better together around improving the health and wellbeing of residents. The SOUHAG Communities subgroup will bring together key partners including representatives from the council, housing associations, and NHS Southwark CCG. Engagement with the ten key housing associations operating in the borough identified their health and wellbeing priorities in Southwark as follows:

1. Training, employment, education, and skills
2. Financial inclusion
3. Tackling isolation and loneliness
4. Engaging young people
5. Tackling low-level mental health issues

14. The council also regularly meets with housing associations outside of these formal structures.
15. Resident Services organises meetings between key managers in the council and directors of the largest housing associations to provide an opportunity to discuss overall key priorities and issues.
16. The council also sets up wider meetings to discuss specific issues as required. This can provide an opportunity to meet with a particular set of staff with the organisation. A key example of this was an event held in January 2020 to discuss issues and challenges related to fire safety, and to share best practise. This event was attended by most housing associations in the borough, London Councils and the London Fire Brigade. This meeting resulted in housing associations being invited to join the London Councils Fire Safety Group, and agreement for a joint response led by London Councils to some of the key issues in the Grenfell Stage One Recommendations. The group will meet again to discuss the Stage Two Recommendations when these are published.
17. The council also works with London housing associations through London Councils and their relationship with the G15 (a grouping of large London housing associations). This can provide an excellent opportunity to allow both the council and housing associations to speak together on particular areas of concern. A good example of this is the joint work by the G15 and London Councils into housing supply issues and the need for further funding for affordable housing in London. The report will be published towards the end of March and will provide an excellent lobbying tool to get more funding for London.

Housing Association Boards

18. Some council staff may sit on housing association boards in a personal capacity in their own time. Staff members are required to declare this interest, as all interests that could be seen as creating a possible conflict of interest should be disclosed. Sitting on a board can provide an opportunity for staff to gain a better understanding of issues in the housing association sector and to share expertise.

Section 2 - Working together to resolve issues with individual properties or schemes

19. There are occasions where the council needs to work with housing associations to address specific issues with properties or blocks as they arise. The council can assist as follows:

Building control issues

20. Building control can provide assistance where a development has been found to not meet building regulations.

Planning issues

21. The Planning Enforcement team can use legal powers to ensure that buildings have been built as agreed. An enforcement notice could be issued if a building was found to not contain the required numbers or specific types of affordable housing, or possible breaches of planning control. An enforcement officer will offer advice and guidance about how to resolve a breach informally, avoiding formal action, and will look to have early discussions with housing associations if any problems arise.
22. To assist with increasing the supply of affordable housing, under the New Southwark Plan, developments that creates 10 or more homes must provide the maximum viable amount of social rented and intermediate homes. The minimum amount should be 35%. This should be provided on site where possible, and offsite in exceptional circumstances. Where social and intermediate housing cannot be provided on site or off site a cash payment towards the delivery of new council homes will be required. Developers are also required to pay a community infrastructure levy (CIL) to contribute towards improving community infrastructure.
23. The CIL/S106 team act in a regulatory role monitoring the provision and retention of affordable housing as set out in the legal agreement (S106). Recently the council took court action against a developer (at the Jam Factory site) who sold off social housing within a development. The Planning division is currently working on developing a digital tool to monitor affordable housing provision secured via S106 Agreements to ensure that this is implemented in perpetuity. This work has involved working with Housing Associations to understand the housing stock within the borough. More information on this project can be found here: <https://www.southwark.gov.uk/innovate/collabrative-project/affordable-housing-monitoring>

Property condition issues

24. On 20 March 2019 a new law came into force to make sure that all rented houses and flats are 'fit for human habitation', which means that they are safe, healthy and free from things that could cause serious harm. If rented houses and flats are not 'fit for human habitation', tenants can take their landlords to court. In addition, the Housing Enforcement team have powers under the Housing Act 2004 to require landlords, including housing associations, to carry out works to properties where hazards exist (as specified by the Housing Health and Safety Rating System). There are also a number of miscellaneous provisions that allow

the team to require landlords to take action to remedy statutory nuisance or issues that are considered to be prejudicial to health. In the case of housing association properties, residents will usually be referred to their housing associations formal complaints process. Where enforcement officers are concerned about a particular issue they will speak to the housing association informally. They will take enforcement action where someone is in immediate danger or if the housing association has not responded to repeated requests for action. Housing Associations are exempt from any mandatory, additional or selective licensing provisions under Part 2 and part 3 of the Housing Act 2004.

Nominations

25. The council has nomination rights to housing association properties. Where the Council has provided funding or land or some other subsidy, the council will receive 100% of nominations on such properties for the first 2 years of the scheme from the date of the first tenancy. Otherwise where housing has been delivered as a result of a Section 106 development or provided with other public funding housing associations will offer nomination rights to the council of 50% of one bed units and 75% of two bed+ units. In 2018/19 there were 265 council nominations to housing association properties. Occasionally there may be issues where a household who has applied for a housing association property will be turned down based on affordability issues. The council discusses issues such as this broadly with housing associations at SOUHAG and also intervenes in individual cases as required.

Section 3 – Areas covered by the Regulator of Social Housing and the Housing Ombudsman

Regulation

26. The council does not have a direct role in the regulation of housing associations but the local authority could refer an issue to the regulator to investigate if it had a particular concern.
27. The Regulator of Social Housing regulates registered providers of social housing (including local authorities) to promote a viable, efficient and well-governed social housing sector able to deliver homes that meet a range of needs. All local authorities are regulated, including those whose stock is managed by an Arm's Length Management Organisation (ALMO) or a Tenant Management Organisation (TMO).
28. The objectives of the Regulator of Social Housing are set out in the Housing and Regeneration Act 2008. In summary, their role is to:
- protect social housing assets
 - ensure providers are financially viable and properly governed
 - maintain confidence of lenders to invest into the sector
 - encourage and support supply of social housing
 - ensure tenants are protected and have opportunities to be involved in the management of their housing
 - ensure value for money in service delivery
29. The regulatory standards for social housing in England are at the core of the regulatory framework requirements. Each standard sets out required outcomes

and specific expectations of registered providers. Where relevant, they reflect the Secretary of State's directions on specific regulatory standards.

30. They proactively regulate the 3 standards which are classified as 'economic'. These are:
 - the Governance and Financial Viability Standard
 - the Value for Money Standard
 - the Rent Standard
31. The remaining 4 standards are classified as 'consumer'. These are:
 - the Tenant Involvement and Empowerment Standard
 - the Home Standard
 - the Tenancy Standard
 - the Neighbourhood and Community Standard
32. For consumer standards their role is reactive in response to referrals or other information received. Their role is limited to intervening where failure to meet the standards has caused or could have caused serious harm to tenants.
33. In the guidance on the regulator's approach to intervention, enforcement and use of powers it states the regulator recognises that local authorities in whose areas a registered provider operates may have various levels of interest in the provider's affairs. Where a local authority is a secured creditor its position is the same as other secured creditors. In other situations, the regulator does not have a legal duty to consult or inform local authorities, but the regulator will endeavour to keep local authorities informed as appropriate to the particular circumstances of each case.
34. From 1 October 2018, the Regulator of Social Housing was made a stand-alone 'non departmental public body' of government. It was previously part of the Homes and Communities Agency (HCA) which administers grants to social housing providers. Initially this resulted in a more light touch approach to regulation with focus on the economic standards, but these consumer standards have gained more attention since the tragic Grenfell Tower fire.

Complaints

35. If a housing association tenant wants to complain about their landlord, they need to initially contact their landlord. If this fails to resolve the issue the resident can try to escalate the complaint through a designated person. This could be an MP, councillor or a tenant panel. The designated person can try to help resolve the issue. If they don't succeed they can refer this to the housing Ombudsman. If the designated person does not agree to pursue the case the resident has to wait eight weeks before the complaint goes to the Housing Ombudsman. The government have consulted on removing this "democratic filter" in the social housing green paper.
36. There may be cases where a housing association resident will want to complain about services provided by the council. The council's complaint process is detailed on the Southwark Council website.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Member	Councillor Kieron Williams, Cabinet Member for Housing Management and Modernisation	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Robert Weallans, Housing Strategy Manager, Housing and Modernisation	
Version	Final	
Dated	5 March 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	Yes	-
Date final report sent to Scrutiny Team		5 March 2020

Item No. 9.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Education: Exclusions and Alternative Provision – Report from the Education and Business Scrutiny Commission	
Ward(s) or groups affected:		All	
From:		Education and Business Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet note the education and business scrutiny commission report on education: exclusions and alternative provision, Appendix A.
2. That the cabinet considers the recommendations from the education and business scrutiny commission and request that the relevant cabinet member reports back to cabinet within eight weeks.

BACKGROUND INFORMATION

3. The Commission investigated the rising trend of exclusions in Southwark. The Commission also looked at the educational attainment of children attending core alternative provision in Southwark, which has historically been poor.
4. The education and business scrutiny commission agreed its report for referral to cabinet at its meeting held on 20 May 2020 (subject to a few minor amendments). The commission took a comprehensive approach to gathering evidence for the report. The Commission interviewed various council officers, the cabinet member for Children, Schools and Adult Care, surveyed local schools (including academy chains and Dioceses for faith schools), heard from young people with direct experience of exclusions. The Commission also surveyed children, parents and carers across Southwark to try and understand why exclusions are rising. The Commission also interviewed one of Ofsted’s Inspectors and took contributions from a national charity providing alternative provision in Southwark (Chance UK). Members of the Commission visited Southwark’s Pupil Referral Unit and heard from alternative provision providers in other local authorities as well.
5. The Commission also looked at previous research into exclusions, including the Timpson Review and other research looking at the current trends in exclusions.

KEY ISSUES FOR CONSIDERATION

6. The education and business scrutiny commission has made 9 recommendations to cabinet which are set out in the recommendations section of the scrutiny commission report (pages 24 to 26).

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and Business Scrutiny Commission Agendas and Minutes 2019/20	Southwark Council Website	Fitzroy Williams 020 7525 7102
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=518		

APPENDICES

No.	Title
Appendix A	Education: Exclusions and Alternative Provision – Report from the Education and Business Scrutiny Commission (circulated separately)

AUDIT TRAIL

Lead Member	Councillor Peter Babudu, Chair, Education and Business Scrutiny Commission (Report author of the commission report)	
Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Version	Final	
Dated	2 July 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 July 2020

Item No. 10.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Procurement: Accessibility and Social Value – Report from the Education and Business Scrutiny Commission	
Ward(s) or groups affected:		All	
From:		Education and Business Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet note the education and business scrutiny commission report on procurement: accessibility and social value, Appendix A.
2. That the cabinet considers the recommendations from the education and business scrutiny commission and request that the relevant cabinet member reports back to cabinet within eight weeks.

BACKGROUND INFORMATION

3. The Commission investigated how accessible procurement opportunities in Southwark are to local businesses and community organisations. The commission placed particular emphasis on understanding how accessible procurement opportunities are to businesses that are led (at Director level) by people with protected characteristics that are typically underrepresented in business leadership. The Commission also looked at the Council’s early activity to implement social value provisions of its Fairer Future Procurement Framework.
4. The education and business scrutiny commission agreed its report for referral to cabinet at its meeting held on 20 May 2020 (subject to a few minor amendments). The commission used a range of methods to gather evidence for the report, including interviews with various council officers, discussions with local business improvement districts (BIDs) and Southwark’s Chamber of Commerce. The Commission also received information on schemes to help local businesses to access commercial procurement opportunities and from other local authorities that have taken ambitious steps to make their procurement activity more accessible to local businesses.
5. The Commission’s work builds on previous scrutiny and audit activity. The Commission has drawn on the overview and scrutiny committees 2015 review of the Council’s procurement practices and the audit, governance and standards committee’s ongoing analysis of implementation of the Fairer Future Procurement Framework.

KEY ISSUES FOR CONSIDERATION

6. The education and business scrutiny commission has made 9 recommendations to cabinet which are set out in the recommendations section of the scrutiny commission report (pages 17 to 20).

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and Business Scrutiny Commission Agendas and Minutes 2019/20	Southwark Council Website	Fitzroy Williams 020 7525 7102
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=518		

APPENDICES

No.	Title
Appendix A	Procurement: Accessibility and Social Value – Report from the Education and Business Scrutiny Commission (circulated separately)

AUDIT TRAIL

Lead Member	Councillor Peter Babudu, Chair, Education and Business Scrutiny Commission (Report author of the commission report)	
Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Version	Final	
Dated	2 July 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 July 2020

Item No. 11.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Environment Scrutiny Commission: Air quality	
Ward(s) or groups affected:		All	
From:		Environment Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet considers the recommendations in the report (Appendix A), as set out on page 6 of the report and request that the relevant cabinet member reports back within eight weeks.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment Scrutiny Commission agenda and papers 2019/20	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Link: http://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=517		

APPENDICES

No.	Title
Appendix A	scrutiny review (circulated separately)

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny (Acting)		
Report Author	Councillor Leanne Werner, Scrutiny Commission chair, Julie Timbrell, Scrutiny Project Manager and Commission members		
Version	Final		
Dated	2 July 2020		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
	Officer Title	Comments Sought	Comments included
	Director of Law and Democracy	No	No
	Strategic Director of Finance and Governance	No	No
	Cabinet Member	No	No
	Date final report sent to Constitutional Team		3 July 2020

Item No. 12.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Second Scrutiny Review of the Climate Emergency Strategy	
Ward(s) or groups affected:		All	
From:		Environment Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet considers the recommendations in the report (Appendix A), as set out on page 4 of the report and request that the relevant cabinet member reports back within eight weeks.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment Scrutiny Commission agenda and papers 2019/20	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Link: http://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=517		

APPENDICES

No.	Title
Appendix A	Scrutiny review

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Report Author	Julie Timbrell, Scrutiny Project Manager	
Version	Final	
Dated	2 July 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		3 July 2020

APPENDIX A

**Second Environment Scrutiny
Commission report on the Climate
Emergency Strategy**

July 2020

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Executive summary

On 27th March 2019 Southwark's Council Assembly resolved to call on cabinet to declare a Climate Emergency and do all it can to make the borough carbon neutral by 2030.

Cabinet agreed, and Southwark's commitment to adopt this ambitious target has been mirrored by a string of London boroughs and the GLA, instituting a movement for change that was first ignited by young people, including most famously Greta Thunberg.

The Environment Scrutiny Commission has taken an overview role in examining the emerging Climate Emergency strategy, which is due to come to the July 2020 Cabinet, scrutinising the focus, principles driving the strategy, themes, engagement process, and data.

The commission made a first report to cabinet in October 2019. This second report reflects on cabinet feedback to this first report and also takes a deeper dive into a number of issues, including:

- Local transport emissions (complimented by a longer Air Quality review)
- Planning, regeneration, and carbon offsetting
- Community Energy

The following points summarise the report's main conclusions on the requirements for the strategy:

- A strategy that sets out to address the ecological emergency as well as the climate emergency, and which aims to restore nature, not only limit the amount of carbon emitted.
- A strategy guided by our Fairer Future promises and the environmental principle of a Just Transition.
- A data driven strategy that maps emissions and consumption data and overlays deprivation data to ensure we deliver a comprehensive, effective and fair strategy.
- A partnership orientated strategy working with all sections of the community, including our citizens, voluntary and statutory organisations, and both large and smaller business partners.
- An engaging strategy, which ensures future generations and marginalised communities are prioritised.

- A transformative strategy, which sets out to change our transport system so that by 2030 the overwhelming majority of journeys are taken by foot, bicycle and public transport and where a car, and other vehicular traffic, is the exception rather than the rule.
- A strategy that quantifies the carbon emissions and resources used in our borough's regeneration schemes and aims to rapidly move towards a low waste, low carbon, low ecological impact built environment, though building on our pioneering Great Estates programme, utilising the circular economy principles, and by adopting and implementing robust planning policies.
- A community focused strategy that brings Community Energy forward, by identifying all solar opportunities in the borough, starting with our local schools.

The coronavirus pandemic has shown us that governments can quickly implement socially unpopular policies in the interest of the public good and it shows that we can respond to a crisis when we need to. Society now needs to respond to the climate and ecological crisis with the same urgency and at the same comprehensive scale.

A blog published on EOS entitled 'Eight Lessons from COVID-19 to Guide Our Climate Response' quoted climate scientist Katharine Hayhoe: "The pandemic has shown that we are all part of an interconnected system. To care about biodiversity, to care about the integrity of our ecosystems, to care about our planetary boundaries and the limits on the resources we can use, and, last but not least, to care about climate change, the great threat multiplier, we only have to be one thing. And that one thing is a human living on planet Earth."¹

2 Summary of recommendations

Recommendation 1 The Climate Emergency is reframed to include the wider Ecological Emergency, with a commitment to work towards staying within safe Planetary Boundaries, and this shift is tested in the engagement process.

Recommendation 2 Include a strand in the strategy for Restoration, which includes increasing carbon absorption and improving the biosphere and link to present biodiversity plans.

Recommendation 3 Alongside this develop an action plan and work with other London councils and with Government to seek to secure the policies, funding and powers we need to restore nature nationally and, locally to stop wildlife habitats from being destroyed, managing land in a sustainable way that is sympathetic to wildlife and creating and caring for wildlife-rich spaces in every part of the city.

¹ [Katharine Hayhoe](#), an atmospheric scientist at Texas Tech University in Lubbock.

Recommendation 4 The final consultation on the draft strategy must overlay information on emissions and deprivation to enable people to make informed responses to the strategy and the collective work of reducing emissions, underpinned by the commitment to an inclusive, fair and Just Transition.

Recommendation 5

- Map both emissions and consumption data.
- Map deprivation data and overlay this with emissions data to generate and prioritise the most effective actions that enable an inclusive, fair and Just Transition.
- Investigate digital twin AI technology.

Recommendation 6

- Engage with the Youth Council, youth environment groups , and other young people to set up an environment Youth Council.
- Engage with Eco Councillors in schools (primary schools are working remotely with more and more children attending).
- Early action to engage with communities that might not easily be able to engage digitally or where the climate change agenda has not featured people’s views equally, including BAME, older and disabled people.

Recommendation 7 Engage with the local BIDS as part of the consultation strategy

Recommendation 8

- Adopt a local target to halve petrol and diesel road journeys by 2025, and by 90% by 2030, and encourage London Councils and the Mayor to do likewise.
- Develop an operational plan with partners to implement this focusing on structural changes, informed by the ambitions of the Movement Plan and its associated deprivation data.

Recommendation 9 The Commission is aware of the significance of the New Southwark Plan in relation to the delivery of Southwark’s overall climate goals. The Commission is keen to ensure that Southwark delivers on its ambitions for both zero/low carbon growth and improvements to biodiversity through Supplementary Planning Documents and that these should be developed as a matter of urgency.

Recommendation 10 A focus on increasing ‘on site’ carbon emissions to at least 40% for major non-residential development and 100% for major residential development, through regular monitoring, in order to increase emissions delivered ‘on site’ by 25% each year.

Recommendation 11 Reduce embodied carbon and conserve resources in construction, by utilising the work of the London Waste and Recycling Board work on the Circular Economy and the Net Zero Carbon Buildings: A Framework Definition.

Recommendation 12 Include a policy on investment of Carbon Offsets in the Climate Emergency strategy, that is subject to consultation.

Recommendation 13 Ensure the price of Carbon Offsets can save a tonne of carbon (e.g. at least £90 per tonne and consider £120 per tonne).

Recommendation 14 Support community schools to adopt community energy, as a first stage in rolling out Community Energy.

Recommendation 15 Invest a proportion of our Carbon Offset funds into Community Energy, subject to consultation in the Climate Emergency strategy.

Recommendation 16 Set out a plan for mapping and identifying viable PV sites in Southwark, starting with community schools

3 Background

On 27th March 2019 Southwark's Council Assembly resolved to call on cabinet to declare a Climate Emergency and do all it can to make the borough carbon neutral by 2030.

In order to take this forward a Climate Summit was held in July 2019, attended by councillors, officers and community representatives. The Environment Scrutiny Commission received an update on this event shortly after.

On 1 October 2019 Councillor Richard Livingstone, Cabinet member for Environment, Transport and the Climate Emergency, with the support of officers, presented the Climate Emergency Strategy draft road map to the Environment Scrutiny Commission. The Commission discussed the plan and also heard from Councillor Adam Harrison, Cabinet member for a sustainable Camden, who spoke about the wider engagement work of the council, Camden's Citizens' Assembly, and Extinction Rebellion, who recently gathered views from Southwark residents.

Following this the Commission sent a report for cabinet to consider alongside the final Climate Emergency Strategy road map, which went to cabinet on 29 October.

The Commission continued to take evidence on the Climate Emergency over the next three meetings, as well as receive evidence on the other complimentary review on Air Quality. These interlinking issues were considered at the 4 December, 20 January, 10 March and 17 June meeting:

- Planning, Regeneration and the built environment

- Transport and the local physical infrastructure to support a transition to lower emissions
- Community Energy
- Impact of Covid 19 on highways and transport policy
- Carbon Offset

On 10 March the Commission received another update on the Climate Emergency strategy development, which was intended for the Cabinet meeting of 24 March; however, the pandemic measures put in place on 23 March meant this did not go ahead. Instead a virtual rescheduled cabinet meeting was held on 7 April, and this received an amended version of the report with a Coronavirus addendum setting the intention to change the engagement plans. The cabinet accepted the report recommendations; however, the revised engagement plans were 'called in' by OSC on 12 May.

The 12th May Overview and Scrutiny Committee (OSC) held the Call-in of the 7 April 2020 cabinet report: Delivering a Climate Strategy for Southwark. Concerns centred on the addendum to the report which outlines the reduced engagement following the announcement of pandemic and the intention to move more engagement post the development of the draft strategy. The OSC resolved not to refer the report back to cabinet; however, it did make a number of recommendations on the engagement programme which were broadly accepted by the lead cabinet member, Cllr Livingstone. The following commitments were made to take place leading up to the July cabinet meeting, when the Climate Emergency Strategy report will be considered:

- Online Hub – the council has commissioned and launched an online portal and a report will be produced on the interim findings at the time of the July council report
- Partnership Steering Group – will reconvene virtually to meet monthly between now and July
- Members Working Group – will be established

Consultation with young people and concerted efforts to reach the BAME community, young and older people will be undertaken post July.

3 Context

The start of 2020 has seen several global environmental crises linked to climate change and environmental degradation: the bush fires of Australia, the warmest January globally, the wettest February in UK, and most disruptive of all, the COVID 19 pandemic.

COVID 19 has been difficult and often tragic for most human societies, whereas for nature it has been a mixed blessing. In some places we are seeing a resurgence of flora and fauna, with sheep invading Welsh towns, and people in cities getting a welcome glimpse of cities with reduced air and noise pollution. The slower, quieter

pace of life has improved many people's ability to enjoy nature, from the ability to hear bird song to the awareness of the slow change of trees coming into blossom.

The global lockdown has seen significant reduction of fossil fuel use and the spectra of oil prices going negative, and there has been a drop in the consumption of most consumer goods. At the peak of population confinement emissions dropped by 17% over 2019 mean levels.² However the pandemic has also seen a rise in some consumables, with an increase in medical plastic waste from PPE and single use face masks and gloves that is already posing a risk to wildlife.

While the total overall reduction in the consumption of resources is likely to slow climate change and have other environmental benefits, the adverse economic consequences and impact on humans are likely to be severe.

There will be some opportunity to adopt post-lockdown practices longer term, and the obvious ones to sustain are remote working, and consequent decrease in transport, and the uptake in cycling and walking journeys.

In rebuilding our economy post COVID 19 the UN Environmental Panel recommend 5 design principles for member states, however many of these will apply to local government:

- 1) The centrality of "green and decent" jobs and income;
- 2) Investments in public wealth and social and ecological infrastructure ('public money for public goods');
- 3) Circularity to advance sustainable consumption and production;
- 4) Responsible finance for climate stability and ecosystems integrity; and
- 5) Socially inclusive outcomes

The pandemic has rightly seen resources switch to safeguarding life locally, however the Climate Emergency remains just beyond the horizon and disruption of life under COVID 19 is a spectra of the future if we do not continue to do everything we can to avert us from the disastrous path towards the 3-4% degrees of climate change that we are presently headed towards, unless we manage to make the systemic and far reaching changes that are required.

4 Climate and Ecological emergency

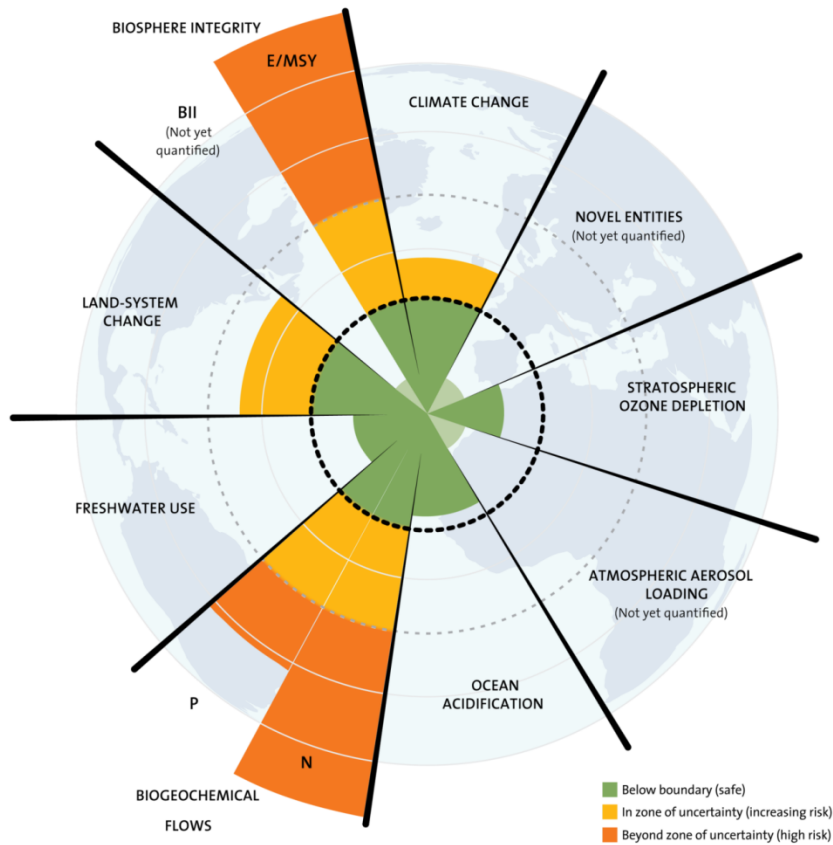
² <https://www.uea.ac.uk/about/-/covid-19-crisis-causes-17-drop-in-global-carbon-emissions>
The study published in the journal Nature Climate Change shows that daily emissions decreased by 17% – or 17 million tonnes of carbon dioxide – globally during the peak of the confinement measures in early April compared to mean daily levels in 2019, dropping to levels last observed in 2006

In the first scrutiny report to the cabinet the Commission recommended that the Climate Emergency also incorporates work on the wider ecological emergency. This recommendation was echoed by the Partnership Steering group, convened to inform the emerging Climate emergency strategy, who also recommended considering broadening the strategy to an “ecological emergency” as well as a climate emergency. If Southwark were to do that it would put us on the same footing as the many of the other Local Authorities who declared both a climate and ecological emergency.

There are good reasons for looking at the broader ecological emergency at the same time as the Climate Emergency. Environmentalists are increasingly looking at the linkages and interdependences between climate change, land use change, loss of habitat, chemical flows, soil depletion and reductions in biodiversity.

Zero Carbon Britain’s report on responding to the Climate Emergency recommends The Stockholm Institute’s influential work on Planetary Boundaries. This work defines the ecological boundaries that we need to remain within to for a habitable world.

Presently this work estimates that we have already exceeded the planetary boundary for loss of biosphere integrity; biodiversity loss and extinctions. The main drivers of change are the demand for food, water, and natural resources, causing severe biodiversity loss. The other boundary that has been crossed is nitrogen and phosphorus flows to the biosphere and oceans, as a result of industrial and agricultural processes.



Negative changes impact on each domain, but positive changes also build resilience. Modern research is showing the huge capacity for the biosphere to absorb carbon, and biodiverse regions are more resilient to climate change.

Recommendation 1 The Climate Emergency is reframed to include the wider Ecological Emergency, with a commitment to work towards staying within safe Planetary Boundaries, and this shift is tested in the engagement process.

5 Restoration

Increasingly environmentalists are saying that restoration has to be part of the plan if we are to achieve carbon zero. Trees and soil have an enormous potential to absorb carbon and if we are to reverse biodiversity loss we cannot just conserve, we need to restore. Centring restoration is an emerging approach that is gaining credence but is less familiar than carbon reduction. Soil can hold four times the amount of carbon than in the atmosphere. Vegetation can protect citizens from the adverse impact of emissions on highways.

The FOE plan, which is referenced in the Climate Emergency strategy, recommended that council land is used to drawdown carbon (e.g. tree planting and soil carbon management). There are possibilities here in both green spaces in parks, and alongside roads and other green spaces in urban settings. These can all make both a positive difference in carbon emissions and increasing biodiversity. Many local authorities now produce green infrastructure strategies.

Centring protecting the biodiversity and ecology of Southwark is also likely to increase social commitment and drive positive behaviour change as research shows that people care, on average, more about loss of flora and fauna, than climate change (though there is a rise in concern about both). The huge concern about loss of bees and rise in gardening that protects wildlife demonstrate the community strength on feeling.

It must be noted that action is needed at all levels, from central Government, through to local partnerships and communities and individuals.

The council should work with partners and other stakeholders to set out the actions that the council and partners will take to support and add to the existing initiatives which are already taking place.

Recommendation 2 Include a strand in the strategy for Restoration, which includes increasing carbon absorption and improving the biosphere and link to present biodiversity plans.

Recommendation 3 Alongside this develop an action plan and work with other London councils and with Government to seek to secure the policies, funding and powers we need to restore nature nationally and, locally to stop wildlife habitats from being destroyed, managing land in a sustainable way that is sympathetic to wildlife and creating and caring for wildlife-rich spaces in every part of the city.

6 Leadership statement, principles and data driving the engagement and emerging strategy

In the first report the Commission recommended that the engagement process start with a leadership statement from the council about the Climate Emergency and the council's approach to environmental stewardship. It was recommended that this outlined how fossil fuel burning, vehicle emissions, a denuded environment, loss of species, all contribute to the climate emergency and why it matters for our borough, city and planet. The Commission advised that this statement, and subsequent distribution and education in the borough, should be implemented before the rounds of engagement detailed below, to ensure we have the best input from our communities.

It was recommended that as well as outlining a clear position the statement should additionally overlay some of the wealth of information we have (council tax bands,

indices of multiple deprivation, car ownership, road causality rates, air quality etc.) to fully understand who in the borough experiences the benefits and who suffers the most from our environmental actions and to integrate the principle equality, fairness and climate justice.

There the cabinet report back contained a very positive endorsement of the leadership statement; however, the timescale for the production of this is unclear.

On principles the second cabinet report said the Fairer Future principles would be used, which makes absolute sense. In addition to this, under the 'Inclusivity' section, there was commitment to a Just Transition, and although there was not explicit endorsement of the principle of Climate Justice, put forward by the Commission are in effect very similar principles.

Just Transition is a framework developed by the trade union movement to encompass a range of social interventions needed to secure workers' rights and livelihoods when economies are shifting to sustainable production, primarily combating climate change and protecting biodiversity. The Paris Agreement requires parties to increase action to reduce greenhouse gas emissions while taking into account "the imperatives of a just transition of the workforce and the creation of decent work and quality jobs".

There was a further discussion on mapping out data on deprivation at the meeting on 10 March, where the Climate Emergency Director gave assurances that this was the intention.

An online survey was launched late May and this does contain an opening statement setting out the councils ambitions. This could be further improved when the draft strategy is launched for consultation with more information on carbon emissions and the relationship with deprivation.

Recommendation 4 The final consultation on the draft strategy must overlay information on emissions and deprivation to enable people to make informed responses to the strategy and the collective work of reducing emissions, underpinned by the commitment to an inclusive, fair and Just Transition.

7 Baseline data

In order to bring the commitment to a Just Transition to life and ensure an equitable transition the Commission recommend that the links between social and environmental justice are mapped, as set out above.

Baseline data will be extremely important to understand, target and measure the implementation of measures to reduce and absorb emissions.

Data on Carbon should include both emissions and consumption. It is welcomed that the joint work with London Councils intends to focus on reducing the consumption of

food, clothing, electronics and aviation. The Commission welcomes the survey theme on consumption and the commitment to address this as a theme in the strategy.

A net zero carbon reduction programmes that omits to systematically address consumption will mean that a large part of Southwark’s contribution to Climate Change would go unaddressed. Research by Leeds University shows consumption emissions make a significant part of the UK carbon budget – see more here: <http://www.emissions.leeds.ac.uk/>.

Digital twin in the context of a smart city

A method for bringing this information together to make intelligent choices is to utilise the ‘Virtual Twin’ AI programme, where the borough’s data can be inputted, and recommended actions generated and prioritised based on cost and impact.

A digital twin of a building, a group of buildings or even a neighbourhood that delivers 3D models that reflect real-life performance, and which can deliver energy resilience, cost savings, resource efficiency and, most importantly, decarbonisation of buildings, campuses, communities and cities.

To create a digital twin of elements in an urban neighbourhood for example, a library of devices such as transformers, streetlights, energy meters, solar panels, EV chargers and bus and rail systems is necessary. Each urban “twin” is programmed to behave as its physical counterpart using such a system. A neighbourhood planner can then conduct “what if” scenarios to optimize conditions i.e. traffic flow, pump efficiencies, grid resiliency improvements and see the potential impact of these assets on existing and planned infrastructure elements. Once assets are deployed, the digital twin platform serves as an operational tool to monitor and service the area.

Recommendation 5

- Map both emissions and consumption data.
- Map deprivation data and overlay this with emissions data to generate and prioritise the most effective actions that enable an inclusive, fair and Just Transition.
- Investigate digital twin AI technology.

8 Engagement

On the Borough wide engagement process warmth was expressed to the practical suggestions made in the first report, however few commitments were provided. The pandemic has further necessitated the need for a detailed programme of engagement. The Commission is pleased to see that an online questionnaire has been initiated, and the Cross-Party members’ groups will shortly be convened.

The 17 June Commission meeting received an update on the Partnership Steering Group, which met the evening before on the 16 June. The Commission heard that the Partnership Steering Group had a well received presentation on the engagement plans, which will be delivered by Traverse. There will be a dedicated strand to engage with young people, which is welcome.

The Commission is convinced that an Environment Youth Council ought to be convened. A broad range of young people need to be engaged, including Southwark's Youth Council, given their democratic mandate in Southwark, the adverse impact on future generations of environmental degradation, the pre-eminence of young environmentalists like Greta Thunberg and the school strike movement, in driving the environment up the agenda.

There is an excellent Eco Councillor movement in schools that would allow for easy engagement and the council should make the most of this network.

The Commission also think that work with more marginalised groups ought to happen sooner rather than later.

Recommendation 6

- Engage with the Youth Council, youth environment groups , and other young people to set up an environment Youth Council.
- Engage with Eco Councillors in schools (primary schools are working remotely with more and more children attending).
- Early action to engage with communities that might not easily be able to engage digitally or where the climate change agenda has not featured people's views equally, including BAME, older and disabled people.

9 Partnership and strategy

The Cabinet report outlined strong partnership work with London councils, and good local engagement with local green campaign groups. The Commission would like to see more engagement with wider strategic bodies such as the GLA, TfL, as well as the business community, particularly the local Business Improvement Districts (BIDS).

There are several low carbon freight initiatives that the London Bridge BID are supporting, such as Peddle Me, which offer the opportunity for Southwark to be at the forefront of moving to low carbon commercial movements .

Recommendation 7

Engage with the local BIDS as part of the consultation strategy.

10 Moving to a sustainable transport system

One of the biggest potential levers the councils have on emissions is through its transport plans, particularly if partnerships can be built with other London boroughs and the Mayor of London, as the lead for TfL.

The first scrutiny commission report recommended a target to drive down car use and the April Cabinet report set out a target agreed with other London boroughs to halve petrol and diesel road journeys by 2030 and incentivise sustainable and active travel options. A concrete target is welcomed; however, we think this ought to be more ambitious over a shorter time period.

The commission revisited the Movement Plan at the March meeting where some local initiatives were presented, alongside big ticket changes planned for the Old Kent Road. While the Commission welcomed these, on the whole, there was concern that the operational activity to deliver the good ambitions of the Movement Plan lacked a coherent programme. The Commission discovered deprivation data sitting behind the plan, but this was not referred to by the officers in the meeting and there was no evidence that this is being used to drive decisions in a systematic way.

The risk is that pockets of good practice will emerge in places with the most vocal activists or large scale regeneration, but these will not necessarily be the places with the greatest need or deliver the local changes people most want. Furthermore, hyper local changes are most likely to drive unintended outcomes of displaced traffic, rather than the win/win outcome of traffic reducing overall. More work needs to be done to implement Low Traffic Neighbourhoods over a broader area and in conjunction with TfL work on major roads and aligned with plans to increase public transport and active travel.

The recent announcement by the Mayor of London that main streets in the city, including between London Bridge and Waterloo, will only be open for buses, pedestrians and cyclists, is a welcome response to the pandemic. He has asked local councils to close minor roads. An initiative such as Low Traffic Neighbourhoods would be complimentary to this initiative and enable citizens to sustain the increased walking and cycling witnessed during lockdown. Measures will need to be taken to ensure people with mobility problems are catered for.

Recommendation 8

- Adopt a local target to halve petrol and diesel road journeys by 2025, and by 90% by 2030, and encourage London Councils and the Mayor to do likewise.

- Develop an operational plan with partners to implement this focusing on structural changes, informed by the ambitions of the Movement Plan and its associated deprivation data.

11 Regeneration and Carbon Offsetting

Regeneration, carbon emissions and resource use

Globally, building emissions and their construction, together account for 36 percent of energy use and 39 percent of energy-related carbon dioxide emissions annually, according to the United Nations Environment Program. The figures for Southwark may well be higher, and this is something that should be quantified in the data report expected.

Building emissions are a combination of two things. First there is the day-to-day energy use, the ‘operational carbon emissions’, which refers primarily to fuel and power use of the completed building. The second is the amount of carbon generated through manufacturing building materials, transporting materials to construction sites, and the actual construction process—what is known as the ‘embodied carbon’ of a building.

When buildings are designed the ‘operational carbon’ is measured and governed by 2013 Building Regulations Part L. The draft New Southwark Plan requires a 100% reduction for major residential development and a minimum of 40% reduction for non-residential development on the 2013 standards. This must be delivered ‘on-site’, however where this does not happen a financial contribution is required from the applicant to meet the target and is used for Carbon Offsetting.

The second measure of carbon expanded is in the construction process, or ‘Embedded Carbon’. This is not however governed by law or current policy framework, although there are stops being taken to address this. Extinction Rebellion highlighted this weakness and that currently emissions created by constructing the new building (or demolishing the buildings that were there before) are not currently measured even though construction and maintenance can account for more than 50% of carbon emitted through the lifetime of a building³.

Constructing buildings creates significant amounts of carbon emission, and there is also the related issue of the huge amounts of waste generated by regeneration; 48% of all waste in London comes from construction, excavation and demolition.⁴

Construction not only impacts on carbon emissions, it also impacts more widely on our ecology through the use of virgin materials (wood, mined minerals etc.) which will drive land use change and put pressure on other Planetary Boundaries.

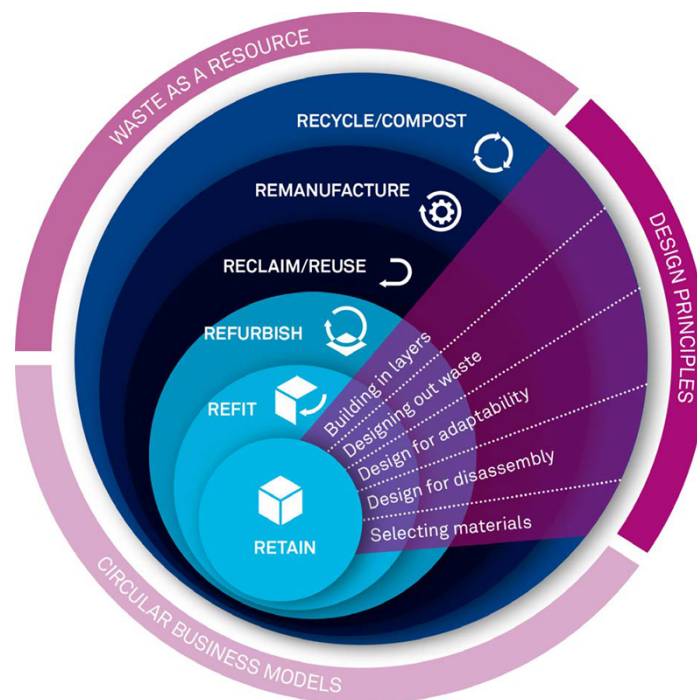
³ Leeds University 2017

⁴ Page 17 London's circular economy route map

The Commission considered two emerging and related approaches to the problem of reducing carbon and conserving resources through the whole life cycle of a building.

The first approach is outline in the Net Zero Carbon Buildings: A Framework Definition. This report is intended as a first step towards delivering buildings that are in line with the aims of the Paris Agreement – namely net zero carbon across the whole life of a building, both operational and construction / embodied carbon. The framework has been developed by an industry task group of businesses, trade associations and non-profit organisations. The approach emphasises transparency and accountability and the use of offsets to address embodied carbon.

The second approach examined was the London Waste and Recycling Board report: London's circular economy route map. The section on Buildings recommends a whole life approach to reducing the carbon and other material used in construction by increasing the ability to retro fit, refurbish, reuse or recycle:



Above: Building Revolutions: applying the circular economy to the built environment, David Cheshire (AECOM), RIBA, 2016

Ref: Building Revolutions' (2016), David Cheshire, RIBA Publishing

This circular approach is in line with the UN recommendations on the environment and has the potential to drive the deep structural and systemic changes in our economy which will be needed to stay within Planetary Boundaries.

Embedded carbon is a huge part of our carbon emissions originating from small scale building and our larger regeneration schemes. Officers indicated there are no planning requirements on this because wider planning law does not measure embedded carbon. This is a major challenge.

Regeneration officers seemed alive to this issue and indicated that they are considering the whole life cycle of carbon and brought the Commission's attention to regeneration initiatives that reuse existing buildings. The planning policy report to the Commission in January outlined the Building Research Establishment Environmental Assessment Methodology (BREEAM) ratings used, which are the industry standard for sustainable design and construction. Officers said that they will continue to push for all new buildings in the borough to meet an 'Excellent' BREEAM rating so that these buildings are sustainably built and to ensure that they contain adequate insulation and ventilation.

In addition to the above the Cabinet Member for Social Regeneration, Great Estates and New Council Homes has been leading on addressing the embodied carbon and resource impact of council led regeneration in the new council homes programme and on our estate. This is focused on delivering additional environmentally friendly homes for rent that are low waste and low impact, and ensuring new developments deliver ecological and environmental improvements for everybody through the Great Estates programme.

Schemes are also looking at utilising timber products to reduce the huge amounts of embodied carbon in cement and steel; every tonne of cement releases 900kg of carbon and every tonne of steel 1,000kg. The use of timber is more established in Europe, and to there are planning and sourcing challenges to overcome in the UK, which the council is lobbying central government to resolve, and as well as seeking a partner to undertake commercial forestry.

The council is presently seeking a construction partner and delivering on the councils ecological ambitions will be a key priority for the construction company.

These are some of the measures being taken to deliver low waste and low impact council homes:

- Bringing forward construction using low impact materials and implementing low ecological impact forms of development (rooftop development, waterways development)
- New Homes Design Guide requirements
- Nature recovery plans, biodiversity measures of new habitat development, including increase in tree canopy coverage
- Bringing forward low embodied energy development (first projects due on Woodland Road, with more due at Fendall Street, Maltby Street, Ann Moss Way, Rotherhithe Old Road)

- Establish a technical pathfinder towards carbon negative operational energy with an initial target of EPC ratings of A and B for all new developments. This will include incorporation of new heat store, energy management and renewable technologies. Later on there will be a move to Passivhaus standard.

The Great Estates programme will include the following:

- Allotment expansion guarantee . Rolling out secure food growing plots where residents can provide a maintenance plan, basic water source and tools. Over 200 have already been identified on the 7 'pilot' estates. There will be Commonplace exercises to help establish demand for remaining 253 estates. This will link in to food security work.
- Two community gardening coordinators now recruited to roll out allotment programme, wildflower planting, estate-based tree planting programme, enabling new community gardening groups and strengthening existing networks.
- Partnership work with London Wildlife Trust.

The above are all significant steps towards delivering low impact and ecologically friendly new council homes and improving our Great Estates. Given the significance of the carbon and other resources used in regeneration, and the (imperfect) leverage the Council has through the planning process this is an area with some good emerging work, but is also an area that needs more focus. This is especially so for external regeneration initiatives, particularly as the legislative framework is almost exclusively focused on operational carbon, rather than the whole lifecycle of the resources used in construction. Carbon in building schemes will be a huge part of Southwark carbon budget up to 2030, both the embedded carbon generation through construction and the emissions from planned new buildings.

The planning officers' report to the Commission outlined a number of environmental and transport policies that will impact on the environment , with reference to the New Southwark Plan, these are:

- Strategic Policy 6 Cleaner, Greener, Safer
- P68 Sustainability standards
- P69 Energy
- P64 Improving air quality
- P48 Public transport
- P49 Highways impacts
- P50 Walking
- P51 Low line
- P52 Cycling

In addition to the above there is a programme to bring forward an action plan to respond to the Climate Emergency, which will run in parallel to the public inspection process for the draft New Southwark Plan. This may lead to a Supplementary Planning Document (SPD). The Commission endorses this process and considers an SPD will be necessary to accelerate our work on reducing carbon and protecting the environment.

The 7 April report on the Climate Emergency report outlined steps agreed with London Councils that that will be taken in conjunction with other London Boroughs, and these include:

- Low-carbon development: Secure low carbon buildings and infrastructure via borough planning. Programme timescale: 2020 – 2022
- Reduce consumption emissions: Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation. Programme timescale: 2020 – 2030

These are welcome steps; however, it is unclear if this work will encompass joint working to drive down embodied carbon and other resources used by the construction industry through development.

Carbon Offsetting

In the Commission's first report a recommendation was made to a) eliminate or drastically reduce its use and b) ensure any offsetting funds are used effectively and produce an annual report. Cabinet thought Carbon Offsetting ought to continue but agree this ought to be reduced.

Officers said that the draft New Southwark Plan (NSP) increases the amount of operational carbon to be addressed 'on site' to 40% for major non-residential development, subject to the Inspector agreeing to this. Currently, the London Plan requires non-residential development to achieve a 35% reduction. This new 40% target is one which most boroughs in London have now adopted. This will require major developments in Southwark to exceed the Mayor's target by 5%. Officers said that currently buildings achieve 34 % on average and on occasions as high as 70%, so they know the 40% target is achievable. Major residential development must meet a 100% reduction.

If we are to address Climate Change effectively, generally environmentalists consider that carbon offsetting ought to be reduced to zero or as close to zero as possible.

Extinction Rebellion were critical of 'net' zero as a concept, as this allows new building to pay to pollute long into the future, and can give the impression that initiatives are much greener than they actually are. They critiqued the Elephant Park, formerly the Heygate estate, as an example. They told the Commission that this development was initially touted as a flagship environmental project incorporating a

new 100% renewable energy plant and that the developer, Lendlease, decided that this was not financially viable and were permitted by the terms of their planning application to simply convert the carbon reduction targets that would have been achieved through renewable energy into a recalculated offset payment. Officers clarified later that the 100% renewable energy programme referred to by Extinction Rebellion was the council's proposal for a Multi-Utility Services Company (known as MUSCO). The MUSCO proposal was initiated by the council to deliver a decentralised low carbon heat, non potable water and a fibre network . The low carbon heat element was to have taken the form of a biomass CHP using waste wood to generate heat and hot water. In 2011 Cabinet, as opposed to Lendlease, chose not to proceed with this proposal as the council could not be satisfied that the commercial structure was sound or offered value for money. In addition, there were concerns about the environmental impact of the scheme which would have required frequent deliveries of waste wood to the biomass CHP and the sustainability of waste wood as a fuel source. That development will now generate just 3% of its energy needs through solar panels and the rest through fossil fuels. The increased offset payments mean that it is still described as 'zero-carbon'.

Officers agreed it is better to meet energy targets 'on site' and assured the Commission they will be reviewing practices. The above illustrates some of the challenges. At the January meeting officers said that they are also considering doubling the amount of carbon charged, i.e. increasing the amount developers have to pay.

During a follow up briefing and discussion on Carbon Offsets at the 17 June meeting the Cabinet member reiterated that emphasise on encouraging carbon to be dealt with 'on site'. He also highlighted the importance of ensuring that where this cannot be done that the right price is set to ensure that the carbon offset fee is sufficient to ensure a tonne of carbon can be saved.

Officers said they had been reviewing if £60 per tonne is adequate, and the report referred to £90 per tonne of Carbon being charged. The Commission supports a review to ensure that the right price is charged to ensure that sufficient carbon can be saved through wise investment, and that developers are incentivised to save as much carbon as possible 'on-site'.

As well as driving down the use of Carbon Offsets, and setting the right price, clarity on the use of offset funds is also important, to ensure that they are transparently apportioned and well used. Councils such as Islington use Carbon Offsets to invest capital in Community Energy. Officers at the meeting referred to the possibility of using Carbon Offsets to improve the energy efficiency of Southwark homes, which will need around £ 10 million.

Presently, according to a GLA report, Southwark has not spent any of its Carbon Offsets since at least 2016, although it has a total of £1,694, 824 carbon offsets in

the pipeline; the majority of which are due to be verified and paid post construction.⁵ The Director of Planning confirmed at the 17 June meetings that £1.5 million had been now collected, though not yet spent, and that similar amounts are expected to flow from future regeneration projects. The allocation of Carbon Offsets will be decided at the July cabinet meeting.

Recommendation 9 The Commission is aware of the significance of the New Southwark Plan in relation to the delivery of Southwark's overall climate goals. The Commission is keen to ensure that Southwark delivers on its ambitions for both zero/low carbon growth and improvements to biodiversity through Supplementary Planning Documents and that these should be developed as a matter of urgency.

Recommendation 10 A focus on increasing 'on site' carbon emissions to at least 40% for major non-residential development and 100% for major residential development, through regular monitoring, in order to increase emissions delivered 'on site' by 25% each year.

Recommendation 11 Reduce embodied carbon and conserve resources in construction, by utilising the work of the London Waste and Recycling Board work on the Circular Economy and the Net Zero Carbon Buildings: A Framework Definition.

Recommendation 12 Include a policy on investment of Carbon Offsets in the Climate Emergency strategy, that is subject to consultation.

Recommendation 13 Ensure the price of Carbon Offsets can save a tonne of carbon (e.g. at least £90 per tonne and consider £120 per tonne).

12 Community Energy and Local Energy

Community led renewable energy is a manifesto and council plan commitment the council has struggled to take forward, and last year this was subject to a scrutiny review by the previous scrutiny commission with the environment remit.

The first Commission report on the Climate Emergency encouraged the use of community energy at the earliest opportunity to help build community engagement

⁵ Twenty-three LPAs reported that no carbon offset payments have been spent since 1 October 2016. Southwark reported that the first release of funds would take place in summer 2019. £229,388 has been calculated and will be collected post-construction, and a further £1,465,436 has not yet been calculated as a post construction testing approach is being taken and will be verified at that point.

and confidence in our resolve and commitment. In response the cabinet said the council is taking forward the proposal for community led renewable energy; however, the report cited challenges in developing sustainable energy projects on our estates. The report assured the Commission that cabinet are looking at a range of ideas to take the work forward.

Following this cabinet response, a session on Community Energy was held at the 10th March meeting. Repowering London outlined how community led renewable energy is based on facilitating a decentralised model of empowering communities and community benefit companies. As well as the more obvious benefits of carbon reduction there are also the social benefits that come from visible solar projects in the community and the cooperative model that is used, and the ability of local community energy projects to mobilise and enthuse people.

At the meeting the Commission heard that the previous technical evaluation of three community energy pilots on Southwark estates had concentrated on the narrow question of economic value, rather than considering the more intangible social benefits. The pilots were also conducted during a challenging moment in the funding for solar as the FIT programme was ending, and the future funding model was uncertain.

Repowering London highlighted these actions and opportunities to improve viability:

- The new finance model allows for a mixture of capital investment
- Carbon Offsets have been used to pump prime schemes in other local authorities
- Community buildings, such as schools and community centres, can be good sites for solar schemes as energy use is in the day, improving economic viability, and the social outcomes from working with school children are also high

We hope the presentation by Repowering London and subsequent discussion will enable some fresh thinking about how to take this forward, post FIT, and note the commitment to prepare a report on this for summer 2020.

Local Energy

At the Commission meeting on 10th March the Cabinet lead, Cllr Richard Livingstone, also indicated that the council would be seeking to maximise local energy projects on our estates, which is welcome.

Lambeth have commissioned an organisation to carry out a GIS spatial analysis of every Lambeth property to calculate Solar PV potential and carbon savings with a view to carrying out feasibility studies in due course. Likewise, Tower Hamlets are identifying all roofs in their ownership that could be fitted with bio solar (green roofs and solar combined) and have set aside £500,000 to implement this.

Recommendation 14 Support community schools to adopt community energy, as a first stage in rolling out Community Energy.

Recommendation 15 Invest a proportion of our Carbon Offset funds into Community Energy, subject to consultation in the Climate Emergency strategy.

Recommendation 16 Set out a plan for mapping and identifying viable PV sites in Southwark, starting with community schools

Item No. 13.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Climate Change Strategy for Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	

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

Last year, the council declared the Climate Emergency and committed to making the borough carbon neutral by 2030.

These are not empty words: this was a defining moment for Southwark council and is shaping its entire vision for the future of our borough. The coronavirus pandemic has shown how rapidly statutory bodies, individuals, companies and other organisations can rise to the challenge of an emergency by fundamentally changing how they operate.

The Climate Emergency is one that has an even greater impact on us than COVID-19. Rising world temperatures and changing climate will impact fundamentally on how we live our lives for generations. In Southwark, we face the particular challenge of rising global sea levels when most of our residents live on land less than 10m above the current level.

This strategy sets out how the council will address this challenge in a holistic way: not just cherry-picking easy measures with little impact but looking at every aspect of carbon in our borough and what needs to be done to radically reduce it.

We also recognise that we cannot do this alone, and that the scale of the challenge will have an impact on how all our residents live their lives. To get this right, we need the engagement of all our communities and the report sets out the next steps of that engagement to construct the full action plan to deliver carbon neutrality.

But we also recognise that we cannot wait for this process to conclude to take action. We have therefore set out in this report the actions that we are currently undertaking to reduce our carbon.

The Climate Emergency is the greatest challenge of our time. I therefore urge cabinet to agree the draft report and the process to take this forward with our communities.

RECOMMENDATIONS

1. To agree the draft climate strategy (Appendix 1) be consulted upon and to ask officers to undertake this.
2. To ask officers to consider the consultation responses and bring a final climate strategy to cabinet for approval.

3. To ask officers to develop a climate action plan which will set out the timescales, methods and resources for implementing a final climate strategy.

BACKGROUND INFORMATION

4. The global challenge from climate change is unprecedented and urgent action is required now to tackle it. In March 2019, the council declared a climate emergency which recognised the scale and scope of the crisis and committed the council to doing all that it can to make the borough carbon neutral by 2030.
5. Cabinet agreed an approach and timetable for developing the strategy in October 2019 and March 2020. Cabinet asked officers to develop a strategy to be agreed at cabinet in July 2020. In addition to cabinet's decisions, work was undertaken by the environment scrutiny commission whose recommendations cabinet considered in February 2020.
6. The March 2020 cabinet report proposed a programme of engagement to ensure there was a diverse and inclusive conversation about the borough's response to the climate emergency. The report set out a timescale to deliver a strategy in July 2020. Due to the coronavirus pandemic and government advice around meetings and public gatherings it has not been possible to carry out the engagement with the depth or breadth that was envisaged in the March 2020 report.
7. Engagement is central to this strategy and engaging with the many different communities within the borough is central to its ultimate success. While the pandemic has made engagement more difficult, the climate emergency has not diminished in importance and urgent action is still needed.
8. Officers have therefore continued to develop a strategy to set out a vision and ambition to tackle the climate emergency. It is developed in line with previous cabinet reports and draws on ideas from think tanks, interest groups and other local authorities. Alongside this, the council has launched an online portal where the public can share their views and ideas about how we can all tackle the climate emergency together in Southwark. The initial findings (appendix 2) from that portal have influenced this strategy, but the portal remains online for further public engagement.
9. The strategy sets out a comprehensive ambition for this borough but it is just one vision. Engagement remains essential if it is to be shaped by all our residents, businesses and those with an interest in the borough. It also needs to be open to challenge and new ideas from those at the cutting edge of climate thinking. We are therefore proposing that this strategy is agreed by cabinet as a draft strategy and that as the restrictions around coronavirus are eased, that engagement work as originally agreed, is undertaken. Alongside this, this report recommends that officers start work to develop an action plan that would show the detail of how these ambitions could be delivered.
10. As there is a climate emergency, we must not let this enforced delay in agreeing a final strategy, delay our action to tackle climate change. Therefore, this report also recommends work starts on some work immediately whilst the final strategy is being consulted on and finalised.

KEY ISSUES FOR CONSIDERATION

11. The draft strategy in Appendix 1 sets out this an ambitious plan for the borough to tackle climate change and to make the borough carbon neutral by 2030. It sets out our understanding of the current carbon emissions, our approach to tackling climate change and a series of objectives that we should meet to be carbon neutral by 2030.
12. While the strategy will outline a range of policy ideas that taken together can help us to become carbon neutral, paragraph 20 of this report sets out our objectives – the top priorities across different policy areas to achieve carbon neutrality. This includes changes in planning and building, how we travel and an investment in the biodiversity of the borough.
13. Paragraph 33 sets out work that we are already getting underway. This includes a commitment to low carbon development of the Old Kent Road and commitments on carbon offsetting.
14. We recognise throughout this report and the strategy that there is social inequality in Southwark and the country and as we move from a strategy to an action plan, we will be constantly reviewing our approach and work to ensure that we are inclusive so that everyone in Southwark is empowered and enabled to take action and play their part in tackling climate change.

Summary of Strategy

15. Manmade climate change is already having an impact across the world, there is overwhelming evidence that the planet continues to heat which threatens all who inhabit it. This threat is not even, and it is the poorest and most vulnerable who are most threatened. The effects can already be seen in Southwark with more extreme weather, greater flood risk and an impact on health of our residents
16. Southwark, is joining with other London Boroughs to demand urgent action now from government to retrofit London, invest in low carbon development, halve petrol and diesel road journeys, secure 100% renewable energy for London, reduce emissions from consumption and build a green economy.
17. The strategy reconfirms our commitment to the council's fairer future principles, and want to align our work with the global UN Sustainable Development Goals. It also supports a just transition, where the burden of change to a more sustainable future is shared amongst those who can most afford it. Our approach is governed by three principles to be: inclusive, transparent and ambitious. These principles will underpin how we work and how we engage with our residents, businesses and partners.
18. The strategy recognises that the council is only one part of the solution. Action is needed at every level, from the individual to the government. We have a role in leading and bringing together different people and ideas – but the solution will only be achieved by working together. The council is aligning this strategy with its other plans and strategies and will embed its principles and targets in every part of the council's work so that as one council we are driving this work forward for the borough.

19. It is essential to be able to measure the carbon we produce, and the effect of the decisions we take on the overall carbon produced by the borough. In the strategy we set out our current emissions. This is preliminary work, to assess where carbon is produced and the likely change over time if we continue to pursue existing policies. This highlights a gap that we need policy change to fill for us to become carbon neutral. Alongside this, we are working with London Councils to develop a robust way to measure carbon that also enables comparison between boroughs. While our focus will be on scope 1 emissions, our strategy will also take steps to reduce scope 2 and 3 emissions.
20. To deliver the change that is necessary our work will focus on five key areas. In each of these, the strategy sets out a series of objectives, and a programme of activity that can help us to achieve these objectives. For each area of work there is a combination of actions that are needed at the individual, borough and national level. As we move from the strategy into action planning, we will evaluate the different ideas in each area, and assess how we will do it, whether it is a small change, an area which requires a larger change but we have a route to achieve it, or whether it is a more major change that may require changes to legislation or national policy. The strategy proposes the following objectives:
- Buildings, construction and regeneration
 - Planning regulations that put carbon neutrality at the heart of development
 - Embedded building techniques such as green roofs and solar panelling
 - Encouraging the repurposing of existing buildings where practical
 - Using and creating buildings that protect and enhance our green spaces
 - Buildings which minimise carbon emissions in their use
 - Transport and travel
 - Make cycling and walking easier
 - Discourage the ownership and use of polluting private cars
 - Improve the accessibility and sustainability of public transport
 - Reduce unnecessary journeys
 - Cut down on unnecessary flying, and offset their carbon when they do fly
 - Biodiversity, trees and green spaces
 - Greener streets, with more planting and fewer cars, making our streets places for nature to flourish.
 - Improved biodiversity with green corridors to help wildlife to move.
 - Increasing tree coverage across the borough with more planting and loss of existing trees as a last resort
 - Residents in touch with nature, more “grow your own” and community gardening.
 - Building and development that works alongside and enhancing our natural environment.
 - Consumption
 - For Southwark to have a more circular economy, that reduces consumption, and keeps resources in use for as long as possible.
 - To drive behaviour-change about what we consume and what we eat so that we are more sustainable consumers.

- To support local supply chains and local businesses to be more sustainable.
 - To shift the approach of large businesses away from carbon heavy methods of delivery and production
 - To encourage more plant based diets with more sustainable choices and less waste
- Energy
 - To move towards zero carbon, green energy for all businesses, residents and services in the borough.
 - To increase local sustainable energy production
 - To tackle fuel poverty by promoting and providing accessible energy alternatives
 - To reduce energy demand and cut energy waste
21. The strategy outlines how we will be transparent. It commits the council to report on progress and embed the targets into the council's performance system where we publish annual performance. It also commits the council to work towards making data public whenever we can so that our residents, businesses and partners can be part of understanding the issues that we face and the progress we are making together as a borough.
 22. This strategy is the start of a climate conversation with the public. We will only make it a success if we engage, educate and empower. We will engage with the public making sure that diverse voices are heard, and that everyone in Southwark can be part of the conversation.
 23. We will put education at the heart of what we do. Making sure that people have the facts and information they need to make good choices about how they live and what they expect from others. And, we will empower our residents, ensuring they have the tools they need to make positive change. Our transparent approach means that residents can access what they need to take action.
 24. Our delivery will be inclusive, ensuring that vulnerable communities, BAME communities and our young people are all equal participants in tackling climate change together. Delivery relies on our residents, but also our partners. Our approach will work with local business, public institutions as well as global companies based in our borough.
 25. It is through a clear and ambitious action plan with a transparent and inclusive approach that we will work with our residents, our businesses, our partners and everyone with an interest in Southwark and its future, that we will tackle the climate emergency together.

Engagement

26. The climate emergency impacts everyone in the borough. It also impacts on our businesses and other institutions. If the strategy is to be a strategy for the whole borough, then we need to ensure that we engage with the whole borough, particularly those who are traditionally under-represented in consultations such as this.
27. Following the publication of the draft strategy we plan to engage across the borough. In line with the values in the draft strategy, our engagement will be:

- Inclusive – it should aim to reach and speak with the widest range of people in the borough. This is an issue that impacts on everyone, and so we need to ensure that our engagement reaches all parts of the community, not just those who are already engaged in this issue.
 - Transparent – it will be honest about the scale of the challenge, and honest about what we do and do not know regarding how we will meet the challenge. We will set out the barriers that exist and seek ideas of how to overcome them.
 - Ambitious – we want to ensure that our ideas are as ambitious as our residents would demand. We will seek ideas from our residents about how we can tackle the climate emergency and whether there are new ideas that we can add to the draft strategy. We want bold and ambitious plans, that move beyond the work we are currently doing, and which challenge the council and the borough to do more. We will use the engagement to encourage creativity and fresh thinking on the challenge so that we can develop innovative solutions.
28. To do we plan to engage in the following ways:
- Online portal – the portal is already online. The initial responses are set out in appendix 2 of this report. The portal is aimed at a wide range of local stakeholders including community groups, businesses and individual residents and will encourage them to give their views on climate change as a whole as well as across the five key themes in the draft strategy. The portal provides information on climate change to act as a prompt and stimulus for contributors, through one pagers for each theme and key stats and information on Southwark and what the council is doing currently. The portal can be accessed at www.southwark.gov.uk/yourclimatethoughts
 - Co-design sessions - running concurrently with the online portal we have facilitated a session with the Partnership Steering Group to seek feedback on the best way to engage with residents about climate change. We are planning a similar session with a group of young people for them to design with us, and advise us, on the most effective ways to engage with young people about climate change.
 - Community group engagement – we are planning targeted engagement with different groups in the community. We want to ensure that our engagement reaches as broad a group as possible, including groups which traditionally have lower levels of engagement in consultations. This method of engagement also enables us to approach different groups in different ways to ensure we find the best method to engage with each group.
 - Pop up events – we are exploring how to deliver pop-up events with ongoing social distancing restrictions. We are working with Traverse, the public engagement company that we have commissioned for this work, to plan and deliver pop up events in the borough to speak with residents in the community about climate change.
29. In addition to our engagement directly with the public, we will also receive advice from the following:

- Partnership steering group – this is made up of local environmental groups, businesses and others who have an interest in this issue. They have provided feedback and challenge on various aspects of the climate strategy. We intend to continue meeting with the group to provide a steer to the strategy.
 - Members working group – the March 2020 cabinet paper establishes a cross party working group. The groups have nominated members and this group will now start meeting to provide member input into the climate change process.
 - Officers working group – the October 2019 cabinet paper outlined an internal governance structure including officers from across the council in an officer working group. This group will, alongside the public engagement, review the details of the draft strategy to advise on implementation and delivery of the ambitions set out in the draft strategy.
30. This engagement will form part of the formal consultation that the council will go through with this strategy.

Immediate Action and Developing an Action Plan

31. Following consultation on this draft strategy we will develop a ten-year action plan. This will set out how for each programme or policy within the strategy, a measurable plan for implementation including timescale and targets. Some of the ideas in the ambition section of the strategy are not deliverable by the council, and in these cases it will set out what needs to happen, and by whom to make this deliverable. This action plan will show the gap between what is possible with existing resources, and what needs government and others to deliver. It will enable us to demonstrate transparently the scale of the challenge and what will need to happen to deliver it.
32. The action plan cannot be finalised until the strategy is agreed, but we intend to start work on it once this draft is agreed, subject to any necessary change as the results of the consultation become clear and changes are made to the draft strategy.
33. As already stated throughout this report and strategy, there is a climate emergency and so we do not want to wait for the agreement of a final strategy or action plan before we start work. Officers are therefore already working on the following schemes this year:
- **Old Kent Road** – the redevelopment of the Old Kent Road is a major regeneration project for Southwark delivering new homes, business space and fantastic green spaces for local residents to enjoy. There is a climate change emergency so the council will now commit to this development being net carbon neutral and having the lowest carbon footprint of any regeneration scheme in Britain. This is the first project to do this, but we want to raise the bar on regeneration and challenge others to do too.
 - **Carbon Offset** - the council is reviewing the rate it charges for carbon offset and how to best use this money to reduce carbon in the borough. Proposals will come forward for agreement in the Autumn of 2020 to ensure the offset

fund is spent on projects that reduce carbon in the borough.

- **Streetspace** - Southwark is producing its Streetspace plan to address the short to medium term issues involved with social distancing during COVID-19. The plan is supporting the increase of cycling and walking through numerous measures (such as pavement widening and street closures) that we will start to build on for the future.
- **Heating and Water Contracts** - We are updating our heating and water contracts through our gateway process which cover various areas of council work, including upgrading old and inefficient boilers
- **Housing Strategy** - Our 2020 housing strategy will set out how the council intends to deliver good quality and genuinely affordable homes across the borough. A central focus of this strategy is tackling carbon emissions, through greater energy efficiency in our homes and an emphasis on safe and clean green spaces for residents to work, live and play in. The strategy is expected to go to Cabinet in September 2020.
- **Heat networks strategy and investment plan** - Southwark Council is working on a district heating strategy and investment plan to reflect the need to improve the efficiency, reliability and carbon impact of our communal and district heat networks. We are currently consulting with residents to identify priorities and any problems they are facing with their heat networks. The strategy will include aspects of renewable and low carbon heating technology such as heat pumps, as well as how we control and measure our heat use with heat meters in certain cases.
- **Asset Management Strategy** - Southwark Council will be refreshing its Asset Management Strategy and exploring carbon reduction adaptations in our housing stock, such as LED intelligent efficient lighting, use of sustainable building materials, improved energy efficiency of our blocks, the provision of electric vehicle charging points/spaces (including Solar) and advanced lift control technology to reduce energy consumption. The refresh is expected to go to Cabinet in October
- **Capital lantern replacement** - The Council is renewing old street lighting luminaires that are high in energy consumption through our capital lantern replacement scheme. This renewal runs into 2030 and we are hoping of replacing on average 850 lanterns a year at a 40% reduction in energy consumption.
- **Electric Vehicle Charging Points (EVCP - Lamp columns only)** – The Council have two separate schemes for lamp column chargers, one where we are matching funding for Go Ultra low City Scheme (GULCS) – equating to around 50 EVCP installs this year. We then have also been successful in securing funding for capital roll out of EVCP on lamp columns which should equate to a further 50 installs.

Policy implications

34. The strategy, if implemented, requires a review of many council policies. To deliver, officers will undertake a review of existing council policies and changes that will be needed. The climate action plan will timetable when policies are due

for renewal, to map out when changes will be made. In some cases, these reviews will need to be brought forward to enable more fundamental change.

35. Some policies will have greater impact on carbon emissions than others. In all cases, the council will consider those that have the greatest impact on carbon as a priority.
36. The New Southwark Plan is the council's key planning document which sets out our framework for planning and regeneration in the borough. We will need to review whether any policy changes or amendment is required in light of the declaration of a climate emergency. Officers in planning have already started technical assessment of what changes would be needed to meet the 2030 target and will bring forward proposals in due course.
37. Other policies such as the movement plan already promote sustainable travel, but with travel being a major contributor to carbon, we will need to again review if changes are required.
38. In addition to major strategies such as the movement plan and the Southwark plan, there are a range of other strategies and plans that need to be considered. This includes, but is not limited to:
 - School Travel Plans
 - Economic Wellbeing Strategy
 - Skills Strategy
 - Carbon Offset Funds
 - Air Quality Action Plan
 - London Energy Project and Procurement
 - Southwark Nature Action Plan
 - Tree Management Strategy
 - Public Health strategies and action plan
 - Investments and improvements in housing and the council's other buildings
 - Divestment in pension funds from fossil fuels.
39. The council reports on progress against the council plan annually, and published a six monthly interim report each year. This sets out the performance indicators for the council and its progress against delivery in each of those. The council is currently undergoing a refresh of the council plan as the mid-point of the administration, and also in light of the coronavirus pandemic. The cabinet has agreed that climate change remains one of the top priorities for the council as we renew following the start of the pandemic. When the strategy and action plan is agreed, the targets and timelines will need to be incorporated into the council plan and reported in the same way as other council performance.

Community impact statement

40. While everyone is affected by climate change, the extent of that affect is not equal. As set out in the draft strategy, climate change has the biggest impact on those who are poorer or have underlying health conditions. BAME residents are disproportionately affected. The draft strategy supports the principle of a just transition, so that the cost is met by those who can most afford it. Recognising the inequality in the climate emergency, we are aiming to engage with the

broadest section of the borough so that those who are most affected are able to share their views about the solutions.

41. The council is committed to exploring all available opportunities for the borough to be carbon neutral by 2030. As set out in the report above, the council wants to engage with the widest range of residents including through a period of engagement. Through this engagement the council will take steps to connect with harder to reach or potentially under-represented groups.
42. The council is committed to the values of a fairer future for all, and as detailed in this report is also committed to narrowing social inequality and injustice. This will shape both engagement and subsequent policies.
43. To enable a breadth of views to be heard, we are expanding our engagement beyond online-only. While this does mean that the engagement will take longer, it will ensure that we are able to reach a broader section of the community.
44. As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED) an equalities impact assessment must be carried out before the final strategy is approved. An analysis has been started and will be developed during the consultation until the final strategy is presented to Cabinet. Extensive consultation will be carried out with internal departments, external groups and residents, to ensure that the strategy meets its commitment to being inclusive.
45. Before the final strategy is brought to cabinet, an equalities analysis will be undertaken. Our ambition is that the climate strategy should have a positive impact on the community

Resource implications

46. This report is recommending that the council undertakes engagement work with the community on the climate emergency. The costs of this can be met within existing budgets.
47. When the climate strategy is developed further and brought back to cabinet, further work will need to be done to understand the resource implications of the commitments within it. As part of the engagement period, officers will consider the resource implications of ambitions in the draft strategy.

Financial Implications

48. The Policy and Resources Strategy 2020-21 cabinet report has approved an allocation of £2m for Climate Change Emergency reserve to fund the various initiatives to deliver the Climate Change Strategy. Work connected with this report will be contained within this one off funding and the ongoing requirement for future years will be incorporated into the budget setting process for 2021-22 once confirmed.

Legal implications

49. There are no significant legal implications arising from the recommendations in this report.

Consultation

50. As set out above the council will undertake extensive engagement on the strategy with the public, including focused engagement on groups that are traditionally under-represented in consultations. Alongside the proactive engagement work that we do, we will have a copy of the strategy online on the council's consultation hub.
51. We will engage for at least three months to give people opportunity to engage.
52. There will be further consultation on the council's climate strategy action plan before it is agreed by the council.
53. The council will also engage with a number of group including its partnership steering group. It will also work with young people in particular to design engagement that is effective in engaging with and reaching young people in the borough.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

54. There are no significant legal implications arising from the recommendations in this report, but the Director of Law & Democracy and her staff will provide advice to officers on any legal and governance issues arising during the continuing development of the strategy.
55. The council has the statutory authority to produce this policy in accordance with the powers of general competence in section 1 of the Localism Act 2011.
56. The cabinet will need to ensure that the public sector equality duty in section 149 Equality Act 2010 is considered in developing and finalising this policy i.e. to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others. The report recognises the potentially disproportionate impact of climate change on those with protected characteristics and particularly refers to this in the community impact section above, consideration has been given to ensuring that those with protected characteristics can appropriately engage in the consultation process. It is noted that a full equalities analysis will be produced to be considered by the cabinet when it finally determines the climate strategy after the consultation.
57. The development of a climate strategy is an executive function of the Council which can be considered by the cabinet in accordance with the Local Government Act 2000 and Part 3B of the council's constitution.
58. The report proposes consultation on the emerging climate strategy and then returning the matter to cabinet for a final decision. The requirements set out in case law relating to consultation are demonstrated by this report:
 - The consultation must be at a time when proposals are still at a formative stage
 - The council must give sufficient reasons for any proposal to enable intelligent consideration and response
 - Adequate time must be given for consideration and response

59. There is also a legal requirement that the product of the consultation must be conscientiously taken into account when finalising the policy.

Strategic Director of Finance and Governance (EL20/015)

60. The strategic director of finance and governance notes the recommendation to the cabinet to agree that the draft climate strategy (Appendix 1) be consulted upon and to ask officers to undertake this as set out in this report.
61. The strategic director also notes the current funding arrangements for the various initiatives to deliver the Climate Change Strategy and that, the ongoing requirement for future years will be incorporated into the budget setting process for 2021-22 once confirmed.
62. Officer time to effect recommendations will be contained within existing budgeted revenue resources.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Delivering a climate strategy for Southwark	Constitutional Team, Southwark Council	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/documents/s88204/Report%20Climate%20Update.pdf		

APPENDICES

No.	Title
Appendix 1	Climate Change Strategy (circulated separately)
Appendix 2	Online Engagement – Initial Findings (To follow)

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	
Lead Officer	Caroline Bruce, Strategic Director for Environment and Leisure	
Report Author	Chris Page, Climate Change Director	
Version	Final	
Dated	2 July 2020	
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		2 July 2020

Item No. 14.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Southwark's Streetspace Plan in response to TfL's London Streetspace Plan	
Ward(s) or groups affected:		Boroughwide	
Cabinet Member:		Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	

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

Covid-19 and the lockdown have created a transport emergency that has changed how people live, work and travel. Social distancing has reduced public transport capacity to only 15% of pre-lockdown levels and this is likely to dramatically increase private car use – and the pollution it brings – unless we take the steps required to persuade our residents and visitors to the borough that walking and cycling are better options.

That is why Government, Transport for London (TfL) and the council are acting rapidly to fund and install a significant number of traffic reduction and modal change measures around Southwark.

Southwark's Streetspace Plan sets out its overarching aspiration to maintain 50% less driving than before the lockdown and to accelerate a modal shift towards Active Travel to retain as many transport, health and environmental benefits as possible from the lockdown.

The council has quickly responded to Covid-19 and the lockdown by producing our own Streetspace Plan to set out our strategic approach to working with TfL's London Streetspace Plan. The emergency work in both is also strongly determined by Government messages, actions, funding and taxation.

Southwark's Streetspace Plan is based around four key actions:

- Reactive work to enable social distancing, including supporting increases in walking and cycling
- Strategic work with TfL to better manage the Movement Network
- Seeking ideas from residents and local businesses, and
- Helping people to travel in Southwark.

Covid-19 and the lockdown have shown that traffic can be significantly reduced and the benefits of cleaner, quieter and safer streets and neighbourhoods. We already knew before the pandemic that we need to improve air quality to tackle the respiratory health of vulnerable people and communities who have experienced greater impacts from Covid-19 and the lockdown. If Southwark maintains lower amounts of driving, the borough will see a sustained and significant improvement in the environment and many people's quality of life.

This report is supported by Appendix A which sets out in more detail the council's Streetspace Plan for the borough, and Appendix B which provides an update of the funding available and thus the work plan of measures that the council is able to deliver.

RECOMMENDATIONS

Recommendations for the Cabinet

That the Cabinet:

1. Agrees the content of the council's proposed Streetspace Plan to set out Southwark's transport response to Covid-19 and lifting the lockdown in Appendix A.
2. Notes the progress report on funding and delivery from Wednesday 24 June as contained in Appendix B.

Recommendation for the Leader of the Council

3. Delegates authority to the cabinet member for environment, transport and the climate emergency to amend the programme of Streetspace measures should any variations to the proposed programme be required.

BACKGROUND INFORMATION

4. Southwark has responded to TfL's London Streetspace Plan (15 May) by using the council's Movement Plan (2019) to produce its Streetspace Plan. The Movement Plan and its human centred approach contains three priorities for: People, Place and Experience (as noted on <https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-the-public/coronavirus/impact-on-council-services/coronavirus-help-us-combat-covid-19-by-suggesting-healthier-streets>) and their nine missions. They provide clear guidance for Southwark's Streetspace Plan and its response to Covid-19 and the lockdown.
5. The council's Streetspace Plan recognises how, when, and where travel has changed, and that people will continue to change which poses a series of transport challenges. Thus, Southwark's Streetspace Plan consists of three components, how movement has changed, our immediate response, and our longer term response.
6. Covid-19 and the lockdown highlight various inequalities in society that have caused greater health impacts on vulnerable groups. As of early May, Southwark had the 5th highest number of confirmed Covid-19 infections in London (10 May 2020, City A.M. from Public Health England). Almost half of Southwark's population is BAME (46%, JSNA, 2018) who are experiencing double the mortality rate from Covid-19 compared to white British people.
7. The lockdown has changed how we live, work, shop and travel due to instructions to:
 - Businesses to close, except for essential services that include: the emergency services, deliveries, food shops, chemists, banks, parks and public spaces
 - People to work from home, if possible,
 - People to drive, only if necessary, for essential journeys, and

- More recently to avoid public transport where possible as social distancing has reduced its capacity to 13% to 15%.
8. The council has moved quickly to respond to this transport emergency. By providing advice and support to schools, shops and business owners and residents on social distancing measures. The council is also delivering reactive measures to widen pavements etc using temporary barriers. It has compressed, refocused and accelerated its entire annual Highway's programme of measures, and included additional works in the first six months of this year. All this work includes giving greater consideration to vulnerable groups and neighbourhoods and to constrained locations.
 9. The Government has advised that for council's to more quickly deliver this much larger work programme of streetspace measures the consultation process is changed from engaging and consulting up front to now being after installing measures by using Experimental Traffic Management Orders (ETMO). To do this Southwark launched its Commonplace website on 15 May. This has enabled residents, workers and community groups to identify areas of concern, ideas, improvements and to provide their support on transport and movement issues in the borough. The most beneficial measures are then identified and installed by the council using ETMO's which then updates the Commonplace website with this news, and emails over 500 people who have signed up to receive bulletins. If any safety issues are identified with the experimental measures, then remedial work will be quickly undertaken. A minimum of six months after these measures have been installed the council can consider people's views before deciding whether to adjust, make permanent or remove them. The council envisages working in this faster way using Commonplace and ETMO's during Covid-19 and the lockdown and for some time afterwards.
 10. In the first month Southwark's Commonplace website received over 3,700 requests, which are triaged to prioritise any safety problems that need to be urgently addressed.
 11. A positive impact from the Covid Lockdown has been the modal shift from car to bike and walking. To support this mode shift and enable social distancing the council has accelerated a programme of interventions. Footway widening and in some instances parking suspension have been delivered in a number of high streets including Elephant Road, Walworth Road, Lordship Lane, Bermondsey Street, Rye Lane (with additional changes to loading arrangements) all to aid social distancing and supporting local businesses. Improvements have also been progressed in and around Borough Market with footway widening on Bedale Street, Stoney Street and Park Street. Lavington Street has been made one way to support footway widening. These measures were identified and agreed through an IDM process in June 2020. The council is also exploring how it can accelerate the delivery of cycle hangars from 244 at present to increase cycle parking for many more households in the borough. The council has also advised BIDs on how businesses can apply to Planning to install more cycle parking on their land.
 12. Highway's updated the news section of Commonplace on 26 June to indicate which requests have been progressed as experimental measures in the council's first phase of works. These new Streetspace measures have been set up on the council's Forward Plan so they can be decided by an Individual Decision Maker (IDM). Now that Streetspace measures are established on the Forward Plan it will be much faster to deliver the next IDM for the second phase of works. However,

officers will also explore whether there are any faster ways to progress the next phase of Streetspace measures.

13. TfL funding arrangements have changed with Local Implementation Plan (LIP) bids being cancelled for 2020/21 financial year and its priorities re-orientated to provide the London Streetspace Programme.
14. Southwark has responded to these changes in TfL's London Streetspace Plan by producing its complementary Streetspace Plan in Appendix A to set out the council's new approach to accelerate and refocus our annual programme of highway works and to identify additional measures. These revised measures help to facilitate social distancing, modal change to walking and cycling, and to potentially deter the rise in vehicle usage as lockdown measures are eased. Further details of the bids, approved funding and hence measures are found in Appendix B.
15. The council's Streetspace Plan and its first IDM have refocused highway's annual work programme to provide measures with a greater benefit for vulnerable groups. This includes implementing a number of reactive measures to widen pavements, street closures (like the Walworth Road area) and have accelerated School Streets from the current list. Also working with the Guy's and St Thomas's Charity to identify and fund road closures and School Streets to benefit people in low income areas with high air pollution.

KEY ISSUES FOR CONSIDERATION

16. The key issue is that social distancing has greatly reduced public transport capacity (to 13-15%, TfL 11 May 2020) and to therefore avoid a significant increase in driving the borough needs to enable a substantial modal change to Active Travel modes and to discourage private motor vehicles from returning. This is required to discourage higher levels of driving than before the lockdown, which will increase congestion and pollution and create greater impacts for everyone, especially our most vulnerable communities which tend to live on busier and more polluted streets.
17. Travel patterns have changed during the lockdown. The council has temporarily suspended parking charges (until the end of June) for up to 6,500 health workers. There has been a significant shift from commuter and shopping trips on radial routes through Southwark to local journeys, particularly on foot to nearby shops and parks. With an increase in cycling for work and leisure.
18. At the start of lockdown there has been a significant reduction in vehicular traffic with up to 90% less driving (Citymapper data in the Independent, 30 March 2020). This resulted in quieter streets (and with reduced industrial activity) much less air pollution, with 40% less Nitrous Oxide and 31% less greenhouse gas pollution (19 June 2020, Guardian). Less driving has encouraged more people to walk and cycle on these quieter streets, but it has also encouraged some motorists to drive significantly faster than the speed limit. There has also been an increase in food and products being delivered to people's homes (with online spending rising to 30% per person). This has increased the number of delivery vehicles using bays and kerbspaces which subsequently need to be better managed to protect them from being blocked by other motorists.
19. Covid-19 may permanently change some work and travel habits and the way we

use streets, spaces, local facilities and neighbourhoods. In the medium term, social distancing is likely to continue. This requires wider pavements, crossings and paths, and less street clutter and is harder to provide in certain parts of the borough. As more shops, businesses and schools open then more pavements and crossings will need to be widened to enable social distancing and to prevent people stepping into the road and being injured by traffic.

20. Southwark's Streetspace Plan advises that the council should aspire to maintain 50% less driving than before lockdown to meet our climate change commitment, to maintain as many transport, health and environmental benefits as possible, and to help create a modal shift to active modes.
21. Southwark's Streetspace measures are compliant with the council's adopted Movement Plan and it's IDM process both of which have conducted an Equalities Impact Assessment (EQIA). Indeed, the impact of Covid-19 has been to more clearly reveal existing inequalities for protected groups. The council will though continue to explore whether undertaking an additional EQIA will enhance its Streetspace Plan (Appendix A) and that could provide additional benefits for protected groups.
22. To deliver Southwark's Streetspace Plan it proposes four strands of work, as follows:

Reactive work to enable social distancing

- Widening pavements to help social distancing so people can queue and pass each other. Southwark will monitor these places, as further measures may be necessary as more shops, businesses, schools and other premises reopen.

Strategic work with TfL to better manage the Movement Network

- Discussing with TfL the main roads and junctions that could be improved to reduce traffic and create modal change. This strategic thinking is essential to help the council discourage driving from increasing on our streets and to better manage movement across our highway network. Because traffic patterns are changing fast due to the lifting of lockdown officers suggest that they speak to TfL to identify any strategic opportunities for traffic reduction and modal change.

Seeking ideas from residents and local businesses

- Seeking residents and businesses views on how to improve local streets using the Commonplace website. To gather people's views that typically focus on local measures to reduce traffic and / or enable more walking and cycling.
- Seeking the views of BAME residents and businesses through the council's 'Southwark stands together' work plan to identify how we can better respond to the inequalities created by Covid-19 and further highlighted by the Black Lives Matter protests.

Helping people to travel in Southwark

- Creating a website to signpost people to current travel planning guidance to advise them on how to move around the borough and return to work.

23. Covid-19 is putting unexpected strains on the finances, and hence ability to work, for the Government, TfL, the council, residents and businesses, which is outlined below.
24. The Government helped to refinance TfL including a £0.5bn loan. This has enabled TfL to provide the London Streetspace Programme (LSP) funding stream for six months which replaces all LIP funding for this year. Southwark has bid for £1.6m from TfL to deliver within six months much of this year's work programme and a range of additional streetspace measures.
25. TfL will seek further funding from Government for the latter half of this financial year (September 2020 to April 2021) to support the council's highways work and streetspace measures. This Government funding for six month periods may have to continue for the next two years until TfL's income is back to pre-lockdown levels.
26. The Government provided a £0.5bn loan to TfL which has encouraged it to increase bus fares, the Congestion Charge and reintroduce the Ultra Low Emission Zone. From 22 June the Congestion Charge increased by 30% to £15 a day and now runs from 7am till 10pm every day. Health and care workers are currently exempt.
27. Southwark also has increased costs due to rapidly installing simple social distancing measures like traffic barriers and signals in Rye Lane and along the Walworth Road.
28. Parking Services predict a 45% fall in its revenue this financial year due to there currently being less parking activity in the borough. Also due to the council exempting up to 6,500 health care workers from Southwark's parking charges until the end of June. This has now been extended by the Government until the end of September with the council also providing 1,900 free permits for key workers until then.
29. Officers recognised the likely scale of the Streetspace changes that were going to be requested on Commonplace and the associated funding challenges and so bid for additional funding. Highways and Transport Policy have secured £250,000 from the Guy's and St Thomas Charity to install health focused transport measures to reduce air pollution and childhood obesity, which is helping to address low-income areas. And a further £100,000 from the DfT for Active Travel measures. Regeneration bid to the Reopening High Streets Safely fund for up to £285,000 from the European Regional Development Fund. This funding can be used by Highways to deliver social distancing measures to support the local economic recovery of high streets and town centres from Covid-19.

Policy implications

30. Southwark's forward looking Movement Plan (2019) emphasises traffic reduction, modal change and a holistic approach to street design to especially benefit vulnerable groups. London Council's and the Mayor of London's climate emergency declaration number 3, 2019, advocates a 50% reduction in petrol and diesel vehicles to help tackle climate change.
31. TfL published the London Streetspace Programme on 15 May 2020, which advocates rapidly introducing traffic reduction and modal change measures to

protect London's roads from being overwhelmed by returning traffic. This Southwark Streetspace Plan has been written in order to support TfL's new priorities and ambitions and its new funding process.

Consultation

32. The council's website was updated in mid May to communicate Southwark Council's transport response to Covid-19 and to invite people to use Highway's Commonplace website to provide comments, suggestions and requests on where we can potentially carry out works to improve locations such as pinch points for social distancing or promote cycling and walking. The council will then install the most effective ideas as experimental traffic measures and after at least six months request people's views to decide on whether to modify, maintain or remove them.
33. By 22 June, the council's Commonplace website had received more than 6,000 visitors who made 3,777 individual suggestions and comments and provided nearly 2,000 free text comments and over 10,000 agreements registered. The council could not have undertaken this volume of engagement in any other way. Typical examples of the requests received in two wards are as follows:
- Rye Lane 421 suggestions – highest comments related to widening footways for pedestrians, closing roads and providing more space for cycling, and
 - Dulwich Village 631 suggestions – highest comments related to closing roads, slowing down traffic and providing more space for cyclists.
34. In addition to online comments, the council has also received reports from our Wardens, Enforcement, Network Management and Highway's officers and from technical studies. This information has helped to create Southwark's Streetspace Plan and throughout the delivery of these measures and other items the council will continue to engage with the community, ward members, emergency services and other statutory consultees.

Financial implications

35. At present, there are no immediate financial implications for the council arising from this report. However, as any new plans and projects are developed from these plans, financial appraisals will be carried out and will be subject to future reports, including identifying the revenue or capital resources for any new commitments.
36. Details of the proposed Streetspace Plan are presented in Appendix A and Appendix B showing a recent weekly update and the approved funding for measures that the council has bid for.
37. Once the LSP funding is approved by TfL and other funding approved from respective organisations, a programme budget will be set up for the schemes that will be regularly monitored and reported as part of the council's capital and revenue monitoring arrangements.
38. Any new contracts in future from these plans should only be awarded once all the required funding is fully confirmed and secured.

39. 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

40. The report sets out the council's response to the unprecedented impact on the transport system of Covid-19 and the current lockdown. The report does refer to the statutory duty imposed by the Highways Act to maintain the highways, but the volume of suggestions to the council's Commonplace website has produced a wide variety of improvements which could be considered and possibly introduced.
41. The position is complicated in London as TfL are responsible for the upkeep of the major highways and yet, as the report acknowledges, they are facing very considerable pressures on their financial position. Southwark is in the process of trying to obtain funding for improvements.
42. Whilst there are no particular legal issues arising from this report, there is an awareness expressed at paragraph 6 of the impacts on the traffic system on vulnerable groups and the proposed improvements particularly for pedestrians will be to their advantage. The intention is to engage in particular with residents from BAME backgrounds to seek suggestions of how the transport system can be refined.

Strategic Director of Finance and Governance (FC20/002)

43. This report seeks cabinet approval to agree the content of the council's proposed Streetspace Plan in Appendix A and notes the progress report of 24 June 2020, as contained in Appendix B.
44. This report also seeks approval from the leader to delegate authority to the cabinet member for environment, transport and the climate emergency to amend the Streetspace programme should any variations to the proposed programme be required.
45. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report but new plans and projects emerging from these plans will be subject to future reports with financial appraisals identifying the revenue or capital resources and how it will be financed.
46. It is also noted that new contracts in future from these plans will only be awarded once all the required funding is fully confirmed and secured.
47. Staffing and any other costs connected with the recommendation are to be contained within existing departmental budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Movement Plan	Planning Department / Transport Policy	Sally Crew 020 7525 5564
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6809		

APPENDICES

No.	Title
Appendix A	Southwark's Streetspace Plan
Appendix B	Weekly Street Space Update, Wednesday June 24 2020.

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	
Lead Officer	Simon Bevan, Director of Planning / Mick Lucas, Director of Environment	
Report Author	Tim Long, Team Leader Transport Policy	
Version	Final	
Dated	2 July 2020	
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		2 July 2020

Streetspace Plan

Appendix A - Transport response - Covid 19

July 2020

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Foreword

Covid-19 and the lockdown is a historic event that has changed how we live, work and travel. It has shown that traffic can be significantly reduced and the benefits of cleaner, quieter and safer streets. If Southwark maintains less driving and enables modal change, the borough would see sustained and significant improvements in the environment and many people's quality of life and their work / life balance. These aims would also help to overcome the significant reduction to only 13% to 15% of capacity on public transport due to social distancing. This traffic reduction and modal change would especially improve the health of vulnerable people and communities who have greater respiratory and cardiac problems.

This Streetspace Plan follows the ethos of the Movement Plan and sets a strategic approach to responding to the short term challenges and working towards securing long term change to retain as many transport, health and environmental benefits as possible by accelerating the shift to active travel. Key to this is maintaining 50% less driving than before the lockdown and modal change to increase active travel.

Southwark's Streetspace Plan is based around five key actions:

- Supporting social distancing through reactive measures and permanent changes.
- Encourage walking and cycling and prevent an increase in private car use.
- Working with TfL to change main roads and their key junctions.
- Promoting access to the council's Highways Commonplace website, installing the best and most practical ideas from the public.
- Informing people of their travel options and advising residents and businesses on home working.

Councillor Richard Livingstone

Cabinet Member for Environment, Transport and the Climate Emergency

Introduction

“The virus is rewriting our imaginations. What felt impossible has become thinkable. We’re getting a different sense of our place in history. We know we’re entering a new world, a new era.”

Kim Stanley Robinson

What is a Streetspace Plan?

How, when, and where people travel has changed and will continue to shift and change, it will be phased and incremental and pose a series of challenges. Southwark’s Streetspace Plan consists of three components, how movement has changed, our immediate response, and our longer term response.

Our aspiration is to maintain 50% less driving than before the lockdown and retain as many transport, health and environmental benefits as possible from the lockdown by accelerating our shift to active travel.

The Movement Plan, Covid-19 and lockdown travel response through its three focus areas, for:

People - Covid-19 has highlighted the inequalities in our society and the high negative impacts of this disease and lockdown on certain groups.

Place - There are certain places where it is difficult for people to socially distance such as bridges and tunnels, high streets and transport interchanges, which can have narrow pavements and often lack crossings.

Experience - The lockdown has reduced driving and public transport use by about 80%. These significant reductions in traffic have created quieter and safer streets with more walking and cycling and greater use of nearby shops and parks. This has made people more aware of pollution, their health and quality of life issues, and is encouraging a new localism.

Our responsibilities

The council has a public duty to maintain a safe highway, which can include making changes to street layouts. As the Highway Authority, we also have an obligation under the Traffic Management Act (TMA) 2004 to ensure road networks are managed effectively to support our communities and their movement, improve safety, minimise congestion and disruption to all traffic, including pedestrians and vulnerable road users.

The council also has a statutory duty to maintain the highway under the Highways Act (Section 41). We work 24 hours a day, 365 days a year to ensure that we are keeping our streets in a good state of repair.

As a council we have legal responsibilities for transport, planning, and public health in Southwark. They include:

- Ensuring road networks are managed effectively to minimise congestion and disruption, reduce collisions and improve safety.
- Improving air quality.
- Creating good homes, spaces and workplaces.
- Promoting health and wellbeing, addressing levels of physical inactivity and obesity.

The Streetspace Plan details how we are responding to these challenges through the delivery of our duties and responsibilities.

Streetspace for London

Launched in May 2020 by TfL, the Streetspace for London programme seeks to address the issues raised by the pandemic and to look towards a more positive transport future.

What do we know?

Movement in Southwark

Southwark's streets support over a quarter of a million motor vehicle trips every day.¹ The purposes of these trips include commuting, business, deliveries, waste collection, work, education and leisure.

88% of traffic on our streets is cars and taxis with the remaining 12% being buses, vans and larger vehicles. There has been no real change to these numbers since 2010.²

Approximately one in five people use buses on a daily basis,³ and these delays impact their journey experience. 3% of people travel by cycle.

40% of households in Southwark have access to a car⁴ and of these only 22% use it as their main mode of transport. Approximately 33% of car trips by residents in London are less than 2 kilometres which could be easily walked in under 25 minutes or cycled in about 8 minutes.⁵ More than 50% of air pollution is caused by motor vehicles. And there is higher pollution in the 20% most deprived neighbourhoods, and in the most ethnically diverse areas, compared to the least deprived places⁶.

How has movement changed?

During lockdown, travel focussed on providing for essential workers both on public transport and on our streets with relaxation of road use and emission charges.

For the broader community, walking as exercise and for the journey to the shops has become a daily routine for many households. Cycling has seen a significant increase with the cycling industry reporting a 15% rise in sales. 55% of Londoners report noticing an improvement in air quality since the lockdown began.⁷

As lockdown eases, and social distancing is required, London's public transport capacity is estimated to run at less than 15% of pre-crisis levels. Millions of journeys a day will need to be made by alternative modes. Early modelling by TfL has revealed there could be more than a 10-fold increase in kilometres cycled, and up to five times the amount of walking, compared to pre-COVID levels, if demand returns.¹

To enable this to happen, TfL will rapidly repurpose its streets (the TLRN and possibly SRN) to serve this unprecedented demand for walking and cycling in a major new strategic shift.

A recent YouGov poll found that after lockdown Londoners say that about

- 40% will use public transport less
- 50 will walk more
- 41% plan to drive more

Equity and COVID-19

COVID-19 has highlighted inequalities in our society and the need for equity to be the leading factor in determining our projects and programmes. Early evidence suggests that some people are more susceptible and exposed to COVID-19 than others; resulting in higher rates of illness and death. These vulnerable groups include people with underlying chronic health conditions (such as cardiovascular disease, cancer, hypertension, respiratory conditions, diabetes and obesity), the elderly, BAME groups, those on low incomes and men. This is also supported by the work plan for 'Southwark stands together' to reduce inequalities in the borough.

Londoners living in more deprived areas are already more likely to be impacted by exposure to higher levels of air pollution and road danger, which is likely to make them more vulnerable to COVID-19. Those on low incomes are more likely to be key workers which means they are more exposed to COVID-19, cannot work from home, and are most affected by the reduced public transport capacity⁸.

The lockdown has highlighted certain places in Southwark where it is harder for people to socially distance. These include high density areas, bridges and tunnels, cut throughs, high streets and transport interchanges - many of which have narrow pavements and often lack sufficient crossings and cycle facilities.

¹ TfL, The Challenge for walking in central London, p4.

Streetspace programme

Our priorities

We need to urgently reallocate street space to provide safe and appealing spaces to walk and cycle as an alternative to driving due to the reduced capacity on the public transport network. Suppressing motorised traffic while allowing essential journeys to take place, is key to ensuring we manage our road and public transport networks to maximise our ability to keep people moving safely.

We will do this through:

Enabling social distancing and supporting walking and cycling

The council has introduced social distancing measures on several of our shopping streets, so people can pass each other and queue to access shops. Southwark will monitor these places, as further measures may be necessary as more shops, schools, businesses and premises reopen.

Strategic work to better manage the Movement Network

Southwark wants to discuss with TfL various ideas for strategic measures on main roads to help reduce traffic and encourage modal change.

Working together

Continue to work with neighbouring councils and TfL to coordinate our transport measures to ensure we are encouraging walking, cycling and safe use of public transport over driving.

Continue to work together with the community and partners to identify and deliver safe, efficient and effective movement.

Ensuring people have the best information to travel safely, efficiently and actively.

Moving quickly

The council has accelerated its Highway's work programme and identified some new measures to

encourage walking, cycling and public transport, and discourage driving.

These emergency measures are being introduced using a process called "experimental orders" in the coming weeks and months.

What will success look like?

Our streets will be quieter, safer and more attractive for everyone. We will have continued to reduce the speed and volume of private motor vehicles on our streets. Our town centres and retail shopping will be cleaner, more spacious and prosperous.

Many more people will choose to walk and cycle. We will have made dramatic improvements in air quality and have achieved our Vision Zero target for road safety. Deliveries and servicing impacts will be mitigated through fewer trips, safer, greener and quieter vehicles.

Delivering the Streetspace Plan

Delivery plan

The delivery plan is split into four parts;

- Initial assessment, advice and / or enforcement, and immediate intervention measures where needed at significant pinch points.
- Emergency reactive measures in identified hotspots to assist with social distancing.
- Neighbourhood measures – which deliver local interventions focused on the Southwark highway. These include planned measures that have been priorities and measures drawn from the public via the council's website.
- Strategic initiatives - working with transport providers including TfL.

The list of works as this is changing almost daily, particularly with the way the works are funded.

Initial assessment, advice and / or enforcement and immediate intervention measures

Following the commencement of lockdown in March 2020, the council worked quickly to implement various “quick win” intervention measures across the Borough. These included:

- **Rye Lane** – footway widening from Holly Grove to Blenheim Road (outside Peckham Rye station) achieved by one way working traffic lights.
- **Rye Lane** – social distancing footway markings, suspension of parking bays / loading bays and signage at various heavily pedestrian trafficked locations (banks – ATM’s, shops, supermarket).
- **Walworth Road** – suspension of loading bays and barriers, footway markings, setting up queuing systems with barriers and signage.
- **East Street** – queuing system to help social distancing established with barriers.
- **Thames Path (various locations)** - installing signage, posters and footpath markings plus regular warden attendance to monitor and advise cyclists / joggers.

At a significant number of other locations across the Borough, highways, parking, enforcement, network management and the warden teams have worked together to monitor reported and identified hot spots and pinch points for social distancing problems. Where necessary, advice has been given which has usually resolved the problem. Additional measures have included installing posters, signage and social distancing footway markings.

Emergency reactive measures

Reactive Measures (to be installed June)	
Elephant Road	Extending footways to accommodate social distancing
Walworth Road	Suspend parking bays to extend footways to accommodate social distancing
Lordship Lane	Extend footways between Hansler Road and Bawdale Road to accommodate social distancing
Bermondsey Street	Suspend parking bays to extend footways to accommodate social distancing in 5 locations.
Rye Lane	Prohibition of motor vehicles from Hanover Park to Copeland Road and the introduction of loading bays on Bournemouth Road and Hanover Park
Bedale Street	Extend footways to accommodate social distancing
Stoney Street	Extend footways to accommodate social distancing
Park Street	Extend footways by suspending parking bays to accommodate social distancing between 1-5
Lavington Street	Introduce 1-way traffic flow and widen footways from the junction of Ewer Street to Great Suffolk Street
Mermaid Court	Pedestrianise Mermaid Court from Borough High Street to 1 Mermaid Court to provide wider footways for pedestrian use

Neighbourhood measures

Cycle routes (to be installed June/July)

C7 Southwark Bridge Road	Introduction of with-flow segregated cycleway between Southwark Bridge Road and Borough Road.
Rye Lane cycle links	Proposed contraflow cycle lanes onto Choumert Grove, Choumert Road and McDermott Road.
Gt Suffolk St / Southwark Bridge Road area wide traffic	Proposed interventions to improve cycling and walkability of the area bound by Southwark Street to the north and Webber Street to the south.
Tanner St to Willow Walk cycle route	Modal filter on Gedling Place, upgrade cycle crossings on Abbey Street and Grange Road to parallel crossings.
Braganza Street	Convert existing right turn filter from Kennington Park Road into Braganza Street into a cycle phase.
Lower Road ext to CS4	Introduction of cycle facilities including signal changes.
Rotherhithe to Peckham cycle route	Acceleration of measures.

Low traffic neighbourhoods (to be installed June/July)

Dulwich Village	Trial closure of Calton Avenue between Dulwich Village and Court Lane to provide additional footway space beside local shops, prevent rat running traffic and supports cycleway 17 Green Dale - includes investigating complimentary measures to minimise displaced traffic onto the local network to expand the Low Traffic Neighbourhood where practicable.
Dulwich Village Phase 2	Phase 2 continuation of above with further investigations to ensure Low Traffic Neighbourhood and support social distancing.
Dog Kennel Hill / Champion Hill Champion Hill No Entry trial	Convert signal aspects on Grove Hill Road phase to cycles only to reduce through traffic which is beside Dog Kennel Hill Primary School and enhance cycleway 17.
Melbourne Grove South	To close Melbourne Grove at a point between Tell Grove and Ashbourne Grove to reduce motor traffic and encourage walking and cycling.

School Streets (to be installed June/July)

First phase to implement experimental TMOs for a permeable closure / timed closures at 4 schools.

Comber Grove Primary School.

Goodrich Primary School.

Rye Oak Primary School.

Camelot Primary School.

To assess all schools in the borough for LSP.

To assess remaining schools in the borough for LSP for permeable closure options (approx 20 per month for 3 months) to assess schools. prepare and make experimental orders.

School streets measures (to be installed July/Aug/Sept)

At any time closures

Where feasible introduce at any time closures around school gates to help assist with social distancing and encourage active travel.

Footway widening

Where at any time closures are not possible, introduce footway widenings around schools to assist with social distancing.

Timed closures

Where the above are not possible work, with schools to help them manage the surrounding streets to provide more space at peak times.

Behaviour change (ongoing with cyclist training to commence once schools return in full)

Peddle My Wheels

Flexible bicycle rental scheme to trial a new or nearly new bike. Free delivery to your door. Free cycle skills sessions to increase your confidence.

Scheme to include adapted bikes and cargo bikes for small businesses to help take advantage of the demand for local home deliveries.

Cyclist Training

Cycle safety training provided to help improve cyclist skills to enable them to safely cycle on the road. Controlling the bicycle safely, being seen and understanding the rules of the road help to reduce cyclist vulnerability.

Fix a Bike	<p>A programme designed for schools, groups and individuals to provide an introduction to bike maintenance, repair and how to look after your bike through practical, engaging and inclusive workshops.</p> <p>Sessions also include the way people think about using their bikes by introducing a route planning section using online mapping tools.</p>
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Space at town centres (to be developed and installed Aug/Sept)

Walworth Road Area	Acceleration of the Walworth Rd Low Emission Neighbourhood traffic reduction measures to discourage traffic in local streets, accident reduction and increase opportunities to walk and cycle.
Peckham Rye	Peckham Rye east side, north of Nunhead Lane, convert road to buses and cycles only and overcome barrier on longer cycle route.
Bermondsey Street	Road closure on Bermondsey Street that redirects traffic and creates a permeable closure between Whites Grounds and Tanner Street. Provide cycle contraflow on Snowsfields and in the northern section of Bermondsey. Trial bagging over signals at the Bermondsey Street / St Thomas Street / Crucifix Lane and converting to raised, give way junction.
Consort Rd	Zebra crossing on Consort Road to link Cossal Estate to Rye Lane and improve conditions and safety at this junction.
Phase 2 Space at town centres	To review and develop schemes requested by public using the COVID-19 consultation link managed by Commonplace website.

Glossary

Active travel: Ways of travelling that involve physical activity. It commonly refers to walking and cycling, but can include foot scooters, running, roller skating, etc.

Air quality: The extent of harmful pollutants in the air. Poor air quality occurs when pollutants reach high enough concentrations to endanger health of people and the environment.

Congestion Charge: The charge applied to motor vehicles entering a defined area of central London, to reduce traffic congestion and its associated impacts.

Cyclists: All people who use different types of bicycles including tricycles, hand-cycles and other adapted cycles, and e-bicycles.

Intervention: A proposal, scheme or measure that seeks to deliver improvements to the existing highway network.

Mode share: Also, known as modal share or split, which is the percentage of travellers or the number of trips made using a particular type of transportation. It is typically reported through travel surveys.

Public realm: the space between and within buildings that is publicly accessible, including streets, squares, forecourts, parks and open spaces. In addition, it can include privately owned public spaces which provide parts of the public realm, but with more conditions on its use.

TLRN: The Transport for London Route Network of strategic streets, which is operated and maintained by TfL, and comprises about 5% of the road network in London.

Vision Zero: A road safety initiative that aims to achieve a highway system with no fatalities or serious injuries from collisions with road traffic.

End notes

¹ Mayor of London (2015) 'Health impacts of cars in London', London: Greater London Authority (Accessed: 1 June 2018) Available at: https://www.london.gov.uk/sites/default/files/health_impact_of_cars_in_london-sept_2015_final.pdf

² Southwark Council (2017), Annual automated traffic counts with ARX classification 2010-2017 (Accessed March 2018). Available at <https://geo.southwark.gov.uk/connect/analyst/mobile/#/main?mapcfg=Southwark%20Highways>

³ Transport for London (2017) 'Travel in London 10 supplementary information: Borough Local Implementation Plan (LIP) performance indicators', London: Transport for London (Accessed: 20 August 2018) Available at: <http://content.tfl.gov.uk/borough-local-implementation-plan-performance-indicators.pdf>

⁴ Southwark Council (2018) 'JSNA Factsheet 2018-19 Demography' (Accessed 12 August 2018). Available at <https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/southwark-profile>

⁵ Transport for London, Analysis of walking potential, 2016. Accessible at: <http://content.tfl.gov.uk/analysis-of-walking-potential-2016.pdf>

⁶ Mayor of London, The Mayor's Transport Strategy, 2017, p24. Accessible at: <https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>

⁷ Transport for London, London Streetspace Plan – Interim Guidance to Boroughs, 15 May 2020. Available at: <http://content.tfl.gov.uk/lsp-interim-borough-guidance-main-doc.pdf>

⁸ Transport for London, London Streetspace Plan – Interim Guidance to Boroughs, 15 May 2020. Available at: <http://content.tfl.gov.uk/lsp-interim-borough-guidance-main-doc.pdf>

Streetspace Plan

Appendix B – Funding and delivery update 24 June 2020

July 2020

Introduction

Please see below an update on the work that's happening on the Southwark Streetspace.

The works cuts across Highways and Transport policy, with part also being in the network management team - with support from Wardens. All the teams are linked up and working well and at pace. We've spilt the work into three main areas - though they are all joined up.

- (1) Immediate lengths being taken for social distancing
- (2) Bringing forward schemes that were happening to make them happen quicker
- (3) Bringing forward schemes that were wanted but may been in the 'too hard' box for whatever reason.

To demonstrate Southwark's intention to be transformative and bold, our intention is to use the London climate change joint statement providing a sense of purpose and demonstrate the wider cause. Six programmes that were agreed at TEC, with the focus here being '*halve petrol and diesel road journeys*'. Therefore, if we use that as our premise/challenge what does that mean we have to do as a guiding principle. So, the concept is to encourage a modal shift by delivering three items of work, as follows:

- Changing key junctions on main roads with TfL (to reduce road space and driving),
- Improving main roads between key junctions with TfL to assist buses and bikes, and
- Use Commonplace comments to reduce traffic and improve walking and cycling on side / residential streets (i.e. Low Traffic Neighbourhoods).

Overall Approach and Strategy

The approach of the Southwark Streetspace Plan (SSP) is to keep traffic as low as possible to maintain as many transport, health and environmental benefits as possible from the lockdown. The challenge is that there is currently only 20% capacity on public transport due to social distancing, which will potentially encourage more people to drive than before the lockdown. Hence our proposal to work with TfL on traffic reduction, modal change and social distancing measures. We will create an appendix of junctions and main roads to encourage TfL to improve.

Community Engagement

The webpage has been up and running since Friday 15 May. The webpage explains Southwark Council's transport response to Covid-19 and inviting comments and suggestions on where we can potentially carry out works to improve areas such as pinch points for social distancing or promote cycling and walking. Highway's will soon update the Commonplace website to explain how people's requests have influenced the choice of experimental schemes to be implemented.

<https://southwarkstreetspace.commonplace.is/about>

As of 22nd June, we had received well over 6,000 visitors with 3,777 individual suggestions and comments having been made, nearly 2,000 free text comments and over 10,000 agreements registered.

 @lb_southwark  facebook.com/southwarkcouncil

Of the individual suggestions and comments

- 721 about traffic volume
- 628 about traffic speeds
- 604 about there not being enough space for social distancing
- 510 about bad driving
- 260 about there not being a safe place to cross the road

Improvements suggested

- 535 wanted more space for cycling
- 495 wanted the street shut to drivers.
- 462 wanted the pavements widened
- 441 wanted traffic slowed down
- 236 wanted the speed limit reduced

So far the suggestions have led to:

- 282 people reported issues on TfL roads (such as Old Kent Road), all of which have been passed on to TfL, albeit we are working closely with TfL at the junctions with Borough maintained roads
- 102 people reported issues that were being dealt with via the above experimental scheme process
- 71 people's suggestions have been taken up as discreet social distancing measures
- 64 people's suggestions have been taken up as part of the next round of Experimental schemes

Short term and longer future works

Following on from the initial opening of business in w/c 15/6/20, and using the following sources of information:

- reports from our wardens, enforcement, network management and highway officers
- previously provided desktop study undertaken by an independent transport consultant which identified all the theoretical pinch points and cycle problem areas across the Borough
- Commonplace information

A programme has been derived of extensive social distancing measures to promote the opening of businesses in the safest possible manner, protecting the customers by maximising the available highway space and helping the businesses wherever possible. The measures are comprehensive and being added to continuously as information becomes available. Measures typically range from:

- Full road closures (e.g. Rye Lane)
- Removal of street furniture
- Minor footway widening

These schemes will be implemented from next week and involve nearly 0.5km of water filled barriers. In the next 4-6 weeks, we will be submitting a further IDM of experimental schemes building on the first tranche and with the benefit of knowing the available funding.

TfL funding bid

Southwark bid for £1.693m is our bid in conjunction with the TfL London Streetspace plan. TfL received almost double the funding bids for the money available and had a third less funding as their budget also included sunk costs (items we had already spent at the start of the financial year).

TfL have been allocating funding in six tranches every Wednesday in June. This explains the small amounts of funding we have received for tranches 1 and 2, which leaked onto social media. Tranche 3 has provide a large amount of what we bid for. A few of these bids were part funded, which officers presume is to pay to design measures in detail, with further funding possible in future tranches from TfL. If further funding is not forthcoming then funds will be spent to progress these measures as far as possible (usually to complete their design) and will then be on hold until monies are available to construct them (excluding Schools Streets).

TfL London Streetspace Plan funding - Tranche 1 allocations

Route Name	EFC (Estimated Final Cost)	Allocated amount
Lower Road ext to CS4	£500,000	£15,000
Rotherhithe to Peckham cycle route	£55,000	£15,000
Gt Suffolk St / Southwark Bridge Road area wide traffic	£57,500	£7,500

TfL London Streetspace Plan funding - Tranche 2 allocations

Route Name	EFC (Estimated Final Cost)	Allocated amount
C7 Southwark Bridge Road	£127,500	£7,500
Rye Lane cycle links	£17,250	£2,250

TfL London Streetspace Plan funding - Tranche 3 allocations (approved 22 June 2020)

Project Name	TfL Funding request	Intervention type	Summary of proposals	Recommendation	Initial funding granted
Dulwich Village	£23,000	Low traffic neighbourhoods	Experimental TMO to trial closure of Calton Avenue between Dulwich Village and Court Lane to provide additional footway space beside local shops, prevent rat running traffic and supports quietway 23 Green Dale - includes investigating complimentary measures to minimise displaced traffic onto the local network to expand the Low Traffic Neighbourhood where practicable.	PROCEED - FULL AMOUNT	£23,000
Dulwich Village Phase 2	£110,000	Low traffic neighbourhoods	Phase 2 continuation of above with further investigations to ensure Low Traffic Neighbourhood and support social distancing	PROCEED - PARTIAL	£40,000
Dog Kennel Hill / Champion Hill Champion Hill No Entry trial	£3,000	Low traffic neighbourhoods	Convert signal aspects on Grove Hill Road phase to cycles only to reduce through traffic which is beside Dog Kennel Hill Primary School and enhance quietway 23.	PROCEED - FULL AMOUNT	£3,000
Melbourne Grove North	£5,000	Low traffic neighbourhoods	Point closure to reduce motor vehicle traffic and encourage walking and cycling.	PROCEED - FULL AMOUNT	£5,000
Melbourne Grove South	£5,000	Low traffic neighbourhoods	To close Melbourne Grove at a point between Tell Grove and Ashbourne Grove to reduce motor traffic and encourage walking and cycling.	PROCEED - FULL AMOUNT	£5,000
Comber Grove Primary School	£3,450	School Streets	To assess all schools in the borough for LSP. First phase to implement experimental TMOs for a permeable closure / timed closures at 5 schools.	PROCEED - FULL AMOUNT	£3,450
Alleyns School	£3,450	School Streets	To assess all schools in the borough for LSP. First phase to implement experimental TMOs for a permeable closure / timed closures at 5 schools.	PROCEED - FULL AMOUNT	£3,450
Goodrich Primary School	£3,450	School Streets	To assess all schools in the borough for LSP. First phase to implement experimental TMOs for a permeable closure / timed closures at 5 schools.	PROCEED - FULL AMOUNT	£3,450

Rye Oak Primary School	£3,450	School Streets	To assess all schools in the borough for LSP. First phase to implement experimental TMOs for a permeable closure / timed closures at 5 schools.	PROCEED - FULL AMOUNT	£3,450
Camelot Primary School	£3,450	School Streets	To assess all schools in the borough for LSP. First phase to implement experimental TMOs for a permeable closure / timed closures at 5 schools.	PROCEED - FULL AMOUNT	£3,450
Peckham Rye	£50,000	Space at town centres	Peckham Rye east side, north of Nunhead Lane, convert road to buses & cycles only and overcome barrier on longer cycle route.	PROCEED - FULL AMOUNT	£50,000
Bermondsey Street	£50,000	Space at town centres	Road closure on Bermondsey Street that redirects traffic and creates a permeable closure on quietway between Whites Grounds and Tanner Street. Provide cycle contraflow on Snowsfields and in the northern section of Bermondsey. Trial bagging over signals at the Bermondsey Street / St Thomas Street / Crucifix Lane and converting to raised, give way junction.	PROCEED - PARTIAL	£10,000
Consort Rd	£50,000	Space at town centres	Trial a zebra crossing on Consort Road to link Cossal Estate to Rye Lane and improve conditions and safety at this risky junction.	PROCEED - PARTIAL	£7,500
Gt Suffolk St / Southwark Bridge Road area wide traffic	£57,500	Low Traffic Neighbourhoods	Acceleration of measures proposed under Grid Phase 2 programme which focuses on the cycle route along Great Suffolk Street. Proposed interventions to improve cycling and walkability of the area bound by Southwark Street to the north and Webber Street to the south.	PROCEED - FULL AMOUNT	£57,500

Good Growth Fund

Officers are currently discussing with Team London Bridge a possible contribution to help cover the funding shortfall from TfL for the Bermondsey Street trial.

Guy's and St Thomas Charity

The GSTC have provided £250,000 to install health focused transport measures to reduce air pollution and childhood obesity, which are principally within low-income areas during the next six months. Officers are working with GSTC staff to identify and cost a long list of possible measures to present to the Lead Member to decide which ones to implement.

The Reopening High Streets Safely fund

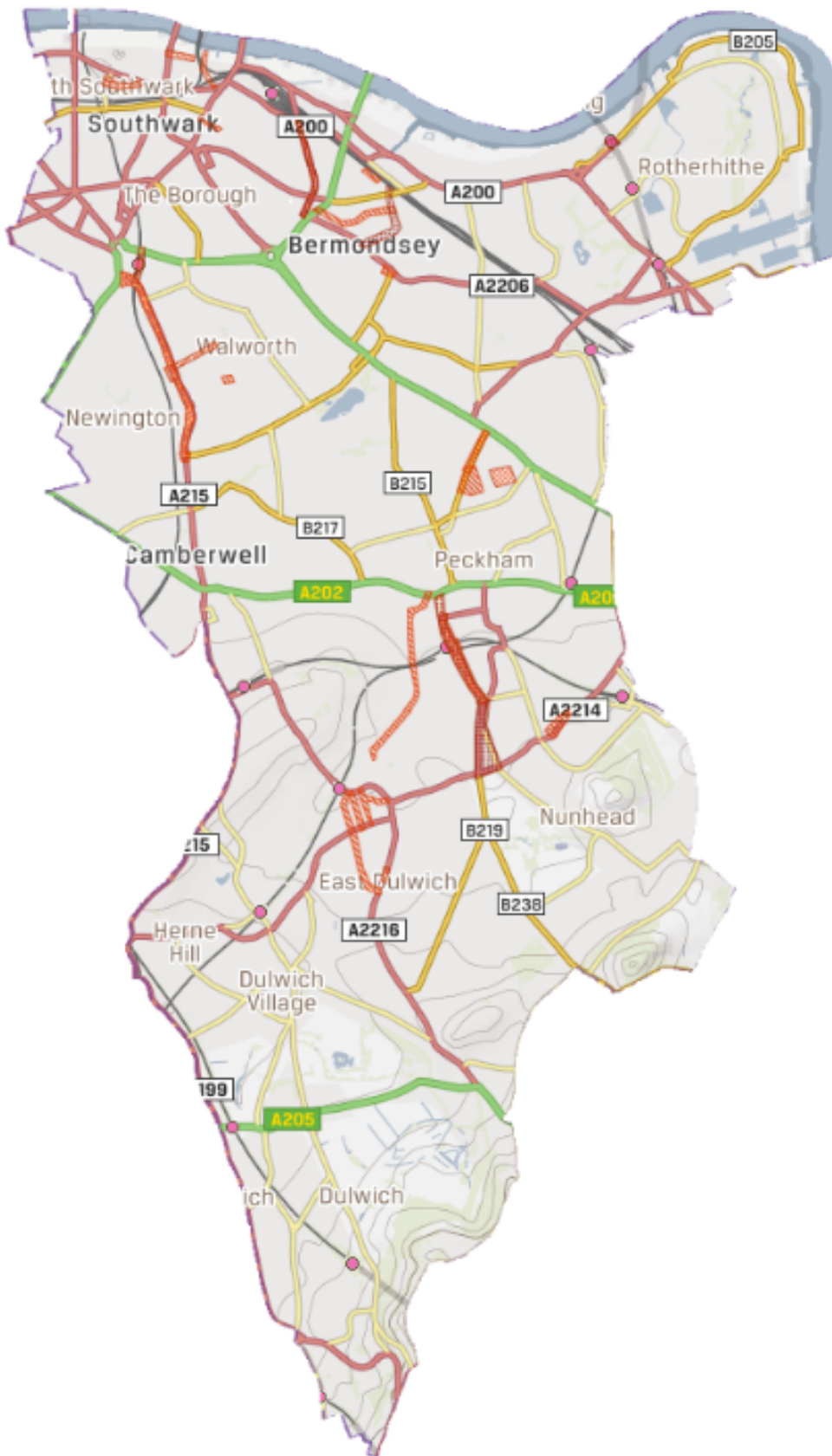
The Regeneration department has received £285,000 from the European Regional Development Fund. Highways will enter into discussions to see what monies can be used to deliver reactive social distancing measures to support the economic recovery for high streets and town centres from the Covid lockdown.

DfT COVID-19 Emergency Active Travel Fund (approved 26 June 2020)

Southwark received £100,000 from the DfT to help deliver the measures below.

Location	Summary of proposals	Initial funding
Walworth Road	Prohibition of motor vehicles and Reallocation of carriageway to provide additional space for social distancing around shops at 3 junctions: Browning Street E: 532259 N:178457 Larcom Street E:532223 N:178545 East Street Market E: 532474 N:178327	
Goose Green Primary School	Social distancing measures introduction of Motor vehicles restrictions at side road junctions of Grove Vale (Elsie Road and Tintagel Crescent) to provide traffic reductions around Goose Green Primary School. E:533672 N:175327	
The Charter School	Social distancing measures introduction of Motor vehicles restrictions at northern end of Melbourne Grove to provide traffic reductions Complementary restriction to be placed on parallel road (Derwent Grove) to address traffic displaced from Melbourne Grove onto residential Street. E:533467 N:175201	

Figure 1: Plan of all measures up to 16 June 2020 the df in the orange hatched areas.



Item No. 15.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Borough Emergency Plan 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD – COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

Every year the cabinet reviews the borough’s emergency plan to give us assurance that our arrangements to manage and respond to an incident are appropriate and effective. Put simply, in an incident, is Southwark ok? This year, in the light of the ongoing response to COVID-19, that assurance feels particularly apt.

COVID-19 is the longest, single incident the borough has faced. The end of June marked 100 days of lockdown across England. Southwark was quick to set up a borough emergency control centre in the face of the coming pandemic and, in the light of lockdown, one of the first to move to a virtual operation. All set within the framework outlined in the attached plan and as part of a London wide response. In the more than 100 days that have passed many in our community have been affected in different ways by this horrid virus, with the detail of our borough wide response reported to Cabinet. Once again, I’d like to thank all those who work on bringing our borough safely back to business and those residents who patiently act with responsibility and respect in keeping themselves, their loved ones and the loved one of others safe.

Although the government have reduced the UK wide virus alert level, COVID-19 remains in general circulation. As a council and borough we must remain vigilant and prepared – and assurance on the generic emergency plan is key to that planning. As we move forward together as a community into recovery and renewal the lessons learned by ourselves and other organisations will further shape and develop the generic emergency plan. Protecting our local community and keeping residents, businesses and all those who visit our borough safe is a priority, a basic moral duty and one Southwark together will always put first.

RECOMMENDATIONS

1. That the cabinet agrees the annual review of the generic borough emergency plan with the understanding that further lessons from the ongoing response to COVID-19 will continue to be incorporated into ongoing learning.
2. That councillor briefing sessions are put in place at the earliest opportunity to further explore the role of councillors in emergency planning and to inform future development of incident management.
3. That the cabinet note that the council’s emergency arrangements will continue to be guided by pan-London standards and approach, including any ongoing transition arrangements in place as part of the city-wide COVID-19 response.

BACKGROUND INFORMATION

4. The council has clear legal and moral obligations to provide effective, robust and demonstrable emergency arrangements to mobilise its resources at short notice to deal with a broad range of incidents. This may be on a localised departmental level where a simple out-of-hours activity is required, or on a much larger scale, where a multi function response requires dedicated coordination, liaison and communication. In either case, high quality planning provides the foundation for this flexible response, whatever the initiating event may be.
5. The generic plan is being presented at this time to ensure that the organisation is satisfied that the annual review and post incident reviews of the plan and of the supporting plans/handbooks provide assurance that our arrangements are both appropriate and effective.
6. The generic emergency plan sets out the council's strategy for dealing with a broad range of incidents. It ensures that the local authority is meeting its moral responsibility to the community and as a designated Category 1 responder it is meeting legal obligations in accordance with the Civil Contingencies Act 2004.
7. The London Borough of Southwark Generic Emergency Plan is available for public view and outlines the structure of the council's response in the event of an emergency.
8. The Civil Contingencies Act, 2004, requires that emergency plans are in situ and recommends they be reviewed annually. To ensure the overall generic plan remains effective each supporting hand book and specific individual plans are reviewed on a regular basis. This ensures Southwark Council's moral and legal compliance to maintain our reputation of good practice and to capture additional response capability.
9. Detailed operational procedures are not captured in the generic emergency plan due to the complexity and occasional sensitive nature; they are captured in the supporting handbooks.

KEY ISSUES FOR CONSIDERATION

10. Southwark has in place a generic emergency plan which sets out the framework that is used to deploy and control its resources during emergency incidents. The framework within the plan is flexible enough be adapted dependent on circumstances but sufficiently structured to allow the same principles to be employed for all incidents which in turn gives a better understanding of specific responsibilities and roles.
11. The plan has been fully activated during our response to Covid 19 providing the structure to coordinate and support the delivery of our critical services both during the outbreak and into the renewal phase. The arrangements were found to stand up well and were quickly adapted to utilise remote ways of working whilst maintaining the overall framework.
12. The purpose of cabinet agreeing this plan on an annual basis is so that the council can be satisfied the generic plan provides a simple but robust framework that enables the council to respond to emergency incidents affecting the borough. It is also so that the council is satisfied that our arrangements meet pan-London

requirements and that our arrangements effectively align with other boroughs ensuring an effective cross-London response if and as required.

13. Agreeing the plan will enable the council to effectively deploy its resources to mitigate the effect of any incident and facilitate the return to normality for local residents, businesses and the community more generally.
14. The arrangements detailed in the plan also support the deployment of London Local Authority Gold (LLAG). It also gives due regard to the requirements detailed in the pan London Concept of Operations for Emergency Response and Recovery document (ConOps).
15. The overarching generic plan is supported by a range of supporting handbooks that cover specific roles integral to the effective management of emergency incidents and a further raft of individual plans covering identified risks that reflect the National Risk Register, the London Risk Register and local Risk Register.

Ongoing learning to inform emergency and business continuity planning

16. An internal audit in 2017 recommended enhanced overarching governance for the generic emergency plan. Following realignment of cabinet member portfolios in May 2018 the Leader took responsibility for Emergency Planning and Business Continuity with the emergency planning and resilience section managed and reporting directly to the Chief Executive's Office. This ensures that an organisational response to incident can be swiftly deployed and effectively managed with limited impact on 'business as usual' activities during the period of an incident and into recovery.
17. Whilst the framework of our plan has been used to good effect it will continue to evolve reflecting lessons learned and best practice from within and outside of London, including – in recognition of the international nature of our borough - learning from other global cities where appropriate.
18. Our own Business Continuity planning process will be subject to ongoing review and revision incorporating the experiences from our COVID 19 response and renewal phases continuing to strengthen our own resilience and emergency response capability.
19. The generic plan has also been reviewed and amended to include the recommendations contained in the Riordan/Ney report and to support the Resilience Standards for London contained in the Sean Ruth report. Compliance with the Resilience Standards has been peer reviewed in conjunction with the other members of the Central Sub Regional Resilience Forum.

Role of councillors

20. In line with the both the Riordan/Ney and the Sean Ruth reports lead elected members received a briefing on the generic emergency plan and the Borough emergency scheme in October 2018. Lead members also completed a familiarisation visit to the command suite at the Metropolitan Police premises in Lambeth in July 2019.

21. At their meeting on 7 May 2020, the overview and scrutiny committee, in considering the council's May update on the progress of the borough wide COVID-19 response, identified the following recommendations for actions:
- That the council ensure that it is using all resources available to best use during a crisis or in the event that business continuity procedures are invoked. Councillors hold a great deal of knowledge about their wards and the council must ensure this is leveraged to avoid duplication of knowledge. The role of councillor must be clearly defined as part of the Council Business Continuity Plans
 - That as part of new councillor induction, all Councillors should receive a briefing on the Council's Business Continuity plan and training on the role of Councillors during an event which invokes the Business Continuity response, especially a crisis.
22. The cabinet adopted the above recommendations at their meeting on 16 June 2020. In doing so the cabinet noted that the council regularly reviews business continuity arrangements taking account of learning from incidents including role of councillors. The role of councillors is set out in the package of supporting documents for the Generic Emergency Plan, including what to do in an incident and their role as advocates and in community reassurance.
23. Guidance on the role of councillors is also set out in London wide planning documents, as part of the London Resilience Framework and approach to consistent standards in emergency planning across the city. This guidance was shared earlier in the year. Briefings were planned to take place for all councillors on the Emergency Plan and the Council's Business Continuity plan. The purpose being to further explore the role of councilors in emergency planning and inform next step incident planning. However, due to resources being prioritised on the ongoing response these briefings did not take place and will be re-scheduled at the earliest opportunity. This will include new member induction and training on the role of Councillors during an event which invokes the Council's Business Continuity response.

Policy implications

24. The Council Plan 2018-22, describes the vision for a fairer future for all including making Southwark a great place to live with clean, green and safe communities. Having a robust emergency plan in place with supporting arrangements not only meets important statutory duties in relation to Civil Contingencies Act 2004 but moreover supports our aim for a borough where everyone has the right to feel safe and be safe.
25. Ongoing negotiations continue regarding the UKs exit from the European Union. Where appropriate direct and indirect impacts of the final exit arrangements will be assessed and incorporated into the generic plan

Community impact statement

26. The Civil Contingencies Act 2004 (CCA) requires each Category 1 responder to put in place plans deal with emergencies. As a Category 1 responder the council must ensure that its arrangements are robust, agile and able to respond to the differing needs of the community in any single incident (or multiples of incidents). In activating arrangements, either in response to an incident or through recovery, the

council is mindful of its commitments for equality and fairness and in ensuring that no group is detrimentally impacted as a result of actions arising from emergency response.

27. As with other plans and strategies, the council will give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to in assessing our local emergency planning response arrangements. For example, in setting up Humanitarian Assistance Centres (and other such centres) the council will be mindful of access and other such equalities considerations to ensure that all individuals affected by an incident are given equal opportunity for support (e.g. providing support where language is a barrier in communications).

Resource implications

28. A broad range of facilities and equipment are in place to support any emergency response. These include:
- A fully equipped Borough Emergency Control Centre (BECC)
 - A fully equipped Alternative Borough Emergency Control Centre (ABECC)
 - A general use van to assist in emergency operations
 - A range of rest centre equipment including a stock of PPE
 - An ongoing pan London MOU with British Red Cross to support staffing and equipment provision in rest centres
 - Nominated rest centres within the borough (usually schools, leisure centres and halls)
 - Tools and equipment associated with specific council services
 - A range of communications & data infrastructure and equipment
 - The technical equipment and ability to operate a fully remote BECC.

Legal implications

29. The Civil Contingencies Act 2004 (CCA) requires each Category 1 responder to put in place plans deal with emergencies. As a Category 1 responder the council is required to co-operate and liaise with a broad spectrum of stakeholders in the planning process. The Southwark Borough Resilience Forum (BRF) provides the opportunity to liaise and interact with these parties on a regular basis. Outcomes from this regular liaison informs the review and revision of the generic emergency plan.

Financial implications

30. The resources identified above are all in place. There are no additional financial implications arising from agreement of the plan.
31. Given the unpredictable nature in which emergency incidents can arise, it may be that responding to some incidents will require additional resources to ensure an effective, efficient and safe response for residents and businesses in the borough. The council will seek to deploy resources as best appropriate in this instance and would seek additional support from central government and other such bodies where this was felt to be appropriate to the scale of incident.

Consultation

32. The generic emergency plan is agreed annually and published on the website, in

line with the council's values with regards openness and transparency. Feedback received on the plan and associated arrangements will be taken into account when re-assessing and refreshing the plan each year.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

33. Cabinet has the power to make this decision under Part 3C of the constitution.
34. As detailed in this report, pursuant to the Civil Contingencies Act 2004 schedule 1, Southwark as a category 1 responder has statutory responsibility for emergency planning
35. The decision maker needs to have regard to the PSED when making this decision

Strategic Director of Finance and Governance(FC18/004)

36. The report is requesting the cabinet to agree the annual review of the generic borough emergency plan.
37. The strategic director of finance and governance notes the resource implications in the report and notes that there are no additional financial implications arising from the report

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Generic Emergency Plan 2019-2020	Emergency Planning section 160 Tooley Street London SE1 2QH	Andy Snazell 020 7525 3517
Link (please copy and paste into your browser): http://thesource/assets/files/10527/-1-Southwark-Council-Generic-Emergency-Plan-Issue-13.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Andy Snazell, Emergency Planning and Resilience Manager	
Version	Final	
Dated	2 July 2020	
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		2 July 2020

Item No. 16.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Annual Performance Report 2019/20	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD - COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

A fairer future for all means that Southwark's a great place to live, work and have fun, where residents have the skills to work, a quality home, and where every child has the best start in life. Where your background does not determine your life chances, and where everyone benefits from the growth and opportunity that the borough has to offer. Creating a fairer future for all has been our vision for Southwark since 2010. In 2018 we set another bold and ambitious council plan, committing the council to going further to make our vision of a fairer future a reality for all our residents. Two years into our four-year plan, we have already made good progress on many of the commitments and some commitments have been met entirely. We have supported thousands of residents into jobs, delivered new council and affordable homes, developed plans to tackle the Climate Emergency and make Southwark carbon neutral by 2030, opened a new secondary school and invested in our award winning libraries and parks.

When we set out our measures and milestones for this year we could not have predicted that Southwark, like the whole country and indeed the world, would be faced with a global pandemic. The COVID-19 crisis has had a huge impact on our borough, including residents who have been ill or sadly lost loved ones, local businesses which have been forced to close or significantly change the way they operate, and the council itself which has had to fundamentally change the work we do to respond to the pandemic. Alongside keeping vital frontline services operating during the crisis, the council has played a critical role in delivering the public health response to the pandemic and provided support to thousands of vulnerable residents through completely new structures such as the Community Hub. We also know that as a result of the pandemic, the country is heading into a period of recession and local authorities face a huge financial challenge.

Despite the unprecedented challenge we face as a borough, the council is committed to continuing to deliver a fairer future for all of our residents. We have already made good progress on delivering on many of the promises set out in the 2018-22 Council Plan and we will continue to deliver those promises over the next two years. However, in light of the global pandemic and the resulting impact on the council and the borough, some of the commitments outlined in the Council Plan will be significantly more difficult to deliver, or may need to be delivered in a different way. Therefore, we are undertaking a process to review the Council Plan commitments in the context of COVID-19 and we will bring a refreshed Council Plan to Cabinet later in the year. We know there is still much more to do and we will continue to be open and honest about the challenges we face, and we will never stop being ambitious for our residents and our borough.

RECOMMENDATIONS

That Cabinet:

1. Notes the council's performance over 2019-20 against the Council Plan 2018-2022
2. Agrees to bring a refreshed Council Plan to Cabinet in September

BACKGROUND INFORMATION

3. In November 2018 Council Assembly approved the Council Plan 2018-22. This set out the programme of work that the council will achieve over the period 2018-19 to 2021-22. It is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will continue to deliver a fairer future for all in Southwark.
4. The Council Plan set out seven "vision statements" that are at the heart of what we want to achieve for Southwark:
 - The best start in life: clean air, great schools and an opportunity to thrive
 - The quality homes that you and your family need
 - Fighting for you, on your side in challenging and uncertain times
 - A great place to live with clean, green and safe communities
 - A healthy borough where your background doesn't determine your life chances
 - Full employment, where everyone has the skills to play a full part in our economy
 - A modern efficient council: working with the community, listening to residents and open to you.
5. The Council Plan is structured around eight priority themes. These reflect the things that the people of Southwark said were most important to them. These priority themes are:
 - A place to call home
 - A place to belong
 - A greener borough
 - A full employment borough
 - A healthier life
 - A great start in life
 - A safer community
 - A vibrant Southwark.
6. Each theme includes a set of commitments which are in turn underpinned by a series of "measures" and "milestones" that show in a clear and transparent way, how our performance will be judged.
7. During 2019-20 the council has monitored performance against the commitments in the Council Plan, as well as key 'business as usual' targets, with performance data reviewed on a quarterly basis.

8. This annual performance report summarises delivery against the Council Plan in 2019-20. In line with our fairer future principle of being open, honest and accountable, the full cabinet portfolio performance schedules will be available on the council's website.
9. Southwark, like the whole country and indeed the world, has been significantly affected by the global COVID-19 pandemic. The crisis has had a huge impact on our borough, and the council itself which has had to fundamentally change the work we do to respond to the pandemic. The council has played a critical role in delivering the public health response to the pandemic, keeping frontline services operating during the crisis and developing new structures such as the Community Hub. The pandemic and economic fallout will also have a lasting impact on Southwark's finances. Based on the cost of delivering our response to COVID-19 and the loss in income, without additional funding from government the council is facing a £45m shortfall in our budget.
10. Details of the council's response to the COVID-19 pandemic, including the impact on council services and the responsibilities the council has undertaken to support residents and businesses through the crisis, are detailed in the #SouthwarkTogether Cabinet reports of May and June 2020.
11. Despite the unprecedented challenge we face as a borough, the council is committed to continuing to deliver a fairer future for all of our residents. We have already made good progress on delivering on many of the promises set out in the 2018-22 Council Plan and we will continue to deliver those promises over the next two years. However, in light of the global pandemic and the resulting impact on the council and the borough, some of the commitments outlined in the Council Plan will be significantly more difficult to deliver, or may need to be delivered in a different way. Therefore, we are undertaking a process to review the Council Plan commitments in the context of COVID-19 and we will bring a refreshed Council Plan to Cabinet later in the year.

KEY ISSUES FOR CONSIDERATION

12. This annual performance report summarises the second year of delivery against the 2018-22 Council Plan. In line with our fairer future principle of being open, honest and accountable, this report and the full cabinet portfolio performance schedules for 2019/20 will be available on the council's website.
13. We have made good progress against our fairer future promises and some commitments have been met entirely. Some notable achievements from this year include:
 - 1,226 Southwark residents supported into jobs
 - Great Estate programme launched with a £1m pilot scheme to be led by residents on how best to improve their estates
 - Empty council homes being turned around within 28 days to make them ready for new tenants to move in
 - Over 3,000 residents supported in the community through the Southwark Mental Health and Wellbeing Hub
 - Southwark officially recognised as a Living Wage Borough, with 43 more employers in Southwark paying the London Living Wage

- Borough-wide swimming lesson pilot programme launched for adults in all Southwark pools
 - 94% of schools in Southwark are Ofsted rated good or outstanding
 - New secondary school opened in Borough in September 2019.
14. A full update on the progress against the commitments in the Council Plan is detailed in the Council Plan 2019-20 Progress report (Appendix 1) and performance schedules (Appendix 2).

Community impact statement

15. The purpose of this report is for cabinet to note delivery against the Council Plan 2018-22. No specific equality analysis has been undertaken on this report as there are no impacts arising from the report itself.
16. Future decisions made on the basis of the performance highlighted in this report may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate. The Forum for Equalities and Human Rights and Southwark's Equality and Human Rights Panel were engaged in the development of the initial Council Plan 2018-22 and will be engaged in the refresh of the Council Plan.
17. We will give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to consider the promotion of equality throughout the delivery of the Council Plan. We will also publish information on our website to show how we implement the PSED in our work and performance.

Resource implications

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

19. In the past local authorities had been subject to various duties relating to the monitoring of performance. This regime has now largely been abolished, firstly by the Local Government and Public Involvement in Health Act 2007 and subsequently the Localism Act 2011.
20. However, a local authority is still under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council Plan is one of the ways the council can demonstrate that it is achieving this requirement.
21. As paragraph 15 of the report states, no specific equality analysis has been undertaken for this report as there are no anticipated impacts on the community arising from the report itself. However, cabinet is reminded in the exercise of all its functions, must have due regard (section 149 Equality Act 2010) 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. As paragraph 16 states, further equalities analysis may be need to be undertaken in relation to any subsequent work or proposals that arise from the ongoing implementation of the Council Plan and an equality analysis will be produced for the refresh of the plan.

Strategic Director of Finance and Governance

22. The report is requesting cabinet to note the council's performance over 2019-20 against the Council Plan 2018-2022. Full details and background are contained within the main body of the report.
23. The strategic director of finance and governance notes that are no resource implications associated with the recommendations, as mentioned in financial implications.
24. 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	160 Tooley Street PO Box 64529 London SE1P 5LX	Aine Gallagher 020 7525 3855
Link: http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		
Council Assembly Report (Item 6.1) Council Plan 2018/19 – 2021/22 and Equalities analysis	160 Tooley Street PO Box 64529 London SE1P 5LX	Matthew Little 020 7525 0388
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&MId=6095&Ver=4		

APPENDICES

No.	Title
Appendix 1	Council Plan 2019-20 Progress report
Appendix 2	2019-20 Performance schedules

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Aine Gallagher, Cabinet and Public Affairs Officer	
Version	Final	
Dated	3 July 2020	
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
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 July 2020	

Council Plan 2018-2020

Annual Performance Report
2019/20

Foreword

In May 2018 we set out our four-year plan to deliver a fairer future for all in Southwark. Our vision for the borough is that every child should have the best start in life and every resident should be able to live a healthy and long life, have the skills and opportunities to find work and live in a safe and secure home. A fairer future in Southwark means that everyone should be able to benefit from the growth and success that the borough has to offer, regardless of their background. We made clear promises to every resident and over the last two years we have made great progress.

This year we launched the Great Estate programme with a £1m pilot scheme, led by residents on how best to improve their estates. We have developed plans to tackle the Climate Emergency, with a 10-year action plan and strategy setting out our ambitious plans to make Southwark carbon neutral by 2030. We supported another 1,226 residents into jobs, making us firmly on track to deliver our 5,000 jobs target. We opened a new secondary school in Borough, launched a borough-wide swimming lesson programme and trained thousands of children and adults to cycle safely.

However, the world has changed significantly over the last few months. The global COVID-19 pandemic has had an incalculable impact on our borough, including residents who have been ill or sadly lost loved ones, local businesses which have been forced to close or significantly change the way they operate, families who have been unable to be together and the council itself, which has had to fundamentally change the work we do to respond to the pandemic. Alongside keeping vital frontline services operating during the crisis, the council has played a critical role in delivering the public health response to the pandemic and provided support to thousands of vulnerable residents through completely new structures such as the Community Hub.

We also know that as a result of the pandemic, the country is heading into a period of recession and local authorities face a huge financial challenge. In Southwark, without additional funding from government the council is facing a £45m shortfall in our budget. Despite the unprecedented challenge we face as a borough, the council is committed to continuing to deliver a fairer future for all of our residents. The need for quality affordable homes, a strong local economy, and opportunities for our young people have never been greater. The COVID-19 pandemic means that we will have to do things differently. We know there will be new priorities for the council because of COVID-19, including the recovery of Southwark's economy, supporting those residents who have faced financial hardship as a result of the pandemic, and continuing the important work of the Community Hub, particularly for those residents who are still shielding because of particular vulnerabilities. And we know that some of the commitments we set out in the four-year plan will be significantly more difficult to deliver and could take longer than we initially planned.

What has not changed is our ambition for Southwark and our commitment to delivering the very best for our residents. Over the next two years we will take the action we need to respond to and recovery from the pandemic, while continuing to deliver a fairer future for all in Southwark.

Cllr Peter John OBE
Leader of Southwark Council

A place to call home

2019/20 highlights:

- Launched the Great Estate programme with a £1m pilot scheme to be led by residents on how best to improve their estates
- Agreed a repairs improvement plan with a major new improvement project underway
- Two gardening co-ordinators appointed to bring together community groups across the borough
- Hit our target to turn around empty council homes within 28 days to make them ready for new tenants to move in
- Actively exploring the development of our own construction company to build more council homes more quickly

But more to do...

- Introduce a Southwark Renters Union and Gold Standard following consultation with residents
- Launch the new resident panel offering tenants, residents and homeowner groups new ways to engage and have their say
- Work with residents to secure the future of the Ledbury, following delays due to COVID-19

A place to belong

2019/20 highlights:

- Published a draft consultation charter including a commitment to estate regeneration ballots
- Planning consent obtained for Rotherhithe School and building to commence on The Charter School East Dulwich in summer 2020
- 107 new homes delivered, with 2,824 in the housing pipeline.
- Over 20,000 people signed up to the council's Back the Bakerloo campaign to extend the Bakerloo line down the Old Kent Road

But more to do...

- Launch a Southwark Construction Company to build homes and develop skills residents need
- Submit the final Old Kent Road Area Action Plan following resident consultation on the plans
- Complete resident ballot on the Tustin estate
- Continue building new council homes to reach target of 1,000 new homes by 2022

A greener borough

2019/20 highlights:

- Agreed an approach to the Climate Emergency working towards a carbon neutral Southwark by 2030
- Progressing on work to halve council emissions by 2022
- Timed waste collection pilot introduced in Camberwell to improve the high street
- 83 commercial bins have been removed from high streets (60% higher than target) to stop rubbish sitting out for longer than it needs to be
- Installed 34 rapid charging points to make it easier for people to charge electric cars
- Southwark Nature Action Plan approved, to protect Southwark's biodiversity and make nature accessible for all

But more to do...

- Agree and implement the new Climate Emergency strategy and 10-year plan, working towards Southwark being carbon neutral by 2030
- Restore the historic Nunhead Cemetery East Lodge and boundary wall

A full employment borough

2019/20 highlights:

- 1,226 Southwark residents supported into jobs and 364 quality apprenticeships created
- Southwark became the first Living Wage borough in London, with 43 more employers in Southwark paying the London Living Wage this year
- Southwark Council was awarded an Excellence accreditation under the Mayor of London's Good Work Standard, alongside 13 Southwark businesses
- 10 Pioneers Fund grants have been made to organisations. This funding was repurposed to provide a Business Hardship Fund to support local businesses with the impact of COVID-19
- 59 paid internships created for young people from low income backgrounds
- Southwark Construction Skills Centre residents receiving training exceeded this year's target prior to the impacts of lockdown (260%). At year end SCSC had trained over 3,000 Southwark residents (2,228 BAME), helped 475 residents into employment, and supported 256 apprenticeships

But more to do...

- Continue to help more residents into jobs to meet our ambitious 5,000 target
- Develop a plan for the renewal of Southwark's economy and support local businesses who have struggled as a result of COVID-19

- Support residents who have become unemployed as a result of COVID to help them get back into work

A healthier life

2019/20 highlights:

- Supported over 3,000 people in the community through the Southwark Mental Health and Wellbeing Hub and trained 121 mental health first aiders
- Developed a loneliness strategy and began public engagement with over 100 responses from residents and professionals
- Secured planning permission and approved property deal for two new nursing homes which will provide high quality care in Southwark
- Made it easier for people to cycle, with 3,138 children and 1,501 adults receiving bikeability training
- Delivered 62 cycle hangars where people want them
- Launched a borough-wide swimming lesson programme offering adult lessons for non-swimmers in all Southwark pools, including disabled, women only and older adult specific lessons, with 469 people booking lessons. Unfortunately, we have had to close all leisure centres because of COVID-19

But more to do...

- Continue to deliver the public health response to the COVID-19 pandemic, including leading local plans
- Tackle loneliness and mental health, particularly in light of COVID-19
- Continue to develop a green walking network
- Introduce a Residential Care Charter, to protect vulnerable residents and the people who are working to keep them safe

A great start in life

2019/20 highlights:

- 5 new school street closure schemes, bringing the total to 8, and an increase of 61% more children walking, cycling or scooting to school
- Rolled out free healthy school meals in school nurseries and introduced a water-only schools policy to help children be healthier
- 94% of schools in Southwark are Ofsted rated good or outstanding
- Protected funding for mental health services for children and young people, funded mental health support in 70 Southwark schools and launched the new Nest open access mental health hub for young people, offering digital and telephone support during the COVID-19 pandemic
- Opened a new secondary school in Borough
- Over half of all primary schools in Southwark taking part in the 'daily mile'

But more to do...

- Support schools to reopen and help children catch-up from missed school time
- Close more roads around schools to help children and parents walk and cycle to school
- Continue protecting funding for mental health services and open the new Mental Health Hub in Peckham for young people when it is safe to do so

A safer community

2019/20 highlights:

- Delivered the recommendations of the Southwark cross-party Youth Violence panel and continued to engage with young people on this important issue
- Launched the Positive Futures Fund, with 18 projects completed or currently being delivered
- Delivered a Violence Against Women and Girls strategy and action plan
- Reopened The Blue Youth Club and Community Centre in Bermondsey. Unfortunately, the Centre's doors were only open briefly before lockdown was announced, but they will reopen as soon as it is safe to do so.

But more to do...

- Continue to campaign for all roads in the borough to be 20mph and deliver new safe pedestrian crossings at Lordship Lane and Dulwich Common
- Continue funding innovating projects for young people through the Positive Futures Fund
- Continue to work with communities to find local solutions that help young people stay away from knives

A vibrant Southwark

2019/20 highlights:

- Launched a Southwark Business Support Hardship Fund using re-directed funding from the High Street Challenge, to support local businesses through the COVID-19 pandemic
- Rolled out high speed internet access to 67% of council-owned properties and put free, ultra-fast broadband in 54 community halls (68%)
- Submitted planning application for Walworth Town Hall to make it a publicly accessible cultural hub
- Supported 1,323 cultural celebrations across the borough
- Invested in Southwark's libraries, developed a new library and heritage strategy and plans in progress to open a new library on the Aylesbury

But more to do...

- Reopen libraries following COVID-19 closures and continue investing in this important resource for residents
- Deliver the new library on the Walworth Road
- Continue to protect local residents from the effects of Brexit
- Continue roll out of high speed internet access and digital training to ensure all residents can get online

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Victoria Mills	PCH1	Commitment	Introduce a Southwark Renters Union						
Victoria Mills	PCH1	MI	Research other schemes in place across the country and recommend a suitable scheme	In progress	In progress	In progress	In progress	In progress	Oct 19 - Implementation of recommendations
Victoria Mills	PCH1	MI	Implement scheme	Not started	Not started	Not started	Not started	Not started	Oct-19
Victoria Mills	PCH1	Year-end commentary	Following public consultation, research and meetings with existing schemes (including London Renters Union, Renters Rights London and Camden Federation of Private Tenants) we remain on track to launch a Southwark Scheme by January 2021.						
Kieron Williams	PCH2	Commitment	Secure the future of the Ledbury Estate with no reduction in the number of council homes						
Kieron Williams	PCH2	MI	Agree final specification for structural works and refurbishment of Bromyard House.	In progress	In progress	In progress	On hold	On hold	Mar-20
Kieron Williams	PCH2	Year-end commentary	According to our timeline outlined at the end of Q4, we planned to have consultation with residents leading to a ballot in April 2020 to choose the preferred option. This would then have gone to Cabinet in June 2020. Residents had developed 4 options with the architects for consultation with the wider community. However, the options appraisal process has been suspended due to COVID-19 until public exhibitions and meetings can be held. This means that the Cabinet Report due in Quarter 1 and the ballot in Quarter 2 2020/21 will be moved to quarter 2 and quarter 3 respectively subject to any changes to social distancing.						
Leo Pollak	PCH3	Commitment	Launch a Great Estates Guarantee so that every estate is clean, safe and cared for						
Leo Pollak	PCH3	MI	Agree and Implement Estate Improvement Pilots	In progress	In progress	In progress	In progress	In progress	Implementation to begin Q3 19/20 - target for completion Sept 20
Leo Pollak	PCH3	MI	Publish the Great Estates Guarantee and Commitments Report	In progress	In progress	In progress	Completed	Completed	Mar-20
Leo Pollak	PCH3	Year-end commentary	<ul style="list-style-type: none"> * The Great Estates Guarantee report was agreed by Cabinet. This report sets out service standards, a commitment to develop a waste management strategy, and a commitment to delivery of improved food growing and allotments. * Detailed planning work on the pilot estates had started, with joint visits to estates with local residents. * Projects have been funded through the programme to deliver playgrounds on estates through the CGS programme. * Gardening co-ordinators have been recruited. * There has been some impact due to COVID-19, officers are developing improved ways of consulting with residents online. 						
Leo Pollak	PCH4	Commitment	Give residents the tools to garden and improve their estate						
Leo Pollak	PCH4	MI	Integrate community gardening support into Great Estates Action Plan	Not started	Not started	Completed	Completed	Completed	Oct-19
Leo Pollak	PCH4	MI	Develop community gardening groups and workplan	In progress	In progress	In progress	In progress	In progress	Oct-19
Leo Pollak	PCH4	Year-end commentary	Two gardening co-ordinators have been appointed and the roles delivered through funding that has been realised through the Great Estates Programme. Their work will focus on delivery on the seven pilot estates. Officers will be developing their workplan though building local networks. Now in post the workplan will be developed and completed by the end of Q2, 2020-21.						
Kieron Williams	PCH5	Commitment	Make it easier to request repairs online and see maintenance schedules						
Kieron Williams	PCH5	MI	Put maintenance schedules online	In progress	In progress	Completed	Completed	Completed	Sep-19
Kieron Williams	PCH6	MI	Develop a pilot to deliver an aspect of the repairs service on-line, including the ability for residents to book an appointment	In progress	In progress	In progress	On hold	On hold	May-20
Kieron Williams	PCH5	Year-end commentary	Working with three other local authorities (Greenwich, South Kesteven, Lincoln) and with funding from MHCLG, we have now reached the alpha stage of development. This project aims to deliver a common template for the delivery of an online repairs service. While work has been paused during lockdown, we are expecting this phase to report back to Cabinet in the next few months.						
Leo Pollak	PCH6	Commitment	Seek to introduce provisions so that absent leaseholders must let at affordable rents						
Leo Pollak	PCH6	MI	Seek to introduce provisions so that absent leaseholders must let at affordable rents	In progress	In progress	In progress	On hold	On hold	Sep-19
Leo Pollak	PCH6	MI	Delivery of action plan (Ongoing)	Not started	Not started	Not started	On hold	On hold	Mar-22
Leo Pollak	PCH6	Year-end commentary	The council has engaged with the government on housing issues including Right to Buy, however this campaign has been put on hold because of COVID-19. This issue will form part of a wider lobbying campaign on housing issues, including Right to Buy, post-COVID-19. The council has also written to all owners of empty properties in the borough to encourage landlords to let their property to LBS at affordable rents						
Kieron Williams	PCH7	Commitment	Turn around council voids within 28 days						
Kieron Williams	PCH7	ME	Minor voids turnaround (average)	28	27	24	29	27	< 28 days
Kieron Williams	PCH7	ME	New Major voids turnaround (average)*	44	59	62	73	62	< 100 days
Kieron Williams	PCH7	Year-end commentary	Excellent performance was maintained throughout the whole performance year. There was a collective and joint effort to ensure the performance was delivered to within target. The last three weeks of March were more difficult due to the effect of national changes due to COVID-19. The first 6 weeks of the performance year 20/21 is very challenging with the performance regime now parked. However, joint working between the voids and lettings team, temporary accommodation team, SBS, placements and major works have delivered the ability to let over 233 council properties to families who were living in shared accommodation, 25 are in secure tenancies and 208 into self contained TA. This joint work continues however, even though our performance monitoring in it's usual format no longer happens as it did, for a number of reasons, all teams involved in letting properties to families in shared accommodation continues a-pace.						
Kieron Williams/ Evelyn Akoto	PCH8	Commitment	Prioritise domestic abuse survivors over their abuser so they can stay in their own home						
Kieron Williams/ Evelyn Akoto	PCH8	MI	Review of Sanctuary scheme and develop a set of service standards as a landlord which supports victims remaining in their own home	In progress	In progress	In progress	In progress	In progress	Adopt service standards by March 2021

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Kieron Williams/ Evelyn Akoto	PCH8	MI	The Council as a landlord to implement the Domestic Abuse Housing Alliance service standards (accreditation), prioritising support for survivors over their abusers	Not started	In progress	In progress	In progress	In progress	Mar-21
Kieron Williams/ Evelyn Akoto	PCH8	MI	Encourage other social landlords and private landlords to seek Domestic Abuse Housing Alliance Registration	Not started	In progress	In progress	In progress	In progress	Mar-21
Kieron Williams/ Evelyn Akoto	PCH8	MI	Develop a corporate VAWG policy that prioritises support for survivors over their abuser	Not started	Not started	In progress	In progress	In progress	Mar-20
Kieron Williams/ Evelyn Akoto	PCH8	ME	80% of survivors referred to sanctuary scheme remain in their own home beyond six months	34%	39%	41%	36%	38%	80%
Kieron Williams/ Evelyn Akoto	PCH8	Year-end commentary	<p>The planned DAHA workshop in April was postponed due to COVID-19. Discussions are ongoing with DAHA on how to proceed with the accreditation process in the current circumstance.</p> <p>Domestic Abuse Guidance for staff published in April 2020. Need for a broader corporate policy to be reviewed and considered for development during FY 20/21.</p> <p>Sanctuary scheme - from a cohort of 55 individuals, 20 (36%) were confirmed to have remained in their own homes 6 months after sanctuary works were completed, only 1 woman was confirmed to have left their address. A total of 34 (62%) women could not be contacted to ascertain their current address; the proportion that remain in their own home therefore may be higher than reported. This means of 21 individuals we could contact 20 (95%) had remained in their homes and 1 (5%) had left. A review of the Southwark sanctuary scheme will be undertaken as part of the process of commissioning a new Violence Against Women and Girls service) which will examine cost and outcomes, and benchmark with other London borough's schemes. This was scheduled to commence in March but is currently on hold due to staff being realigned due to lockdown.</p> <p>In relation to the sanctuary scheme, Solace was commissioned to deliver independent to the council and do not have consent from service users to share their information with the Council. Individual consent would be required under GDPR for this information to be shared with the Council.</p>						
Kieron Williams	PCH9	Commitment	Change the rules on estate improvements like security doors so that those who live on estates get the biggest say	Completed March 2019					
Kieron Williams	PCH10	Commitment	Work with tenants, residents and homeowner groups to find new ways to engage so that more people can have their say						
Kieron Williams	PCH10	MI	Conduct review which includes co-design panel making recommendations for reform of the housing engagement structure and associated assets.	Completed	Completed	Completed	Completed	Completed	Jun-19
Kieron Williams	PCH10	MI	New Resident Involvement structure in place	In progress	In progress	In progress	Paused	Completed	Apr-20
Kieron Williams	PCH10	Year-end commentary	Implementation plans were well underway as of early March but following the pandemic response measures all publicity and implementation work had to be paused. An update on work that has taken place during COVID-19 and proposals for a way forward in the coming month while social distancing is still in place have been drafted						
Victoria Mills	PCH11	Commitment	Deliver a Southwark Gold Standard for private rental properties						
Victoria Mills	PCH11	MI	Launch Gold Standard, press release, website etc. and invite well known large portfolio landlords (who already comply) to apply	n/a	See commentary	See commentary	See commentary	-	Jan-20
Victoria Mills	PCH11	ME	Number of properties that have achieved the Gold Standard	n/a	See commentary	See commentary	See commentary	-	5
Victoria Mills	PCH11	Year-end commentary	Cabinet approval was granted in March 2020 for the proposed Gold Standard to be put out for consultation. However, as a consequence of the emerging and then actual COVID-19 emergency the consultation has been put on hold in compliance with guidance issued by MHCLG March 2020						
Kieron Williams	PCH12	Commitment	Bring repairs service in-house so more jobs are done right first time						
Kieron Williams	PCH12	ME	Maintain high level of resident satisfaction	85.79%	86.11%	85.28	86.16%	85.84%	95%
Kieron Williams	PCH12	ME	Repairs Completed right first time	84.70%	87.26%	85.94	84.99%	85.72%	90%
Kieron Williams	PCH12	ME	Average time to Completed orders (calendar days)	10.1	10.2	10.4	11.6	10.9	9 days
Kieron Williams	PCH12	MI	Establish a resident group to help shape future service improvements	n/a	n/a	See commentary	See commentary	See commentary	End of Q3 2019/20
Kieron Williams	PCH12	Year-end commentary	<p>Throughout the year we have made incremental service improvements including:</p> <ul style="list-style-type: none"> SMS to residents informing them in advance of their appointment times the day before and on the day of the appointment Streamlining processes in the back office to make efficiencies to front end service delivery. IT improvements allowing more time for planners and service managers to focus on managing performance. Mobilisation of sub-contractors in compliance with contract standing orders Works for our most vulnerable residents have improved. The housing adaptation work stream have delivered in reducing nearly all of their outstanding jobs and have been praised from our key stakeholders. Target measures remain very challenging and in the case of the resident satisfaction this is a measure of the performance of the repairs service in totality. A 3-year improvement plan has been developed for the whole of the repairs service in consultation with residents and this was approved by Cabinet in April 2020. 						
Victoria Mills	PCH13	Commitment	Only increase council tax to protect services for the most vulnerable						
Victoria Mills	PCH13	MI	Ensure that the budget setting process engenders the Council's Fairer Future vision and commitment to protect services for the most vulnerable residents in the borough	In progress	In progress	In progress	Achieved	Achieved	Feb-20
Victoria Mills	PCH13	Year-end commentary	<p>Council Assembly agreed in February 2020 the government's offer to raise a 2% adult social care precept and to set a 1.99% increase in council tax for 2020-21. This has been necessary to ensure the delivery of the council plan, close the budget gap (due to funding pressures and demand pressures on service provision) and maintain an adequate level of reserves and balances to protect against future funding uncertainty. The council tax increase has been made to protect vital frontline services and to protect the most vulnerable residents. In recognition of the impact of council tax increases to low income households, the Council Tax Reduction Scheme remains unchanged. This means that approximately 12,000 working age households will continue to receive support. As with the budget for 2020-21 and for previous years, each department has undertaken equality analysis/screening on its budget proposals ahead of the final decisions being taken.</p> <p>Since March, COVID-19 has had a significant impact on council services. Priorities have been changed to focus on the need to distribute emergency funding to vulnerable residents and to support essential services. In addition, the council has introduced a new Council Tax Hardship policy for 2020-21 in response to the COVID-19 pandemic to provide extra help for the lowest income, working age, council tax payers. Residents already in receipt of Local Council Tax Reduction or making a new claim will see their bills reduce in most cases by £150 and often to nil.</p> <p>The council's plan and policy and resources strategy will need to be updated and a full review of the impact of the COVID-19 pandemic will be ongoing in 2020-21.</p>						
Leo Pollak	PTB1	Commitment	Establish a Southwark Construction Company to build the homes and develop the skills our borough needs						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Leo Pollak	PTB1	MI	Delivery options agreed with commencement of detailed business case preparation	Completed	Completed	Completed	Completed	Completed	Jul-19
Leo Pollak	PTB1	MI	Completed procurement strategies, soft market testing and detailed businesses cases behind the key concepts.	In progress	In progress	In progress	In progress	In progress	Q3
Leo Pollak	PTB1	Year-end commentary	A commercial proposal has been drawn up and has gone out to the market with returns expected in July. Initial communications with targeted construction companies has shown that there is a real ambition in the market place to work with the council to develop these proposals. The results of the soft market testing will dictate a timetable to progress to procurement for the Southwark Construction Company. The key drivers remain the same; high quality homes delivered at a fair price and expediently.						
Johnson Situ	PTB2	Commitment	Continue to ensure that every new development has enough GPs, school places and parks to support residents						
Johnson Situ	PTB2	MI	Finalise and launch the new Dulwich Health Centre by end FY 2020/21	In progress	In progress	In progress	In progress	In progress	Compete and deliver by Q1 FY20/21
Johnson Situ	PTB2	MI	Construction to begin at the Charter School East Dulwich	In progress	In progress	In progress	In progress	In progress	Autumn 2020
Johnson Situ	PTB2	MI	Construction to begin at the new Rotherhithe School	In progress	In progress	In progress	In progress	In progress	Autumn 2020
Johnson Situ	PTB2	MI	Construction to begin at the new Beormund Special School	In progress	In progress	In progress	In progress	In progress	Autumn 2020
Johnson Situ	PTB2	MI	The New Southwark Plan sets planning policies and site allocations to manage the delivery of health services, education places and parks.	In progress	In progress	In progress, NSP submitted Jan 2020	In progress	In progress	Submission of NSP for examination by Q3 FY19/20 and formal adoption by Q1 FY20/21
Johnson Situ	PTB2	MI	The Old Kent Road AAP sets planning policies and site allocations to manage the delivery of health services, education places and parks.	In progress	In progress	In progress	In progress	In progress	Cabinet update by Q4 FY19/20 and submission of OKR AAP following approval of NSP by Q1 FY20/21
Johnson Situ	PTB2	Year-end commentary	The NSP timetable has been adjusted with the AAP being adjusted accordingly. Good progress on drafting a final submission version for further consultation in Q2 2020-21 following report to cabinet. submission in Q3 2020-21. Beormund School project reboot with direct delivery now being the delivery route.						
Johnson Situ	PTB3	Commitment	Guarantee developments on council housing land have at least 50% council rented homes and ensure a right to return for council tenants and resident leaseholders so local people can stay in the borough they call home						
Johnson Situ	PTB3	ME	Guaranteed council rented homes on each development on council housing land	Achieved	In progress	In progress	In progress	0%	>50%
Johnson Situ	PTB3	ME	Existing council tenants and resident leaseholders offered a right to return to their estate if redeveloped	Achieved	In progress	In progress	In progress	0%	100%
Johnson Situ	PTB3	Year-end commentary	Policies adopted and being implemented. Remains policy compliant. Draft Offer Document for Tustin ballot being discussed with residents.						
Leo Pollak	PTB4	Commitment	If estates need to be redeveloped, increase the number of council homes and build to the highest standards						
Leo Pollak	PTB4	MI	Develop policy for estate redevelopment council home targets	Achieved	In progress	In progress	In progress	In progress	Agree policy and process on a scheme by scheme basis following resident consultation
Leo Pollak	PTB4	MI	Determine highest standards specification	In progress	In progress	In progress	In progress	In progress	Deliver to specification
Leo Pollak	PTB4	Year-end commentary	Great Estates Cabinet Report October 2018 outlined our new strategic approach for policy for estate redevelopment and improvement. Work on the design specification, aimed at improving design standards, has commenced. On the Tustin Estate we have completed a comprehensive consultation with residents and appointed architects with a residents' ballot on options due to take place in 20/21. The principle for replacement of social rent homes on estate redevelopment will now be applied retrospectively at the Aylesbury.						
Johnson Situ	PTB5	Commitment	Introduce ballots on any new estate regeneration and a Consultation Charter to ensure local residents can hold private sector developers to account						
Johnson Situ	PTB5	MI	Agree policy and process for balloting on estates	In progress	In progress	In progress	In progress	In progress	Select pilot
Johnson Situ	PTB5	MI	Draft Consultation Charter for local residents	In progress	In progress	In progress	In progress	In progress	Select pilot
Johnson Situ	PTB5	Year-end commentary	Draft Consultation Charter agreed in April Cabinet and is being followed for all current planning applications. Tustin ballot on redevelopment options will take place 20/21.						
Leo Pollak	PTB6	Commitment	Guarantee that all building contractors advertise jobs to local people first						
Leo Pollak	PTB6	MI	Refresh the Fairer Futures Procurement Strategy and accompanying procurement and contract monitoring guidance documentation	Achieved	-	TBC	-	-	tbc
Leo Pollak	PTB6	Year-end commentary	The refreshed Fairer Future Procurement Framework was approved at the 18 June 2019 Cabinet meeting. The Framework sets out the how the procurement and monitoring of council contracts and suppliers will align with, and assist in the delivery of, the Council Plan. The Framework is set to align with the requirements of the draft Construction Charter which will supplement additional requirements for contracts to reflect the specific requirements and standards within the construction sector. The construction charter sets out that ambition that council's contractors and supply chain will, in consultation with the council and other interested parties, develop and implement a programme that addresses the skills shortage and provides training opportunities to local residents.						
Leo Pollak/	PTB7	Commitment	Build at least 1,000 more council homes by 2022						
Leo Pollak	PTB7	ME	No. of new council homes delivered	85 (654 including previous years)	0 (654 including previous years)	15 (669 including previous years)	7 (676 including previous years)	107 (676 including previous years)	126 in 2019/20 (695 including previous years)

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Leo Pollak	PTB7	ME	Number of council homes onsite	68 (223 currently onsite)	0 (223 currently onsite)	40 (257 currently onsite)	20 (267 currently onsite)	168 (267 currently onsite)	346 in 2019/20
Leo Pollak	PTB7	Year-end commentary	<p>The programme currently has an estimated total of 3,908 homes. Regular additional IDMs added new sites to the programme, with further IDMS due in July and August to add further new homes sites including a programme of rooftop homes and other opportunities will increase the programme for 2022 and even with slightly revised timetables we remain optimistic that 2,500 homes starting by 2022 can be achieved. The delays due to COVID-19 has had an influence on the program in terms of completions and length of time on site, it may well also have an impact upon future works costs and this has now been factored into the business plan accordingly.</p> <p>Tustin Hidden Homes (13) is still on site and now forecast to complete in 2020 as rescheduled within the main major works scheme that is on site. Also for completions Tenda Road, due to contractual issues in now completing next financial year.</p> <p>Albion Street and Manor Place /Stopford Road sites target to start this year are now starting in 2020. The direct delivery schemes planned to start in 2019/20 for the target in Q4 were either delayed due to COVID-19 or had been slightly delayed. These schemes are now subject to short term delays but are all still due on site, with the rest of the programme continuing to move forward, albeit with slight delays in procurement timetables and adjustments made to consultation plans. Overall, although there is some short term impact on schemes at key stages, such as those starting on site, the programme is still expecting to generally move forward as planned. That said the following schemes remain on schedule to commence in 2020/21: 35-41 Nunhead Lane, Commercial Way, Salisbury Estate Car Park (Balfour Street), Sedgemoor Place, Goschen Estate, Haddonfield Garages, 39-44 Rutley Close, Rye Hill Park Garages, Thaxted Court / Damory House (Rooftop Homes), Flaxyard site / Sumner Road, Manor Place /Stopford Road, 42 Braganza Street, Albion St (Civic Centre site), 345 Southwark Park, Cherry Gardens School delivering nearly 500 council homes and others that are currently planned for the last quarter that could add to this number.</p> <p>The drive towards 11,000 homes remains constant and a revised strategy to achieving the target is progressing. The council continues to pursue a range of potential opportunities which include land purchases, S106 purchases, creation of homes on the river, working with land holders that also wish to create new homes such as the community land trust and faith organisations across the borough. We remain focussed on converting unoccupied privately owned homes into habitable social rent accommodation and seek to ensure that we avoid the use of shared facility homes and work to keep rough sleepers off of the streets.</p> <p>The current pandemic will likely have long lasting impacts on the way in which schemes are developed and this combined with the drive towards carbon neutrality will undoubtedly influence decision making and programme affordability over the coming years. This will be duly considered within the overall strategy to 11,000 homes and mapped out accordingly.</p> <p>Over 400 council homes are expected to start on site in 2020/21, with further section 106 and other purchases expected to increase delivery over the coming year.</p>						
Leo Pollak	PTB8	Commitment	Secure 1,000 new homes at London Living Rent by 2022						
Leo Pollak	PTB8	ME	Number of new homes secured at London Living Rent	0	0	0	0	0	250
Leo Pollak	PTB8	ME	Number of new homes secured at Intermediate tenures (which includes London Living Rent)	178	10	0	44	232	Tbc
Leo Pollak	PTB8	Year-end commentary	Priority for FY20/21 will be monitoring all affordable housing including intermediate and shared ownership						
Johnson Situ	PTB9	Commitment	Build a new library and GP Health Centre on the Aylesbury Estate and secure funding to support residents through the regeneration						
Johnson Situ	PTB9	MI	Completed construction of library and GP by end FY 21/22	In progress	In progress	In progress	In progress	In progress	Construction in progress
Johnson Situ	PTB9	MI	Develop and agree provision of community support for Aylesbury regeneration by end FY19/20	n/a	In progress	Completed	Completed	Completed	Agree provision for community support on Aylesbury
Johnson Situ	PTB9	Year-end commentary	Building contractor on site February 2020. Report on Walworth community development agreed at Cabinet in January 2020. Walworth Social Regeneration Charter draft went to cabinet in March 2020.						
Johnson Situ	PTB10	Commitment	Campaign for three new tube stations on the Old Kent Road including one at Bricklayers Arms						
Johnson Situ	PTB10	MI	Continue to support engagement, research, advocacy and communication efforts in support of the opportunities for having three (instead of two) new tube stations on the Old Kent Road.	In progress	In progress	In progress	In progress	In progress	Commission Bricklayers over station development masterplan for submission to Transport and Works Act Order inquiry in 2020-21.
Johnson Situ	PTB10	ME	The total number of people signed up online to back the Bakerloo line.	In progress	20,500	Exceeded	Exceeded	20,500	20,000
Johnson Situ	PTB10	Year-end commentary	The campaign to Back the Bakerloo and extend the line down Old Kent Road has had great success, with over 20,000 people signed up. Community engagement and website activity continues. Funding has been agreed for Elephant and Castle tube station. TfL have consulted on their preferred option for the route which includes two stations on Old Kent Road						
Richard Livingstone	GB1	Commitment	Make Southwark carbon neutral by 2030						
Richard Livingstone	GB1	MI	Refresh the 2011 Energy and Carbon Strategy, in consultation with stakeholders. This will set out a new baseline and targets up to 2030.	See commentary	See commentary	See commentary	See commentary	See commentary	Development of a new strategy and 10 year plan for a carbon neutral Southwark by 2030.
Richard Livingstone	GB1	MI	Develop a long term strategy and action plan in conjunction with stakeholders for delivering the individual targets set out in the Energy and Carbon Strategy.	See commentary	See commentary	See commentary	See commentary	See commentary	Development of a new strategy and 10 year plan for a carbon neutral Southwark by 2030.
Richard Livingstone	GB1	Year-end commentary	Report agreed by Cabinet in March setting out engagement, approach, values, structure of the climate strategy. Agreed a reviewed timetable and for a paper to come to cabinet in July. It also set up a members working group. Meetings of the partnership steering group are underway. Council has commissioned technical work on carbon savings in the borough, due to report in Q2 of 2020/21. We have concluded an initial review of opportunities to make carbon savings from across the council which will help inform the strategy. The Cabinet report noted the likely impact of COVID-19 and that in Q1 of 2020/21 changes will need to be made to the way we engage and potentially the timetable.						
Richard Livingstone	GB2	Commitment	Continue the work we began in 2010 to halve council emissions by 2022						
Richard Livingstone	GB2	ME	Target the council's operations as set out in the Carbon Reduction Commitment (CRC) to deliver a programme of capital and operational improvements to reduce carbon.	In progress	Pending audit outcome	Ongoing audit and feasibility works	See commentary	See commentary	1,327 tonne reduction
Richard Livingstone	GB2	MI	Introduce Photovoltaics (PV) arrays across our directly managed buildings following an audit in 2019	In progress	Pending audit outcome	Ongoing audit and feasibility works	See commentary	See commentary	TBC based on audit
Richard Livingstone	GB2	MI	Replace lighting within our buildings with LED equivalents following audits in 2019	In progress	Pending audit outcome	Ongoing audit and feasibility works	See commentary	See commentary	TBC based on audit
Richard Livingstone	GB2	Year-end commentary	The council will meet its carbon reduction commitment by moving to a renewable energy supply. Capital money is allocated for carbon reduction but a programme has not yet been developed, instead we have sought to capitalise on opportunities as they arise. Looking forward we will identify programmes that reduce our carbon so that we exceed the commitment. We have assessed the value of PV across our estate but there were limited opportunities. LED lighting rollout has been successful with Tooley Street largely completed. We have an opportunity to do the Queens Road complex. Peckham Library is also about to have a lighting replacement and other large plant work. Officers have also been working on replacing sports pitch lighting to LED.						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Victoria Mills	GB3	Commitment	Divest council investments away from fossil fuels and into sustainable alternatives						
Victoria Mills	GB3	ME	Annual reduction in CO2 (and equivalent) footprint %	Ongoing	Ongoing	Ongoing	Ongoing	-	55%
Victoria Mills	GB3	MI	Commitments made to investment funds to meet the Fund's 5% target to sustainable infrastructure	Achieved	Achieved	Achieved	Achieved	-	Aug-19
Victoria Mills	GB3	Year-end commentary	At Pensions Advisory Panel meetings in April 2019 and May 2019 it was agreed to invest a total of £75m into two new renewable energy funds; the Blackrock Global Renewable Power Fund III and the Temporis Operational Renewable Energy Strategy. When combined with the Fund's existing £30m commitment to a European renewable energy fund with Glenmont this is set to achieve the investment strategy target for 5% of the total fund to be allocated to renewable infrastructure assets. In February 2020 the Pensions Advisory Panel considered objectives for the Investment Strategy Review and a recommendation was made for officers to work on identifying appropriate alternatives for the Fund's passive emerging markets mandate to better meet the Fund's commitment to divest from fossil fuels. It was also recommended that a new 15% allocation is made to a blended alternatives portfolio. Identification of suitable asset classes within this portfolio will be considered in conjunction with the Fund's fossil fuel divestment objective. The investment strategy review has sought to incorporate the Fund's long term commitment to fossil fuel divestment to align with the refresh of the Fund's long term approach, first published in 2017.						
Richard Livingstone	GB4	Commitment	Vary parking charges in areas with poor air standards to encourage cleaner vehicles						
Richard Livingstone	GB4	MI	Report to Cabinet on preferred options with recommendations for decision	n/a	See commentary	See commentary	See commentary	See commentary	Q3 2019/20
Richard Livingstone	GB4	Year-end commentary	Plans have been made to remove the remaining cash pay and display machines to allow for a diesel surcharge. The actual removal of machines has been delayed due to the COVID-19 crisis but works are due to start in June 2020, once completed the diesel surcharge will be implemented.						
Richard Livingstone	GB5	Commitment	Adapt lamp posts to charge electric cars so everyone is in walking distance of a charging point						
Richard Livingstone	GB5	ME	150 Lamp post charging points installed by end FY19/20	20	0	0	17	37	75
Richard Livingstone	GB5	ME	Number of rapid charging points installed	0	10	24	0	34	20
Richard Livingstone	GB5	Year-end commentary	Programme is managed by TfL and we continue to advocate for more sites in the borough. To date 34 rapid charging points have been installed. These are at Camberwell Grove (2), Commercial Way (3), Crescent Wood Road (2), Elmwood Road (5), Old Jamaica Road (4), Pickwick Road (3), Southwark Park Road (3), Surrey Quays Road (4), Townley Road (5) and Webber Row (3). Installation continues with further funding secured beyond that from the Go Ultra Low City scheme.						
Richard Livingstone	GB6	Commitment	Have zero tolerance on fly tipping and double the number of enforcement actions undertaken against those who illegally dump in the borough						
Richard Livingstone	GB6	ME	To double the number of enforcement actions (FPNs) from the 2017/18 baseline figure (429)	196	165	163	124	648	750
Richard Livingstone	GB6	ME	Identifying, review and resolve fly tipping hotspots	1	2	3	1	7	4
Richard Livingstone	GB6	Year-end commentary	274 fly-tip investigations have taken place in Q4 with 1408 investigations being undertaken for 19/20. Impact on FPNs issued in Q4 is due to ongoing work by the Environmental Enforcement team to support essential works for the implementation of the new timed waste collection scheme in Camberwell and lack of evidence in fly-tips which would enable an FPN to be issued. Environmental Enforcement Team stood down from service provision on the 25th March 2020 and were redeployed to support Trading Standards and police partners with COVID-19 business closure regulations work, although hotspot areas for fly-tipping such as Walworth Place still continued. Renewal plan is in place for return to functions on the 1st July 2020, resulting in an impact on Q1 20/21 figures as part of this commitment. Fly-tipping Tasking Group (FTG) continues, enabling co-ordinated response to a number of fly-tipping hotspots. Input from the FTG membership into the 'Welcome to Southwark' for businesses guide and the bulk waste (fly-tipping) policy for housing.						
Richard Livingstone / Kieron Williams	GB7	Commitment	Support the creation of community led sustainable energy projects on estates to help residents reduce their energy bills						
Richard Livingstone / Kieron Williams	GB7	MI	Develop the offer	In progress	In progress	In progress	In progress	In progress	Establish criteria and processes for deciding on schemes - October 2019
Richard Livingstone / Kieron Williams	GB7	MI	Decide on whether to proceed with the Juniper House solar project	Completed	Completed	Completed	Completed	Completed	Mar-20
Richard Livingstone / Kieron Williams	GB7	Year-end commentary	Progress has been delayed due to COVID-19 emergency. We will prepare a plan and present in the summer for how we would deliver community led sustainable energy projects and integrate this within the Climate action plan						
Richard Livingstone	GB8	Commitment	Improve our high streets with timed waste collection						
Richard Livingstone	GB8	ME	Roll-out of timed collections to new town centre locations	In progress	In progress	In progress	In progress	In progress	1
Richard Livingstone	GB8	ME	Define boundary and area coverage of potential future timed waste collections to be shared with Cabinet Member	In progress	In progress	In progress	Next TWC area has yet to be agreed	In progress	1
Richard Livingstone	GB8	Year-end commentary	Due to the COVID-19 breakout the implementation of the TWC in Camberwell was postponed. As the lockdown imposed by the Government begins to ease we will look to fully implement the scheme. Arrangements have been made in w/c 1st June to begin installation of TWC public signage.						
Richard Livingstone	GB9	Commitment	Reduce the use of commercial bins and stop rubbish sitting out for longer than it needs to be						
Richard Livingstone	GB9	ME	Removal of commercial bins from public highways (measured by the number of bins removed).	7	9	16	51	83	50
Richard Livingstone	GB9	Year-end commentary	The number of bins removed has exceeded the target. The Camberwell town centre scheme resulted in 34 bins being removed. The other 49 bins were removed as a result of complaints and general enforcement to create more clear footway space.						
Rebecca Lury	GB10	Commitment	Protect Southwark's biodiversity and make nature accessible for all						
Rebecca Lury	GB10	MI	Produce a new Southwark Nature Action Plan (SNAP) for Southwark from 2020 -2025	Revised draft SNAP produced	Consultation Live Closes 27th Oct & feedback to date built into the SNAP	SNAP Completed	SNAP Completed	n/a	Gain Cabinet approval. Publish document

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Rebecca Lury	GB10	MI	Develop borough biodiversity promotion & accessibility plan with the Southwark biodiversity Partnership	Accessibility built into the revised draft SNAP	Item built into the SNAP & feedback sought via the consultation exercise	Completed as part of the SNAP	Completed as part of the SNAP	n/a	Begin delivery of Plan. Plan will last at least 4 years
Rebecca Lury	GB10	MI	Protect Southwark's Site of Importance for Nature Conservation (SINC) sites through planning policy	2 additional sites in positive management	Number of sites in positive management now at target	Taregt number achieved. 86% in positive management	Taregt number achieved. 86% in positive management	n/a	56 SINC sites in positive management
Rebecca Lury	GB10	Year-end commentary	Cabinet approved the Southwark Nature Action Plan in December 2019 and 170 responses were received in a public consultation. A funding workshop was delivered in January with attendance from all members of the Southwark Biodiversity Partnership held at Walworth Garden. The Cultural SNAP is in the early stages of development and officers are currently scoping the plan. The Cultural SNAP will promote the links between nature, culture and people.						
Kieron Williams	GB11	Commitment	End single use plastic in the council						
Kieron Williams	GB11	MI	Develop a detailed project plan stemming from the high level action plan in the Single Use plastic strategy document	Completed	Completed	Completed	Completed	Completed	Apr-19
Kieron Williams	GB11	MI	Commence the implementation of the short and medium term action plan, achieve accreditation as a plastic free borough and working with corporate procurement to revise the process to implement the changes required to the procurement process.	In progress	In progress	In progress	On hold	On hold	Apr-19
Kieron Williams	GB11	MI	Removal of single use plastics in gold SLA buildings	In progress	In progress	In progress	Completed	Completed	Oct-19
Kieron Williams	GB11	MI	Removal of single use plastics in silver SLA buildings	Not started	Not started	In progress	On hold	On hold	Mar-20
Kieron Williams	GB11	MI	Two staff education events in remote sites (Queens Road Campus and a Depot) and Cllrs and senior management waste innovation barge trip	Not started	In progress	In progress	Completed	Completed	Dec-19
Kieron Williams	GB11	Year-end commentary	Single use plastic in Gold buildings has been removed and the planned staff education event at Queens Road has been successfully completed. Work on the silver sites was progressing well until the c-19 pandemic led to the closure of most silver buildings. Corporate Facilities are planning to resume the removal as part of the reoccupation programme and in time for when sites operations resume.						
Richard Livingstone	GB12	Commitment	Halve single use plastic in the borough						
Richard Livingstone	GB12	MI	Develop a programme of targeted interventions focusing on the areas of most impact in terms of the waste stream and recycling	Strategy being developed	See commentary	See commentary	See commentary	n/a	Programme delivery
Richard Livingstone	GB12	MI	Develop a local communications plan to influence change, encourage personal responsibility and engage with schools and businesses.	Strategy being developed	See commentary	See commentary	See commentary	n/a	Communications strategy developed - Oct 2019 / Engagement begins Q3
Richard Livingstone	GB12	Year-end commentary	The council remains committed to reducing single use plastic. Single use plastics will form part of the climate change strategy which is being developed and will be published in Q2 of 2020/21. The Climate Emergency strategy will include an action plan which will set out how the council will achieve a range of commitments to become carbon neutral. Single use plastics will be part of this plan.						
Richard Livingstone	GB13	Commitment	Introduce water fountains throughout Southwark to reduce plastic bottles						
Richard Livingstone	GB13	ME	Introduce new water fountains across the borough, including one in every ward	3 out of 5 fountains installed	2 out of 5 fountains installed	3 out of 5 fountains installed	3 out of 5 fountains installed	2	5 new fountains (making total of 43 across the borough)
Richard Livingstone	GB13	Year-end commentary	The commitment to deliver 43 water fountains was not achieved in 19/20 however we have the capacity and budget to meet the overall target of 50 fountains by 2022.						
Richard Livingstone	GB14	Commitment	Campaign to reinstate the frequency of the RV1 bus service						
Richard Livingstone	GB14	MI	Work to examine increase propotion of bus routes in borough covered by eco-friendly buses.	n/a	n/a	0	-	n/a	Develop strategy for work with TfL
Richard Livingstone	GB14	Year-end commentary	Lobbied TfL throughout the year for improved and enhanced bus services throughout the borough. Cllr Livingstone and team have met with TfL to discuss. Potential routes and number of buses agreed by TfL for ULEZ#1 and the A202 corridor. Consideration being given to push TfL for the A2216 corridor in the future. Further analysis and explanation sought from TfL to enable the council to continue to strategically lobby TfL for improved and enhanced bus services.						
Johnson Situ	GB15	Commitment	Work with the Mayor of London to build a new pedestrian and cycling bridge from Canada Water to Canary Wharf						
Johnson Situ	GB15	MI	TfL submit TWAO for the Rotherhithe to Canary Wharf Bridge	TfL/ Cith Hall Decision not to proceed	See commentary	No further actions	-	n/a	Participate in TWAO examination
Johnson Situ	GB15	Year-end commentary	Decision made and confirmed by Mayor of London not to proceed with new pedestrian and cycling bridge. Continued to work with TfL to consider alternative river crossing facilities (ferry) and possible landing locations. TfL has been looking for ferry locations and this is being discussed with officers.						
Richard Livingstone	GB16	Commitment	Restore the historic Nunhead Cemetery East Lodge and boundary wall						
Richard Livingstone	GB16	MI	Restore historic Nunhead Cemetery Lodge	-	60% Completed	60% Completed	60%	60% Completed	Completed enabling works. Determine final scheme and seek listed building consent, procure contractors
Richard Livingstone	GB16	MI	Restore Limesford Road boundary wall	-	30% Completed	30% Completed	30%	30% Completed	Gain Faculty approval. Develop and finalise designs, submit listed building consent
Richard Livingstone	GB16	Year-end commentary	Nunhead Cemetery Lodge: Enabling works did not commence in Feb as planned because the revised costs required GW approval for a variation of the contract. This was completed. COVID-19 meant that contractors then were required to revise their RA's which has been completed and contractors are due on site in mid June 2020 to commence enabling works. Limesford Wall: Engineering design of new wall has been finalised and pre-faculty consultation with the diocese held. Faculty application has been prepared however submission has been deferred in light of COVID-19 emergency due to the requirement for public consultation processes. Officers are liaising with the dioceses on a timetable for submission of the application so that the consultation can begin as soon as possible						
Stephanie Cryan	FE1	Commitment	Make Southwark a full employment borough						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Stephanie Cryan	FE1	ME	Passmore Centre: Annual intake of students engaged on higher and degree apprenticeship qualifications or equivalent	60	158	235	82	535	500
Stephanie Cryan	FE1	ME	Passmore Centre: Southwark residents who have Completed a high quality apprenticeship programme	n/a	0	0	0	0	60
Stephanie Cryan	FE1	ME	Skills Strategy: Southwark Skills Partnership to develop and agree an all age careers advice and guidance framework	In progress	In progress	In progress	Not met	In progress	Q4
Stephanie Cryan	FE1	ME	Skills Strategy: Consider proposals for a Food and Hospitality skills offer and agree action plan	In progress	Feasibility study commissioned	In progress	Not met	In progress	Q4
Stephanie Cryan	FE1	MI	Skills Strategy: Residents receiving training at the Southwark Construction Skills Centre	528	264	404	200	1396	535
Stephanie Cryan	FE1	MI	Start delivery of new Southwark Works Framework including aligned support to help young residents into employment and apprenticeships	In progress	In progress	Met	n/a	Met	Q3
Stephanie Cryan	FE1	Year-end commentary	<p>The Passmore Centre has achieved its target for students engaged in higher or degree level apprenticeship programmes, however has not achieved the target for Southwark residents who have completed high level apprenticeship programmes this year. Work with LSBU is ongoing to engage Southwark residents in higher level programmes and an action plan to improve outcomes is now in place. A new monitoring format has been agreed which should resolve the previous ambiguity around the figures needing to be reported.</p> <p>As a result of COVID-19, all skills strategy plan delivery was put on hold. The IAG framework was under development in collaboration with the Skills Partnership and was due to launch in Q4 in 2019/20. All skills strategy projects including the IAG framework and hospitality skills offer will be reviewed as part of economic renewal planning.</p> <p>SCSC residents receiving training exceeded this year's target prior to the impacts of lockdown (260%). At year end SCSC had trained over 3,000 Southwark residents (2228 BAME), helped 475 residents into employment, and supported 256 apprenticeships. The social investment return for every £1 spent has been calculated at £12.75.</p>						
Stephanie Cryan	FE2	Commitment	Help 5,000 more people into work and create 2,500 new apprenticeships						
Stephanie Cryan	FE2	ME	Support 5,000 residents into work	330	320	299	277	1226	1,250
Stephanie Cryan	FE2	ME	Create 2,500 apprenticeships	76	187	54	47	364	600
Stephanie Cryan	FE2	Year-end commentary	<p>For residents supported into work, numbers reported are from Southwark Works contracts. Some S106 sites have been closed during the reporting period so there will have been some unreported figures that will be captured in Q1 2020/21. Due to the impact of lockdown on Southwark Works outcomes reported in Q1 20/21 will be significantly lower.</p> <p>There has been significant challenges with delivery and monitoring of apprenticeship outputs for Q4 due to the COVID-19 pandemic. This quarter typically represents the highest proportion of delivery over the year, which we always capture in April of each year. However this year many businesses were shut down and/or dealing with the impacts of Covid during this period and it was inappropriate to expect them to report these figures. We would have anticipated to report a significantly higher number which is in line with the outturn of Q4 2018/19 and it is unfortunate that we are in a position of under reporting. Apprenticeship delivery and monitoring will need to be reviewed as part of the economic renewal plan.</p>						
Stephanie Cryan	FE3	Commitment	Double the number of employers who pay the London Living Wage						
Stephanie Cryan	FE3	ME	New Living Wage Accredited Employers (April 2018 baseline = 121)	6	17	6	14	43	33
Stephanie Cryan	FE3	Year-end commentary	<p>The number of accreditations has exceeded the annual target. In March, Southwark became the first London borough to become a 'Living Wage Borough'; a partnership of local employers and organisations have come together to develop an action plan to increase the number of employers who are Living Wage accredited and the number of employees being paid the Living Wage. The impact of COVID-19 on the local economy and organisation's ability to continue to pay or start paying the London living wage will need to be understood; and considered as part of the economic renewal planning.</p>						
Johnson Situ	FE4	Commitment	Make Old Kent Road and Canada Water London Living Wage Zones						
Johnson Situ	FE4	MI	Develop delivery plans for creation of Living Wage Zones in OKR	In progress	In progress	In progress	-	In progress	OKR SR charter and AAP to be Completed in Q4 FY19/20 and FY20/21 resp.
Johnson Situ	FE4	MI	Develop delivery plans for creation of Living Wage Zones in Canada Water	In progress	In progress	In progress	-	In progress	Approval of Canada Water masterplan by planning cttee by Q4FY19/20
Johnson Situ	FE4	Year-end commentary	<p>OLD KENT ROAD: OKR social regeneration charter completed and approved by Cabinet in January 2019 with promise for local economy development including promotion of Living Wage. Discussions underway with a range of developers to ensure implementation. First area based business forum held in Q4, to follow up exploring the use of a virtual meeting format.</p> <p>CANADA WATER: CW masterplan planning application approved by Southwark Planning committee in September 2019. We continue to work with BL to ensure that the commitments in the CW SR Charter regarding living wage zones are implemented.</p>						
Stephanie Cryan	FE5	Commitment	Make Southwark the first Equal Pay Borough so all our contractors must publish their gender pay gap and plans to reduce it						
Stephanie Cryan	FE5	MI	Refresh the Fairer Futures Procurement Strategy and accompanying procurement and contract monitoring guidance documentation	Achieved	Achieved	Achieved	Achieved	-	Jun-19
Stephanie Cryan	FE5	Year-end commentary	<p>The refreshed Fairer Future Procurement Framework was approved by Cabinet in June 2019. The framework sets out the expectation that workforce issues, including gender pay gap, are to be considered at a renewal or issuance of a contract to an external provider. Organisations with 250+ employees are required to publish their gender pay gap. The council is committed to seeing the gender pay gap decrease and will therefore request all contractors with 50+ employees commit to publishing their gender pay gap.</p> <p>The council has engaged in significant internal and external communications and training to support the rollout of the Fairer Future Procurement Framework. Externally the council has communicated to existing suppliers the requirement of the framework and therefore the expectation that any new contracting with the council will be in compliance with the various commitments contained within the framework.</p> <p>Ongoing discussions for new tender planning on social value, and the potential for improved capacity within the contracts register to report on SV. A contract monitoring toolkit is being developed and expected to be in place by the end of 2020/21</p>						
Stephanie Cryan	FE6	Commitment	Introduce a Southwark Good Work Standard						
Stephanie Cryan	FE6	MI	Launch of Good Work Standard	In progress	Met	Completed	n/a	Completed	Q2
Stephanie Cryan	FE6	ME	Number of employers supported to create Good Work Standard vacancies	n/a	n/a	7	6	13	12

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Stephanie Cryan	FE6	Year-end commentary	The Mayor's Good Work Standard was launched by the GLA in July 2019, with Southwark Council receiving accreditation as an early adopter. Delivery plan has been developed and roll out of the Standard is underway, working closely with the GLA to join up on promotion and engagement opportunities for local businesses to encourage accreditation to the Standard. Southwark Works providers continue to promote the Good Work Standard through their engagement with employers and working with them to create Good Work Standard vacancies. Good work will remain a key priority as part of the economic renewal planning.						
Stephanie Cryan	FE7	Commitment	Only work with companies that will recognise trade unions, pay the London Living Wage and do not use harmful zero hours contracts						
Stephanie Cryan	FE7	MI	Refresh the Fairer Futures Procurement Strategy and accompanying procurement and contract monitoring guidance documentation	Achieved	Achieved	Achieved	Achieved	Achieved	Jun-19
Stephanie Cryan	FE7	MI	Investigate potential to add additional reporting capabilities to the contract register software to incorporate London Living Wage and other social value metrics	Achieved	Achieved	Achieved	Achieved	Achieved	Jun-19
Stephanie Cryan	FE7	MI	Develop training or other resources to assist officers to better understand social value considerations	Achieved	Achieved	Achieved	Achieved	Achieved	Jan-20
Stephanie Cryan	FE7	Year-end commentary	Following approval of the Fairer Futures Procurement Framework, and revisions to the contract standing orders in February 2020, the necessary framework is in place to ensure contracts over £100k are awarded only to organisations that incorporate the commitments in the FFPF and social value, where appropriate. Guidance on a checklist for Contract Managers on what and how to monitor these elements as part of contract management is in place. A construction charter will complete the documentation for the FFPF which is awaiting revision and approval by Unite the Union. A review of known impacts will be reported to Cabinet by March 2021. Post COVID-19 and renewal, there will be a continuing role for procurement in assisting to drive more Social Value in contracts and reviewing how the council can support local SME's and the supply chain via our procurement activities.						
Stephanie Cryan	FE8	Commitment	Establish an Innovation Fund to invest in the Southwark's entrepreneurs of the future						
Stephanie Cryan	FE8	MI	Launch of Southwark Pioneers Fund and Round 1 Southwark Pioneers Fund Grants Programme open	In progress	In progress	Met	n/a	n/a	Q3
Stephanie Cryan	FE8	ME	Number of grants awarded in 2019/20 year	n/a	n/a	n/a	10	n/a	10
Stephanie Cryan	FE8	Year-end commentary	The Southwark Pioneers Fund was officially launched in October 2019 and ten grant awards were made in Q4 line with schedule. However, Southwark Pioneers funding has since been repurposed into the Business Hardship Fund as a result of COVID-19. Commitment will need to be reviewed as part of the economic renewal planning.						
Stephanie Cryan	FE9	Commitment	Make sure everyone has a basic qualification in English and maths and that residents have the digital skills to get the jobs of the future						
Stephanie Cryan	FE9	MI	Develop an action plan to support digital skills at all levels	In progress	In progress	In progress	Met	Met	Q4
Stephanie Cryan	FE9	MI	Identify baseline figures for enrolments, retention and success at Level 2 English and Maths Courses at the Southwark Adult Learning Service for the past three years	Defining new milestones based on Review of the ALS	Defining new milestones based on Review of the ALS	Completed	Completed	Completed	Set target for 20/21
Stephanie Cryan	FE9	MI	Establish a governing body at Southwark Adult Learning Service by end of April 2020	In progress	In progress	In progress	Completed	Completed	Establish governing body
Stephanie Cryan	FE9	Year-end commentary	The essential digital skills framework has been developed and the launch was delayed due to the impacts of COVID-19 and will be reviewed. Board established and planning phase has commenced. Instruments of Governance and Policy and Procedures drafted. Group next meet in June 2020 and start the foundation work. Additional members to be invited and added to the group in September 2020, including the establishment of committees. Proposed milestones and collected performance data for academic year 18/19 (the latest figures) and have started the process of setting up a governing body for the Southwark Adult Learning Service.						
Stephanie Cryan	FE10	Commitment	Provide one to one support for low paid workers to help them get better paid jobs and improve access to financial support to those who need additional funding for courses						
Stephanie Cryan	FE10	ME	Employed residents supported into better paid or improved quality jobs through the Routeways project	14	11	11	n/a	36	45
Stephanie Cryan	FE10	MI	Start delivery of support for low paid workers through Southwark Works	n/a	Met	NA	NA	Met	Q2
Stephanie Cryan	FE10	ME	Number of Southwark Works clients progressing into a better role	n/a	8	10	38	56	100
Stephanie Cryan	FE10	Year-end commentary	Routeways project Completed in Q3. Positively there has been an increase in the number of Southwark Works clients who have progressed into a better role, most of the outputs this quarter can be attributed to clients receiving improved terms and conditions. The Local Economy Team have worked with Southwark Works providers to learn from other in work progression programmes, caseworkers have been supported to develop skills in this area and the network have been using a career development template to support conversations with clients about progressing in work. Discussion at the Q3 challenge session focused on the challenges of setting a baseline target. In work progression will remain a priority as part of the economic renewal plan.						
Stephanie Cryan	FE11	Commitment	Deliver at least 500 new affordable business spaces						
Stephanie Cryan	FE11	ME	Plan for delivery of at least 75 new affordable business spaces per year	Achieved	Achieved	Achieved	Achieved	300	225
Stephanie Cryan	FE11	Year-end commentary	300 new workspaces delivered with the opening of the Market, Peckham. Includes hot desk, fixed desks and studios. Oru at 20-22 Lordship Lane open by end of March 2020; an additional 40 units. The impact of COVID-19 is likely to reduce capacity in some, if not all co-working and business environments during 2020/21. At this stage operators are still absorbing the implications and numbers will be kept under review. Work on monitoring consented and delivered affordable workspace through Section 106. Peckham Palms to be repurposed in part for affordable workspace for black businesses.						
Stephanie Cryan	FE12	Commitment	Make sure that 500 young people from low income backgrounds get paid internships with London's best employers						
Stephanie Cryan	FE12	ME	Number of paid internships supported	4	52	0	3	59	55
Stephanie Cryan	FE12	Year-end commentary	Our wider programme of support to help young people into internships was on track, and in Q4 the council successfully recruited three interns to launch our internal programme. Owing to the COVID-19 pandemic the majority of employers who had offered placements for summer 2020 had to withdraw these, and were not in a position to offer virtual placements. This will severely impact 2020/21 delivery. Our providers are nonetheless supporting candidates that are engaged in the programme, by offering a range of IAG and wellbeing support, and by working with employers to develop remote mentoring schemes. The programme will need to be reconfigured as part of the economic renewal plan as employers reassess their ability to support internship placements for summer 2021 and beyond.						
Rebecca Lury	FE13	Commitment	Establish a Creative Enterprise Zone in Camberwell and Peckham to support artists, producers and other creative small businesses						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Rebecca Lury	FE13	MI	Deliver year one of the three year action plan to establish a Southwark-wide Creative Enterprise Borough that provides creative workspace, creative business support and talent development programmes.	Action plan agreed	Planning for launch of Southwark Creates in Q3	Delivery of the action plan has commenced.	Southwark Creates successfully launched in Q4	Action plan targets for year one delivered	01/03/2020 -Action plan year one delivered
Rebecca Lury	FE13	Year-end commentary	The Creative Enterprise Zone, Southwark Creates, launched on 5 February with an event attended by 100 people at Mountview Academy. A branded digital one stop shop was launched bringing together information, opportunities and guidance to individuals and organisations working in the creative sector in the borough. The digital one stop shop achieved over 4,200 unique visits in Q4 following the February launch. A monthly Southwark Creates newsletter is being distributed to more than 1,700 subscribers. A series of events and programmes have been delivered, including ten Creative Bursaries for Southwark school students to study at Camberwell College of Arts. Targets set out in the action plan for 2019/20 have been met.						
Richard Livingstone	HL1	Commitment	Make walking fun, safe and accessible by developing a green walking network						
Richard Livingstone	HL1	MI	Deliver promotional campaign for green walking route	In progress	In progress	In progress	-	In progress	Options for action to be developed by the walking steering group
Richard Livingstone	HL1	Year-end commentary	Southwark Movement Plan has been adopted by Cabinet in April 2019 which included an action to establish a walking network. Walking steering group set up in Q2. With the input from the Joint Walking Steering group, initial programme of walking improvements being developed for delivery in 2020/21.						
Jasmine Ali	HL2	Commitment	Protect adult mental health services						
Jasmine Ali	HL2	MI	Ensure that the Southwark Joint Mental Health and Wellbeing strategy is delivered as per action plan	1. On target 2. On target 3. On target	1. Delayed* 2. On target 3. On target	1. On target 2. On target 3. On target	1.Completed 2. Paused 3. Paused	1.Completed 2. Achieved 3. Achieved	1. Establish an Independent Advisory Group in Southwark to develop Black Thrive 2. Support people with MH needs to live successfully in the community 3. Develop local services for those with dementia & challenging behaviours
Jasmine Ali	HL2	ME	Number of people being supported in the community by the Southwark Mental Health and Wellbeing Hub	1177	861	751	596	3385	3000
Jasmine Ali	HL2	Year-end commentary	1. An Independent Advisory Group in Southwark to develop Black Thrive has been established. 2. Support people with MH needs to live successfully in the community: - In Q4, 10 people (the first cohort) step down into independent living. - Support initiatives include coordinated employment services, incentivising move on, a more inclusive criteria in Flexi-care Housing, upskilling the care providers in Flexi-care Housing to support those with enduring MH needs. 3. Develop local services for those with dementia and challenging behaviours: - Co-location of the Alzheimer's post diagnostic support service with the Memory Clinic to improve timeliness of support, and reablement service will provide enhanced support for people and their families.						
Evelyn Akoto	HL3	Commitment	Deliver a loneliness prevention strategy						
Evelyn Akoto	HL3	MI	Deliver a Southwark loneliness prevention strategy by end FY19/20 following publication of national strategic plan on loneliness.	See commentary	See commentary	See commentary	See commentary	-	Mar-20
Evelyn Akoto	HL3	MI	Review impacts of Age Friendly borough Action Plan	See commentary	See commentary	See commentary	As Q3	-	Updated multi-stakeholder action plan
Evelyn Akoto	HL3	Year-end commentary	LONELINESS STRATEGY: The strategy was drafted and approved by Cabinet on time; however, we will need to consider a new approach to public engagement and action planning in the wake of COVID-19, in order for the strategy to be effective at tackling loneliness in the current environment.						
Evelyn Akoto	HL4	Commitment	Train mental health first aiders						
Evelyn Akoto	HL4	ME	Ensure at least 100 high priority staff in Southwark Council trained in mental health first aid by FY21/22	In progress	61	43	17	121	25
Evelyn Akoto	HL4	MI	Work with local mental health charities and SLaM to develop an Ongoing Council-wide mental health awareness and stigma programme for all staff by end FY19/20	In progress	See commentary	Completed	Completed	-	Implement programme
Evelyn Akoto	HL4	MI	Work with a range of community stakeholders, including VCS organisations and businesses, to deliver a community training offer which builds local capacity and promotes mental health	In progress	See commentary	Completed	Completed	-	Undertake needs assessment
Evelyn Akoto	HL4	Year-end commentary	<ul style="list-style-type: none"> By the end of Q4, 110 members of staff were trained in MHFA, and 11 in Youth MHFA, bringing the total number of trained staff to 121 (exceeding the target by 21%). Feedback from all participants has been collated and digitalised. The evaluation of the programme will resume as soon as the COVID-19 emergency response work subsides. Public Health and Organisational Development were successful in delivering a council-wide mental health awareness training programme that will run for the next 3 years. We will continue to work together with Mindapples (a local social enterprise) to schedule the new MH promotion sessions for staff; however, all face-to-face courses have been suspended for the time being due to COVID-19, and partners are instead exploring e-learning opportunities. Council officers worked with Southwark CCG and SLaM to develop mental health awareness training for the voluntary sector; an offer for local businesses and faith groups; and peer support groups to build community capacity. This action was completed for 19/20, and Public Health will continue to support the new South East-London CCG as the commissioning cycle of the Mental Health Promotion Programme restarts. 						
Richard Livingstone	HL5	Commitment	Create a network of accessible toilets and baby changing facilities						
Richard Livingstone	HL5	ME	Agree location of new facilities across the borough. Identify, agree and implement new community toilet locations. Update and advertise new facilities on website	0	Consultation underway	Consultation Completed and business engagement about new sites underway. One site added to map.	Eight new locations with at least two facilities in each	Nine locations and 17 facilities to add to network	40 new sites
Richard Livingstone	HL5	Year-end commentary	Programme publicity material was circulated with Council Tax information to businesses, due in February but delayed until March. Despite the reduced time before the lockdown, eight new locations agreed with at least two facilities each. Further advanced discussions have been carried out with at least twelve significant locations (including Peckham Levels, Tate Britain, Tate Modern, Imperial War Museum (HMS), South London Gallery and London Dulwich Gallery), with a possible twenty new sites. However, COVID-19 lockdown has prevented the finalisation of these as this requires meeting and viewing sites. Also, working with Regeneration team to install a new toilet in the Blue with Highways funding.						
Jasmine Ali	HL6	Commitment	Open two nursing homes						
Jasmine Ali	HL6	MI	Secure planning permission, construct and open two new nursing homes providing high quality care in Southwark	Delayed	Delayed	Delayed	Progressed	Progressed	Construction to commence

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Jasmine Ali	HL6	Year-end commentary	BURGESS PARK: An amendment to the planning permission was approved for nursing home site at 81 Picton Street SE5 in January 2020. Building works could not progress immediately as a result of COVID-19 pandemic but with the easing of the lockdown commence in Quarter 1 of 20/21. D'EYNSFORD ROAD: Property deal approved by Cabinet.						
Jasmine Ali	HL7	Commitment	Build extra care housing						
Jasmine Ali	HL7	MI	Review sites for potential extra care housing	In progress	In progress	In progress	In progress	In progress	Carry out options appraisal
Jasmine Ali	HL7	MI	Commence and Completed development of Cator Street Extra Care Housing Sites	In progress	In progress	In progress	In progress	In progress	Commence on Cator Street Site
Jasmine Ali	HL7	MI	Priority sites and partners being developed include: (1) D' Eynesford Road (2) Cator Street (3) Aylesbury First Development Site (4) St Saviors Site (5) Southwark Charities	In progress	In progress	In progress	In progress	In progress	Continue development of sites towards on time completion. See details below.
Jasmine Ali	HL7	Year-end commentary	D' Eynesford Road: April Cabinet resolved to a) vary the lease to facilitate redevelopment b) a conditional disposal of the freehold. Excelcare advised of outcome. Legals, due diligence and validation of rebate payment mechanism now to progress. Cator Street: Tenders are being evaluated with a view to appointing a main contractor in late summer 2020. Aylesbury - on site - NO CHANGE St Saviors Site: Land sale completed and under construction, Southwark Park Road Southwark Charities: Blackfriars Road and Surrey Square developments: In pre planning stage						
Jasmine Ali	HL8	Commitment	Raise standards with a Residential Care Charter						
Jasmine Ali	HL8	MI	Carry out consultation exercise with stakeholders, design, agree, publish and implement Southwark Charter	On target	On target	Completed	Completed	Completed	Charter and implementation plan approved by Cabinet
Jasmine Ali	HL8	ME	Care home resident satisfaction - annual survey	On target	On target	On target	Paused	Progressed	Survey, baseline and report to Cabinet
Jasmine Ali	HL8	ME	Family and Friends satisfaction - annual survey	On target	On target	On target	Paused	Progressed	Survey, baseline and report to Cabinet
Jasmine Ali	HL8	ME	Residential care staff satisfaction - annual survey	On target	On target	On target	Paused	Progressed	Survey, baseline and report to Cabinet
Jasmine Ali	HL8	ME	Percentage of Council commissioned residential care homes in borough rated as Good or Outstanding (5 care homes in total)	80% (4/5)	80% (4/5)	80% (4/5)	100% (5/5)	80% (4/5)	80% (4/5)
Jasmine Ali	HL8	Year-end commentary	We are awaiting the Supreme Court judgement on pay for sleep-ins and will then be able to finalise proposals for the Southwark Ethical Residential Care Home Charter. A report will be presented to Cabinet in the Autumn and will then feed into the budget setting process for 2021/22.						
Evelyn Akoto	HL9	Commitment	Tackle HIV stigma and increase testing						
Evelyn Akoto	HL9	ME	Number of people engaged in the Testing Faith programme, which aims to tackle HIV stigma specifically in BAME communities	11	318	10	3	342	100
Evelyn Akoto	HL9	MI	Implement community-based HIV testing programme in Elton John Foundation collaboration	See commentary	See commentary	See commentary	See commentary	See commentary	Commence community testing
Evelyn Akoto	HL9	Year-end commentary	Two Testing Faith training sessions were held this quarter, both in Lewisham, which reached three Southwark residents. Additionally, Testing Faith was discussed on Superior Radio and Television, which reaches about 150-200k people per week. To note, this was the last quarter of the service.						
Evelyn Akoto	HL10	Commitment	Set up an innovation fund for projects that tackle sexually transmitted infections						
Evelyn Akoto	HL10	MI	Invest in innovative digital methods to improve STI testing, contraceptive access	See commentary	See commentary	See commentary	See commentary	-	Implement new digital approach to contraceptive service access
Evelyn Akoto	HL10	Year-end commentary	Work progressed across LSL to continue the development of a single online booking system for LARC, though the bulk of this work has been pushed to 20/21 to allow for sufficient time to work with primary care colleagues and undertake a thorough options appraisal. Access to the Sexual Health London e-service was uncapped mid-March to improve access to STI testing during COVID-19, and the online treatment offer has been expanded to respond to the emergency. We have been promoting online access to the contraceptive pill during COVID-19, through our partners King's and SH:24, and are working with other boroughs to develop a London-wide portal for online access to contraception and emergency contraception. We will also further develop a digital pathway for PrEP when routine commissioning commences (possibly autumn 2020).						
Victoria Mills	HL11	Commitment	Stop new gambling, loan shops and fast food premises opening in council owned buildings						
Victoria Mills	HL11	MI	Refresh current protocol on lettings for undesirable usage and obtain IDM approval to extend the scope of the prohibition by FY 2019	In progress	In progress	In progress	-	In progress	Implement revised policy
Victoria Mills	HL11	MI	Review legal and Competition Act position re applications to vary use clause in existing leases by 2019	Achieved	Achieved	Achieved	-	Achieved	Apply to existing leases
Victoria Mills	HL11	MI	Stop the approval of any new leases in Council owned buildings	Achieved	Achieved	Achieved	-	Achieved	Apply policy to new leases
Victoria Mills	HL11	Year-end commentary	No new lettings have been agreed for these purposes. Policy on undesirable uses will be incorporated into the new Asset Management Plan.						
Richard Livingstone	HL12	Commitment	Boost access to cycle hire						
Richard Livingstone	HL12	ME	Expand cycle hire network (docking) - additional docks secured through new and expanded docking stations from 20 to 120 by 2022	See commentary	In progress	In progress	-	0	120
Richard Livingstone	HL12	MI	Review feasibility of expanding non docking cycle hire schemes	See commentary	In progress	In progress	-	In progress	Options appraisal
Richard Livingstone	HL12	MI	Work commenced with TfL to explore extending docks further south in the borough	n/a	In progress	In progress	-	In progress	Agreed approach with TfL

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Richard Livingstone	HL12	Year-end commentary	TfL have submitted planning applications for the cycle hire docking stations along cycleway 4. Cabinet supported expansion plan and the council has continuing to lobby TfL to support the expansion of docked cycle hire beyond its current boundary, particularly south of Cycle Way 4 and along the Walworth Road corridor. Further S106 funding sought to support the expansion.						
Richard Livingstone	HL13	Commitment	Increase cycle hangers where people want them						
Richard Livingstone	HL13	ME	Number of cycle hangars delivered annually	9	20	20	13	62	60
Richard Livingstone	HL13	Year-end commentary	The programme has exceeded the annual target with 62 cycle hangars delivered in total, with 16 new hangars delivered in North Peckham Healthy Streets scheme in Q4						
Richard Livingstone	HL14	Commitment	Make cycling accessible for all						
Richard Livingstone	HL14	ME	Increase the number of children receiving bikeability training	996	563	636	943	3138	2,500
Richard Livingstone	HL14	ME	Increase the number of adults receiving bikeability training	472	489	300	240	1501	1,300
Richard Livingstone	HL14	ME	KM of accessible cycle routes delivered (per year)	0.6	0	0	1.4	2	2
Richard Livingstone	HL14	MI	Define training content and roll-out of training programme for designers / engineers	Pilot underway ahead of rollout of scoring system	Scoring system being refined	Integration of scoring system underway with pilot session held	Started rollout with design team to trial	Integration in to the design process has commenced	Begin integration of piloted scoring system in design process
Richard Livingstone	HL14	ME	Number of schemes which have been accessibility assessed	0	0	0	3	3	Pilot the accessibility scoring system on three significant schemes
Richard Livingstone	HL14	Year-end commentary	Training target for both adults and children met, despite the session being curtailed by COVID-19. Three pilot sessions commenced, however the final two were not finalised due to COVID-19 forcing cancellation of the live trial session. Completion of Cycleway 14 extension sections means that amount of cycle route delivered hit the target						
Richard Livingstone	HL15	Commitment	Double the proportion of journeys in Southwark done by bike						
Richard Livingstone	HL15	ME	100% increase in existing bike journeys in Southwark	Awaiting data	Awaiting data	Awaiting data	Awaiting data	0%	baseline +50%
Richard Livingstone	HL15	ME	Daily cycling trips made by residents from a base of 35,000 in 2015/16	Awaiting data	Awaiting data	Awaiting data	Awaiting data	0	51000
Richard Livingstone	HL15	Year-end commentary	TfL is yet to publish this data and so cannot be analysed. Figures provided in Q2 for 2017/18 but data still awaited for FY18/19.						
Rebecca Lury	HL16	Commitment	Make free swim and gym more flexible with more choice about when you go						
Rebecca Lury	HL16	MI	Devise new flexible scheme and pilot programme, agree contract variation as required	Options are being developed to make FSG more flexible	Options continue to be developed to make FSG more flexible	Options continue to be developed. Unlikely to be part of leisure contract	Options completed. Delivery for post COVID-19 period	Options completed. Delivery for post COVID-19 period	Full plan for the flexible scheme devised, agreed and in place for delivery
Rebecca Lury	HL16	MI	Operations and communications plans to deliver the transition to the new scheme in place	n/a	n/a	n/a	The plan is to mirror the free swimming lesson plan which has been successful.	The plan is to mirror the free swimming lesson plan which has been successful.	Mar-20
Rebecca Lury	HL16	MI	Launch new scheme to all residents	n/a	n/a	n/a	Plan for delivery post COVID-19 period.	Plan for delivery post COVID-19 period.	Apr-20
Rebecca Lury	HL16	Year-end commentary	Preparatory work for the flexible free gym scheme is nearly complete. Work on a customer booking solution is currently being discussed. Delivery planned for post COVID-19 period.						
Rebecca Lury	HL17	Commitment	Make swimming lessons free for all residents						
Rebecca Lury	HL17	MI	Launch new offer in conjunction with flexible FSG	Options are being developed to make FSG more flexible	Options continue to be developed to make FSG more flexible	Options continue to be developed to make FSG more flexible	recreational swimming will not be a part of flexible FSG	Recreational swimming will not be a part of flexible FSG	Mar-20
Rebecca Lury	HL17	MI	All leisure centres to offer free swimming lessons	Pilot scheme being developed for free swimming lessons	Pilot scheme launched.	Pilot scheme of 12 weeks swimming lessons Completed.	All pools offering free adult swim lessons for people 16yrs+	All pools offering free adult swim lessons for people 16yrs+	Jan-20
Rebecca Lury	HL17	Year-end commentary	Following a successful pilot of free swimming lessons, the general adult scheme was expanded to all pools, and an increase on places for older adults, disabled people and women only sessions. The uptake of lessons was very good with 517 people booking. Attendance was very high - over 70% attendance. Total cumulative visits was 2,896. It was not possible to finish the course of lessons due to COVID-19. There was also lots of very positive feedback from those who attended.						
Johnson Situ	HL18	Commitment	Open a new, modern leisure centre at Canada Water						
Johnson Situ	HL18	MI	Obtain planning consent by end FY18/19 and target vacant possession by FY 20/21	In progress	In progress	In progress	In progress	In progress	Target vacant possession
Johnson Situ	HL18	MI	Commence work on building new Leisure Centre with completion by FY21/22	In progress	In progress	In progress	In progress	In progress	Target work commences
Johnson Situ	HL18	Year-end commentary	The council's planning committee resolved to grant planning permission for the Canada Water masterplan which includes the new leisure centre in September 2019 subject to s106 agreement and referral to the Mayor for London and should be signed in May/June 2020. Deal with Tesco to relocated petrol filling station has been completed, enabling work underway to allow start on site.						
Richard Livingstone	GSL1	Commitment	Close roads around schools at drop off and collection time and get more children walking and cycling to school						
Richard Livingstone	GSL1	ME	Number of schools participating in School Streets Closure scheme per year	2	2	0	1	5	4

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Richard Livingstone	GSL1	ME	Decrease the percentage of children being driven to school at each school where School Street closure is implemented	Annual outturn available in Q4	Annual outturn available in Q4	Annual outturn available in Q4	Annual outturn figures unavailable for collection due to school closures	Annual outturn figures unavailable for collection due to school closures	-4%
Richard Livingstone	GSL1	ME	Increase the percentage of children who cycle to school (2017/18 outturn figure - 6%)	Annual outturn available in Q4	Annual outturn available in Q4	Annual outturn available in Q4	-	61%	8%
Richard Livingstone	GSL1	ME	Increase the percentage of children who actively travel* to school **Active travel' is walking, cycling, scooting etc as defined by TfL STARS	Annual outturn available in Q4	Annual outturn available in Q4	Annual outturn available in Q4	Annual outturn figures unavailable for collection due to school closures	Annual outturn figures unavailable for collection due to school closures	61%
Richard Livingstone	GSL1	ME	Number of schools with School Travel Plans (STPs)	Awaiting TfL confirmation	70	0	0	70	70
Richard Livingstone	GSL1	Year-end commentary	School Streets closures target met with further closure delivered in Q4 Travel statistics not yet available. Figures can only be obtained by a survey of the children and this has not been possible since lockdown began School travel plan target met according to annual TfL assessment. Total of 70 includes 67 with a completed travel plan and 3 further schools who are accredited and engaged but had not finalised the document before the annual assessment						
Evelyn Akoto	GSL2	Commitment	Extend Free Healthy School Meals to school nurseries						
Evelyn Akoto	GSL2	MI	Implement free healthy school meals	See commentary	See commentary	See commentary	See commentary	3 implementation waves Completed	Implementation plan for rollout in all School Nurseries developed and on target
Evelyn Akoto	GSL2	Year-end commentary	Wave 3 of school nursery classes started receiving funding for the Free Healthy Nursery Meals programme. The final wave of school nursery classes were invited to a workshop in January to discuss best practice and plans for implementing the programme. Cookwise began an evaluation of the Free Healthy Nursery Meals programme, to identify the impact of the funding and the different implementation models developed by schools. The evaluation has been paused while schools are currently closed but will be continued when schools re-open. In Quarter 4, a water-only schools policy was launched in all Southwark primary schools and nursery classes by the Mayor of London.						
Jasmine Ali	GSL3	Commitment	Make sure all schools in Southwark are Good or Outstanding						
Jasmine Ali	GSL3	MI	Agree school improvement plans with Head Teachers and Chairs of Governors (and Regional Schools Commissioner / Diocesan Board / Catholic Education Commission for Academy and Faith Schools) that are currently not Good or Outstanding.	In progress	In progress	In progress	Completed	Completed	Southwark Academy and Faith School improvement plans to be agreed and published
Jasmine Ali	GSL3	ME	Schools in Southwark rated Ofsted Good or Outstanding	93%	93%	93%	94%	94%	94%
Jasmine Ali	GSL3	Year-end commentary	We have met our target of 94% for the percentage of schools in Southwark being rated Good or Outstanding by Ofsted. For those few schools that fall short of this, we have agreed school improvement plans with their leadership teams and those plans are published on their websites. These schools are on track to be rated Good at their next Ofsted inspection.						
Jasmine Ali	GSL4	Commitment	Drive up standards so that every school exceeds London averages at every stage						
Jasmine Ali	GSL4	MI	Agree standards plans with Head Teachers and Chairs of Governors (and Regional Schools Commissioner / Diocesan Board / Catholic Education Commission for Academy and Faith Schools) that are currently not exceeding London averages at every stage.	In progress	In progress	In progress	Completed	Completed	Implementation of plans in Southwark Council Schools not exceeding London averages at every stage
Jasmine Ali	GSL4	MI	London assessment averages at every stage (Annual release Q3- reported on in Q4)	Annual release- reported in Q4	Annual release- reported in Q4	Annual release- reported in Q4	EYFSP- 74.1% PSC- 84% KS1 Reading- 77% KS1 Writing- 73% KS1 Maths- 78% KS2 RWM- 71% KS4 Attainment 8 Score- 49.7%	Annual release- reported in Q4- Completed	Benchmark figure
Jasmine Ali	GSL4	MI	Southwark assessment averages at every stage (annual release Q3- reported on in Q4)	Annual release- reported in Q4	Annual release- reported in Q4	Annual release- reported in Q4	EYFSP- 74.1% PSC- 84% KS1 Reading- 79% KS1 Writing- 73% KS1 Maths- 78% KS2 RWM- 68% KS4 Attainment 8 Score- 49.5%	Annual release- reported in Q4- Completed	Benchmark figure
Jasmine Ali	GSL4	MI	Percentage of Southwark Schools exceeding London averages at every stage	Annual release- reported in Q4	Annual release- reported in Q4	Annual release- reported in Q4	EYFSP- 41% PSC- 53% KS1 Reading- 59% KS1 Writing- 49% KS1 Maths- 51% KS2 RWM- 38% KS4 Attainment 8 Score- 50%	Annual release- reported in Q4- Completed	Exceed London averages
Jasmine Ali	GSL4	Year-end commentary	Overall, Southwark schools have performed well in summer 2019 assessments against London, with only KS2 Reading, Writing and Maths combined and (just) KS4 Attainment 8 falling below the London performance. The change in performance between summer 2018 and summer 2019 was similar in both London and Southwark. Although the percentage of schools exceeding London averages at every stage dropped in four out of the seven assessment areas, of the areas where the percentage rose (PSC, KS1 Reading and KS1 Maths), there was the most marked improvement in the number of schools exceeding the London average at KS1 Reading, moving from 53% to 59%. Where schools have failed to exceed London averages, school improvement advisors agree improvement plans with them. As assessments in 2020 have been cancelled / delayed / changed because of the pandemic, we expect this to have an impact on this performance measure in Q4 2020-21.						
Jasmine Ali	GSL5	commitment	Protect funding for mental health services for children and young people and find ways to change and improve services so that more children get the support they need when they need it						
Jasmine Ali	GSL5	ME	Ensure that council funding for CAMH services is protected and increased in line with inflation	Achieved	Achieved	Achieved	Achieved	Achieved	Funding + inflation
Jasmine Ali	GSL5	MI	Work with Southwark NHS CCG to implement the recommendations of the Southwark Joint Review	On target	On target	On target	Paused	Progressed	Implementation plan with clear milestones is in place with established delivery infrastructure; ensure all 19/20 delivery targets are achieved
Jasmine Ali	GSL5	ME	Reduce waiting times for services	-	-	NHS 17.3 weeks	NHS 14.65 weeks	NHS 14.65 weeks	NHS Baseline sources for future monitoring against this target
Jasmine Ali	GSL5	ME	Improved access to services	-	NHS 32.9%	NHS 34%	NHS 34.4%	NHS 34%	NHS 34%

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Jasmine Ali	GSL5	ME	Improved emotional wellbeing amongst CYP through an investment in universal and targeted services	1. In progress 2. Milestones to be agreed to reach 100% of schools	1. Completed 2. Completed	1. Completed 2. Completed	1. Completed 2. Completed	1. Completed 2. Completed	1. Mapping of current offer. 2. Milestones to be agreed to reach 100% of schools
Jasmine Ali	GSL5	ME	Emotional Health and Wellbeing Support Services in Southwark Schools - number and percentage of schools	On target	On target	70 (64%)	70 (64%)	70 (64%)	80%
Jasmine Ali	GSL5	ME	Parental Support Services - support satisfaction survey	Not available	Not available	100%	100%	Progressed	80%
Jasmine Ali	GSL5	Year-end commentary	Southwark Young People have named the new open access service The Nest. It went live as planned, and due to COVID-19 the building is closed but the digital and telephone offer is live and the building will open as soon as possible. An action plan for 20/21 is in production which will take into account needs that have been amplified / as a result of COVID-19. Accepted referrals into CAMHS has continued to increase, now 89% and the annual average waiting time from referral to first assessment for NHS has reduced from last quarter to 14.65 weeks. Two waves of funding are benefitting 70 schools. This funding is supporting workforce development and providing direct support for both whole school communities and targeted pupil groups. Wave Three was paused due to COVID-19 and will commence as soon as possible.						
Jasmine Ali	GSL6	Commitment	Continue to invest in early intervention and keep children and families' centres open						
Jasmine Ali	GSL6	MI	Keeping Families Strong Strategy - our partnership investment strategy	In progress	In progress	Met	Met	Met	Implement partnership strategy
Jasmine Ali	GSL6	ME	Children and Families Centres	16	16	16	16	16	16
Jasmine Ali	GSL6	ME	Number of children aged 0-4 per children's centre	1,281	1,281	1281	1281	1,281	Under 1,500
Jasmine Ali	GSL6	Year-end commentary	Keeping Families Strong Strategy: This milestone was achieved by the end of quarter three. Children and Families Centres: There are 16 children and family centres spread across four localities. Number of children aged 0-4 per children's centre: showing good coverage / availability in relation to population.						
Jasmine Ali / Stephanie Cryan	GSL7	Commitment	Guarantee education, employment or training for every care leaver						
Jasmine Ali / Stephanie Cryan	GSL7	MI	Offer of education, employment or training for every Southwark care leaver	Care leaver covenant launched (June 2019)	Be inspired event (August 2019)	Corporate parenting mentoring scheme and St Giles and Twin Training and Employment commissioned (October 2019), Care Leavers Week (November 2019)	Uptake of Council internships and work experience by some care leavers, and some now employed by Southwark, EET experienced practitioner commenced in March, local offer revised and website live.	On-going	Achieved
Jasmine Ali / Stephanie Cryan	GSL7	ME	Percentage of offers	91%	91%	93%	97%	97%	95%
Jasmine Ali / Stephanie Cryan	GSL7	ME	Percentage of take up	66%	64%	65%	62%	62%	Year on year increase
Jasmine Ali / Stephanie Cryan	GSL7	ME	Number of Care Leaver Apprentices in-borough	6	8	1	0	15	21
Jasmine Ali / Stephanie Cryan	GSL7	Year-end commentary	Offer of education, employment or training for every Southwark care leaver: The Leaving Care service team continues to progress with offering EET opportunities to all care leavers. We have had success in appointing an experienced practitioner for EET, who brings a wealth of knowledge and experience from another local authority, and will be able to drive these EET activities forwards. We have improved working relationships with colleagues across the Council and have successfully enabled care leavers to take part in work experience and internships in the Council, leading on to employment in the Council in some cases; in other cases, providing them with an excellent foundation on which to build their career. We have updated our local offer and made a website to support digital interaction with care leavers, which will become increasingly important going forwards. The corporate parent mentoring scheme continues to thrive – relationships between the young people and their mentors are settling and the mentors are supporting care leavers to be ambitious. We have completed some research into care leavers at university and will endeavour to implement recommendations over the coming months. Percentage of offers (numbers fluctuate throughout year and for comparison % is the measure at year end) : Southwark ended the year with a provisional outturn of 97% against a target of 95% and a statistical neighbour average of 89%. Percentage of take up (number data as above) : Southwark's provisional outturn of 62% is an increase on the previous year of 59% and higher than the statistical neighbours average of 54%. We continue to work to ensure the Council's Paid Internship Programme is supportive and attractive for care leavers as a priority group. Number of Care Leaver Apprentices in-borough: Out of a possible 15 apprenticeship opportunities within borough there has been no uptake by care leavers in Quarter 4, however there have been apprenticeships commenced outside the borough. This is part of a national picture as a result of the COVID-19 pandemic with apprenticeship commencements nationally falling by 25% in the month of March and 72% in April. The in-borough cumulative figure is 15 with an additional 11 apprenticeships undertaken outside the borough.						
Victoria Mills	GSL8	Commitment	Open a new secondary school at Borough by 2019						
Victoria Mills	GSL8	MI	Work with developer to design and deliver new secondary school in Borough	In progress	In progress	In progress	In progress	In progress	Construction In progress
Victoria Mills	GSL8	Year-end commentary	Construction began in early 2019. School was opened in September 2019 to positive acclaim in temporary accommodation, with their first year intake. Construction on the permanent home is progressing on time.						
Jasmine Ali	GSL9	Commitment	Increase activity by introducing a 'daily mile' in all primary schools						
Jasmine Ali	GSL9	MI	Daily Mile in Southwark Primary Schools Programme	Increased number of sign ups to the Daily Mile programme	Increased number of sign ups to the Daily Mile programme	Increased number of sign ups to the Daily Mile programme	-	n/a	Implement
Jasmine Ali	GSL9	ME	Percentage and number of Primary Schools participating in the programme	37% (27 schools)	48% (35 schools)	51% (37 schools)	-	0%	Get all Southwark maintained primary schools signed up to the Daily Mile programme
Jasmine Ali	GSL9	Year-end commentary	We continue to increase the number of schools signed up to the Daily Mile and rank highly against other London boroughs.						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Victoria Mills	GSL10	Commitment	Introduce an affordable childcare loan scheme						
Victoria Mills	GSL10	MI	Agree and formalise childcare loan scheme design/rules	In progress	In progress	Ongoing	Achieved	-	Jul-19
Victoria Mills	GSL10	MI	Pilot loans to eligible residents	In progress	In progress	Achieved	Achieved	-	Sep-19
Victoria Mills	GSL10	Year-end commentary	<p>The Council's pilot childcare support scheme for Southwark residents has now been completed. Although the fund is designated as a "loan" scheme, it is recognised that for the majority of clients at Southwark Works, the costs of repaying (even interest free) will not be viable – so in some cases the loan is converted to a grant in these circumstances.</p> <p>The criteria for applying for a loan have been set, with limits of £1,000 for any one payment. Payments are only made to Ofsted registered childminders, nurseries or schools (after school clubs etc). There have only been 2 grants agreed in the January – March 2020 quarter, which have been financed from existing budgets.</p> <p>A further evaluation of this scheme will be undertaken in 2020-21 in the context of COVID-19 pandemic, to ensure that those who are most at risk, the vulnerable and those suffering hardship have access to affordable childcare.</p>						
Richard Livingstone	SC1	Commitment	Campaign for TfL to make all roads in the borough 20mph and support Vision Zero to end road deaths in Southwark						
Richard Livingstone	SC1	MI	20mph on TfL roads in congestion charging zone	In progress	In progress	In progress	-	In progress	Campaign Completed
Richard Livingstone	SC1	MI	20mph on TfL roads across the borough	In progress	In progress	In progress	-	In progress	Campaign underway
Richard Livingstone	SC1	MI	Improve road safety by reducing the number of killed and seriously injured	No data until the next Qtr	Awaiting data	Awaiting data	-	Awaiting data	baseline - reduction
Richard Livingstone	SC1	Year-end commentary	Data on those killed and seriously injured still awaited. 20mph restrictions to be consulted as part of the Peckham Road Safety scheme. Continuing to lobby TfL to progress 20mph speed limitations on all TLRN in the borough.						
Evelyn Akoto	SC2	Commitment	Work with communities to find local solutions that help young people stay away from knives						
Evelyn Akoto	SC2	MI	Deliver the Year 1 Council Actions in the refreshed 'Knife Crime and Serious Violence' action plan	In progress	In progress	Completed	Completed	Completed	100% of council actions to be Completed by Sept 2019
Evelyn Akoto	SC2	MI	Consultation and engagement with parents and carers including those who have directly experienced knife crime	In progress	In progress	In progress	In progress	Completed	Action Ongoing
Evelyn Akoto	SC2	MI	Consultation and engagement with young people to identify the key issues including those who have direct experience as victims and perpetrators and family members.	In progress	In progress	In progress	In progress	Completed	Continue to consult and engage with young people until 2020
Evelyn Akoto	SC2	MI	Monitor, evaluate and map the Universal knife crime/violence awareness programmes across educational establishments in the borough	In progress	In progress	In progress	In progress	Completed	March 2020
Evelyn Akoto	SC2	MI	Deliver the Year 2 Council Actions in the refreshed 'Knife Crime and Serious Violence' action plan	In progress	In progress	In progress	In progress	Completed	March 2020
Evelyn Akoto	SC2	MI	Deliver the recommendations of the Cross Political Party Panel on Youth Violence	In progress	In progress	In progress	In progress	Completed	March 2020
Evelyn Akoto	SC2	Year-end commentary	<p>The Cross Party Panel which had been due to reconvene at the end of March to review progress against the recommendations was unable to meet due to COVID-19, and will be rescheduled.</p> <p>The COVID-19 emergency has impacted on all areas of work including the new plan as both delivery of services, monitoring and consultation have moved to largely online remote systems. As a result delivery will need to be reassessed as to what can be reasonably achieved during FY 20/21.</p> <p>Engagement, consultation and needs assessment – Consultation and engagement with young people continues through a variety of online and social media mechanisms this includes work by the Southwark Young Advisors. Since the end of March youth consultation has been refocused to establish the needs of young people (including the Community Harm and Exploitation cohort) as we come out of lockdown, so that support services can be put in place. This includes the development of a 'virtual pathway' programme under the Positive Futures Fund to enhance online support available for young people providing positive diversion activity until the beginning of September when it is anticipated more will have returned to school. In addition 13 of the 19 current projects have adapted to online/social media delivery to maintain engagement with young people through this period.</p> <p>Protecting and educating young people - Additional staff have been identified and engaged to pilot working with families in the Community Harm and Exploitation Hub. Additional partners have been identified to support young people and families affected by CHE these include Young Gamers & Gamblers Education Trust, Barnados, Trailblazers, MIND. In addition to the work evaluating universal provision in schools, over the COVID-19 period early help and education services of the council have been adapting to online delivery as part of the Supporting Inclusive Schools Initiative funded by the London Violence Reduction Unit. As part of the overall work moving forward to support schools on this agenda delivery will be adapted to include more online support inline with the phased return.</p> <p>The Southwark 'Our Routes' project is addressing the "new normal" whilst the "lockdown" continues and liaison is taking place with partners to adapt to the gradual easing of restrictions. These include MPS schools officers and SNTs, Road Traffic Police Command Safer Transport working alongside Young Advisors offering online monitoring and signposting. Partnership activity continues linking businesses and community members (including community patrols/faith groups) with training to support the programme</p> <p>We are currently reviewing the commitment and are looking to broaden the commitment to Community Harm and Exploitation.</p>						
Evelyn Akoto	SC3	Commitment	Have zero-tolerance of hate crime						
Evelyn Akoto	SC3	MI	Develop a new partnership Local Delivery Plan and an appropriate training offer	In progress	In progress	In progress	In progress	In progress	Partnership Plan and Training Offer produced by Oct 19
Evelyn Akoto	SC3	MI	Launch hate-crime awareness-raising communications campaign and the 'Stronger Southwark' communities project fund for first round of applications	In progress	In progress	In progress	In progress	Completed	Oct-19
Evelyn Akoto	SC3	ME	Engage 200 staff/residents to raise awareness around tackling hate crime	15	10	497	30	552	200
Evelyn Akoto	SC3	Year-end commentary	Draft copy of the Southwark Hate Crime Action Plan has now been published within the Community Safety section of the council website, as a basis for Ongoing engagement with community / voluntary / faith partners and other stakeholders. This engagement activity was commenced during Q4, but model for delivering this going forward is currently under review in light of the COVID-19 restrictions on in-person contact and events. As previously, awareness-raising communications resources have been used during National Hate Crime Awareness Week and since to provide relevant material and signposting to community, voluntary, and faith partners as well as educational institutions. Use of the ring-fenced funding for positive hate-crime delivery has ensured that 376 Southwark young people have taken part in school workshops during the year. Finally, final contracting of the hate-crime online learning package has been delayed by COVID-19, but this high-quality package will be made available as soon as practically possible.						
Kieron Williams	SC4	Commitment	Work with housing associations and private landlords to get them to publish fire risk assessments online						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Kieron Williams	SC4	MI	Gain commitments from HAs in Southwark by March 2019 to publish their FRAs online by March 2020	In progress	In progress	In progress	Completed	Completed	Mar-20
Kieron Williams	SC4	MI	Gain commitment from private landlords in Southwark as part of the Gold standard accreditation	n/a	See commentary	See commentary	See commentary	See commentary for Q4	Jan-20
Kieron Williams	SC4	MI	Contact Housing Associations regarding Private landlord publication of fire risk assessments	n/a	See commentary	See commentary	See commentary	End of Q1 2019/20	End of Q1 2019/20
Kieron Williams	SC4	Year-end commentary	There has been active engagement with housing associations. The council hosted a successful event attended by housing associations, the LFB, London Councils and other boroughs. There was a great deal of common ground and agreement to work jointly across a number of areas. The council maintains good partnership working with housing associations; however it has no regulatory role, that role is fulfilled by the Regulator for Social Housing. Whereas a number of housing associations are placing fire risk assessments online, others are choosing different routes to support their residents, providing FRAs and action plans on request and other means. The Gold Standard accreditation scheme includes a requirement for private sector landlords to publish their fire risk assessments (progress outlined in commitment PCH11)						
Evelyn Akoto	SC5	Commitment	Tackle extremism, support people at risk and work with our communities to prevent radicalisation						
Evelyn Akoto	SC5	MI	Launch the 'Stronger Southwark' communities project fund for first round of applications	In progress	In progress	In progress	In progress	Completed	To be delivered in conjunction with the 'Stronger Southwark' Communities Fund -Oct 19
Evelyn Akoto	SC5	ME	Deliver support and training offer in at least 30 Southwark schools and education settings, reaching at least 900 educational staff	343 staff in 12 settings	556 staff in 10 settings	172 staff in 8 settings	18 staff in 1 setting	1,089 staff in 31 settings	900 staff in 15 settings
Evelyn Akoto	SC5	Year-end commentary	As part of the borough's wide-ranging and effective local programme to counter radicalisation and extremism, high-quality training has been delivered to a total of 1,089 staff across 31 schools, colleges, and other education settings during the year. The funding for the 'Stronger Southwark' projects work has been reprofiled to minimise administration costs and maximise impact, which has – by focusing on countering hate and harmful narratives amongst young people – enabled 376 young people to participate in positive school-based workshops. In total across Southwark's Prevent programme during FY2019-20, more than 1,500 frontline professionals have been reached through 40+ training sessions, and more than 2,500 adults and young people from the borough have been directly engaged through a positive project session or event.						
Evelyn Akoto	SC6	Commitment	Develop a Violence Against Women and Girls strategy to tackle all forms of gender based violence						
Evelyn Akoto	SC6	MI	Develop a 'Violence Against Women and Girls' strategy and an action plan	In progress	In progress	In progress	Completed	Completed	Mar-20
Evelyn Akoto	SC6	MI	Launch the Violence Against Women & Girls Strategy	Not started	In progress	In progress	Completed	Completed	Mar-20
Evelyn Akoto	SC6	MI	Delivery training programme and awareness raising to promote the Strategy	Not started	In progress	In progress	In progress	In progress	Mar-20
Evelyn Akoto	SC6	Year-end commentary	VAWG strategy and action plan developed. Training and awareness raising of domestic abuse is a key area of the action plan, this will be developed during FY 20/21. As a result of COVID-19 the current focus is on development of a domestic abuse communications campaign.						
Richard Livingstone	SC7	Commitment	Tackle problems like moped crime by working with the police and increasing moped anchors to secure bike safety						
Richard Livingstone	SC7	ME	Number of secure moped / motorcycle parking facilities delivered	0	4	6	1	11	10 (sites)
Richard Livingstone	SC7	Year-end commentary	All sites identified for delivery in 2019/20 now implemented, with one additional						
Evelyn Akoto	SC8	Commitment	Re-open the Blue Youth Club and Community Centre in Bermondsey						
Evelyn Akoto	SC8	MI	Re-open the Blue Youth Club and Community Centre in Bermondsey	Tendering process Completed	Finalising lease and management agreement	Enabling works and community engagement underway	Centre opened in March 2020	Centre opened in March 2020	Youth provision re-opened at the Blue
Evelyn Akoto	SC8	Year-end commentary	Somerville Youth and Play have been commissioned to deliver services at the centre. The works necessary to enable the centre to open and community engagement were undertaken in December through to January. Staff were appointed in February. The Centre was open for activities from the first week of March however it closed again when COVID-19 Lockdown was implemented. Somerville staff have been furloughed. At present there are no firm dates for re-opening the centre as this will depend on government guidance.						
Richard Livingstone	SC9	Commitment	Deliver new safe pedestrian crossings including at the junction of Lordship Lane and Dulwich Common						
Richard Livingstone	SC9	ME	Number of controlled crossings delivered	0	2	1	3	6	7
Richard Livingstone	SC9	ME	Number of uncontrolled crossings delivered	0	10	5	20	35	20
Richard Livingstone	SC9	MI	Work with TfL to deliver improvements	Discussions underway with TfL	Discussions underway with TfL	Design nearly finalised, with implementation due in autumn 2020	Design nearly finalised, but unknown impact of COVID-19	Negotiation successful. Agreeing delivery date	Negotiate with TfL what form the crossing should take and develop the design
Richard Livingstone	SC9	Year-end commentary	Controlled crossing on Forest Hill Road delayed due to contractor permitting issues (completed in May). Uncontrolled crossings target comfortably exceeded, reflecting local demand and delivery process becoming smoother. Crossing of Lordship Lane design nearly finalised, but impact of COVID-19 on implementation unknown. TfL have stressed they still support the scheme and will advance along current timelines if possible.						
Evelyn Akoto	SC10	Commitment	Launch a positive Futures Fund to support groups which provide inspiring opportunities for young people						
Evelyn Akoto	SC10	MI	Launch phase 2 of the Positive Futures Fund	Completed	Completed	Completed	Completed	Completed	Jun-19
Evelyn Akoto	SC10	MI	Produce Phase 1 delivery review	In progress	In progress	In progress	In progress	In progress	Mar-20
Evelyn Akoto	SC10	MI	Implementation of Phase 2 projects	n/a	n/a	n/a	In progress	In progress	Mar-20

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Evelyn Akoto	SC10	Year-end commentary	Delivery of Phase 1 projects was due to be Completed in June 2020, with a review of the projects to be complied after this date. Unfortunately COVID-19 has delayed delivery of some of these projects whilst others have had to adapt their delivery method, moving to online as a result of lockdown and social distancing measures. 5 projects have now Completed delivery with 7 having moved to online delivery, 1 project has not yet started. In relation to Phase 2 again delivery for a number of projects has had to be adapted. 6 projects are now delivering online, with 5 projects having postponed delivery. Many of these are school based for which it is hoped to reconvene in some form from September. In response to the challenges faced by young people as the result of lockdown and social distancing measures, delivery was extended for 2 existing Phase 1 projects in April in order to provide some form of positive activity for young people to engage (including vulnerable groups). A further Virtual Pathways Programme is also being developed to expand our online engagement for a 16 week period including the summer holidays ending in early September when it is anticipated more of our young people will have returned to school.						
Johnson Situ	VS1	Commitment	Campaign to re-open Camberwell train station						
Johnson Situ	VS1	MI	Review Strategic Outline Business Case	Achieved	Achieved	Achieved	-	Achieved	Continue to lobby for a Camberwell Station
Johnson Situ	VS1	Year-end commentary	Good Growth Fund bid approved (£2m). Network Rail looking at service options. We are developing a growth strategy for Camberwell (to accommodate another 3000 homes) which we hope will provide data to help advocacy.						
Johnson Situ	VS2	Commitment	Support plans to create the Coal Line Greenlink in Peckham						
Johnson Situ	VS2	MI	Implement plans to create Coal Line Green Link on Consort Road by end FY20/21	In progress	In progress	In progress	-	In progress	Scheme on site by end FY19/20
Johnson Situ	VS2	Year-end commentary	Consort Road planning application approved. Work to begin on implementation imminently.						
Johnson Situ	VS3	Commitment	Do all we can to secure the future of Dulwich Hamlet FC on its current Champion Hill site						
Johnson Situ	VS3	MI	Work with the football club to explore options for securing a long term future	In progress	In progress	In progress	In progress	In progress	Review strategy based on findings
Johnson Situ	VS3	MI	Support the Ongoing work of Dulwich Hamlet FC in the local community	In progress	In progress	In progress	In progress	In progress	Review strategy based on planning cttee decision
Johnson Situ	VS3	Year-end commentary	Ongoing discussion with the club and the developer. Planning application has been submitted and is awaiting decision.						
Johnson Situ	VS4	Commitment	Build a new library on the Walworth Road						
Johnson Situ	VS4	MI	Completed consultation and progress programme subject to final cabinet decision	In progress	In progress	In progress	In progress	In progress	Consultation Completed and on site by Autumn 2019
Johnson Situ	VS4	Year-end commentary	Project progressing well. Public consultation and information sharing has continued throughout Q3. Building tender completed works due to commence Q3 2020/21.						
Stephanie Cryan	VS5	Commitment	Support independent food businesses which reflect the diversity of our community						
Stephanie Cryan	VS5	MI	Launch round 8 of the High Street Challenge	In progress	In progress	In progress	Met	Met	Q4
Stephanie Cryan	VS5	Year-end commentary	Round 8 of the HSC launched in Q4 and closed on 14th February. However, owing to the COVID-19 pandemic we took the decision to cancel this round and redirect resources to the Southwark Business Hardship Fund, as outlined in the supporting IDM. All applicants and relevant officers were informed of the decision and signposted to other available support.						
Victoria Mills	VS6	Commitment	Protect all local residents from the effects of Brexit						
Victoria Mills	VS6	MI	Make recommendations to the Government to continue to make the case for local people	In progress	In progress	In progress	In progress	In progress	n/a
Victoria Mills	VS6	Year-end commentary	An update was presented to the council's cabinet on 21 January 2020 this noted that in the light of the passage of the EU Withdrawal Bill and the likelihood of the UK's exit from the EU on 31 January 2020, it remains critical to continue to prepare for the impact of Brexit. The council has continued to promote the EU Settlement Scheme to EU nationals residing in Southwark and explore how we can make best use of the Brexit funding to mitigate the impact of Brexit on residents, and in particular the most vulnerable. The impact of Brexit on local government funding also remains an area of significant concern. The short-term certainty provided by the one year funding settlement is more than outweighed by the risk of the Council being unable to plan more effectively for the medium term across the range of local services it provides. Officers continue to keep the Brexit risk register under review especially with regards these economic and financial risks. We will also seek clarity on funding arrangements for local government post Brexit and specifically on the proposed Shared Prosperity Fund as the successor to EU structural funds. The officer board has not met due to COVID-19 but will now resume.						
Rebecca Lury	VS7	Commitment	Promote Southwark's diversity and cultural richness						
Rebecca Lury	VS7	MI	Enhance and refresh the Faith Strategy and action plan	In progress	In progress	Achieved	Achieved	Achieved	Implementation of recommendations
Rebecca Lury	VS7	MI	Review of the diversity standard and promotion of diversity in the borough	To commence in Q4 19/20	To commence in Q4 19/20	In progress	See comment	See comment	Review Completed
Rebecca Lury	VS7	Year-end commentary	The Faith Strategy was delivered and approved by Cabinet in January 2020, with plans developed to take forward the second Faith Conference in June 2020. This was postponed due to COVID-19, but there has been ongoing engagement with the faith communities throughout this time. Diversity Standard and Equality framework papers to Cabinet have been postponed to the autumn due to COVID-19.						
Stephanie Cryan	VS8	Commitment	Ensure all residents benefit from opportunities to take advantage of the digital revolution						
Stephanie Cryan	VS8	ME	Completed digital inclusion training for 50 digital champions across Southwark who will then train other residents and citizens	0	16	18	5	39	50 (incl. 12 brought forward from 2018/19)
Stephanie Cryan	VS8	ME	Number of digital inclusion training sessions delivered by the Digital Champions to residents	0	29	28	61	118	200
Stephanie Cryan	VS8	MI	Completed a new strategy to support Southwark's digital infrastructure and smart cities needs	In progress	In progress	In progress	In progress	Postponed to Autumn 2020	Report approved by Cabinet by March 2020

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Stephanie Cryan	VS8	Year-end commentary	The digital champion programme has been run by the telecommunication providers via external organisations and has been difficult to get off the ground. It is recognised that a more holistic approach is needed throughout and this will be addressed as one of the key priorities in the new strategy. The council has promoted the digital champion opportunities to residents with over 50 people registering interest. Volunteers undertook training through Digital Unite and digital champions completed their first modules in 2019/20 Q2, ready to start training residents. 5 home-bound residents have also Completed digital inclusion training. Changes in society, due to COVID-19, has meant that the three strands (connectivity, digital inclusion, Internet of Things (IoT) and data) covered in the strategy are of greater importance. Work is being done to address those priorities and the strategy will be presented to cabinet in Autumn 2020.						
Stephanie Cryan	VS9	Commitment	Improve high speed internet access across the borough						
Stephanie Cryan	VS9	ME	Ensure 50% of 'full fibre to the premises' (FTTP) gigabit rollout is Completed by March 2019 (by the two residential connectivity providers across around 53,000 council-owned residential properties)	43% (22,790 properties)	7587 properties	3,475 properties	1,620 properties	67% (35,472 properties)	50% rollout (26,500 properties)
Stephanie Cryan	VS9	ME	Completed upgrade of high speed wireless broadband in Rotherhithe	In progress	In progress	In progress	In progress	All but one aerial has been upgraded.	Upgrade installations Completed by March 2020
Stephanie Cryan	VS9	MI	Sign wayleave with another telecoms provider to connect to council estates	In progress	In progress	In progress	In progress	On hold	Wayleave signed by March 2020
Stephanie Cryan	VS9	Year-end commentary	Both providers have exceeded the 50% connection target and are completing their multiple dwelling unit (MDU) installations around the borough. We have worked with Three Broadband to upgrade their existing infrastructure, to address the increased demand in wireless broadband. This has resulted in improved internet speeds across the borough. All but one aerial (16 out of 17 aerial upgrades) was upgraded before the COVID-19 lockdown. We will work with the provider and TMO to ensure that this upgrade is Completed as soon as possible. Wayleave discussions have halted whilst telecommunication providers concentrate on infrastructure on roads during COVID-19 lockdown. We will resume discussions shortly with a view to complete in 2020/21.						
Stephanie Cryan / Kieron Williams	VS10	Commitment	Put free, ultra fast broadband in every community hall						
Stephanie Cryan / Kieron Williams	VS10	ME	Ensure 50% of 80 Community Halls* have been provided with free gigabit connections by March 2020 (as part of the Digital Infrastructure Programme)	30%	36%	49%	68%	68%	50% (40 Community Halls)
Stephanie Cryan / Kieron Williams	VS10	Year-end commentary	Both providers have installed 54 of Southwark's community halls with FTTP infrastructure. The final set-up of the broadband connection has been delayed in some cases due to either COVID-19 or accessibility to the site. The providers are currently making preparations to return on-site, with installations to resume in June.						
Rebecca Lury	VS11	Commitment	Support a range of cultural celebrations across the borough						
Rebecca Lury	VS11	ME	Number of cultural celebrations supported and funded by the council	400	356	360	207	1323	1,000
Rebecca Lury	VS11	ME	Add a new measure for 2019/20 around who is attending cultural celebrations / demographic	TBC	TBC	Options being developed	Options being developed	TBC	TBC
Rebecca Lury	VS11	Year-end commentary	We have met the target for the number of cultural celebrations supported and funded by the council. A wide range of events and celebrations have been held, with high attendance figures and lots of positive comments from attendees.						
Rebecca Lury	VS12	Commitment	Continue to make culture in Southwark accessible and work with cultural organisations in the borough to offer opportunities to Southwark residents						
Rebecca Lury	VS12	ME	Number of residents receiving the online Southwark Presents newsletter	4684	5149	5504	5723	5723	6000
Rebecca Lury	VS12	ME	Number of residents with a Southwark Presents card	8757	7620	6405	5898	28680	20000
Rebecca Lury	VS12	ME	Number of attendees at cultural celebrations supported and funded by the council	73327	227469	72001	18728	391525	420000
Rebecca Lury	VS12	Year-end commentary	Large numbers of residents are actively accessing culture through the council's services. The target for the number of residents issued with a Southwark Presents card through libraries has been met, providing residents with a gateway to the arts and culture available in the borough, and discounts with partner organisations. We fell short of the target for the number of residents receiving the online Southwark Presents newsletter, which was impacted by the COVID-19 situation. Going forward the new library management system, launched in February 2020, will make it easier for residents to sign up for a Southwark Presents card and the newsletter. A wide range of cultural celebrations have been supported and funded by the council, reaching a diverse audience, but COVID-19 has had an impact on the attendance target not being met- events have been cancelled, including Dulwich Spring Festival, and statistical returns from some key delivery partners have been delayed. In the coming year we will be focusing on restarting our events programme and continuing to support the borough's diverse population to access and experience culture.						
Rebecca Lury	VS13	Commitment	Open a new library at Grove Vale in East Dulwich						
Rebecca Lury	VS13	Year-end commentary	Completed Q3 18/19						
Rebecca Lury	VS14	Commitment	Ensure Kingswood House remains an asset for the local community and improve facilities on the Kingswood Estate						
Rebecca Lury	VS14	MI	Appoint a suitable delivery partner to secure Kingswood House as an asset for the local community	Engagement work commenced	Engagement work In progress	Engagement work In progress	Programme On hold due to COVID-19	Engagement work In progress	Delivery partner appointed
Rebecca Lury	VS14	Year-end commentary	Consultation with the local community has been put on hold due to COVID-19 emergency as all Comms work has been prioritised to deal with the Covid response. Looking to progress engagement and consultation in the summer. The engagement work around the house will reflect the Great Estates programme, housing options and the other development and options around the Kingswood area, all of which need to be fully considered. The building is currently closed due to the national government lockdown and the council is looking at ensuring local needs such as food deliveries to sheltered residents are met through its COVID-19 community hub. The community asset programme will be resumed once lockdown measures are removed.						
Rebecca Lury	VS15	Commitment	Keep libraries open, keep investing and ensure they are open when people need them						
Rebecca Lury	VS15	MI	Develop a library and heritage strategy to shape the future of the Southwark public library service and ensure libraries remain open when people need them.	Action plan produced	Action plan in place and incorporated into staff workplans	Action plan in place and work towards all targets is progressing	Action plan in place and work towards all targets is progressing	Action plan in place and work towards all targets is progressing	Launch of new strategy and action plan
Rebecca Lury	VS15	MI	Open a new library on the Aylesbury	Works on schedule for completion	Works on schedule for completion	Works on schedule for completion	Works on schedule for completion	Works on schedule for completion	Planning and works on schedule
Rebecca Lury	VS15	Year-end commentary	The libraries and heritage strategy action plan is in place and is being delivered. Works on the development of the new Aylesbury library remain on schedule.						
Rebecca Lury	VS16	Commitment	Ensure that every primary child gets a free visit to the theatre every year						

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Rebecca Lury	VS16	MI	Launch programme through schools April 2019 to commence September 2019	Delivery organisation procured	Programme planned and launch in January 2020 is confirmed	Scheme launched in January 2020	Initial visits took place before COVID-19 lockdown put programme On hold. Programme is now On hold pending guidance on attending theatres	Initial visits took place before COVID-19 situation put programme On hold	Launch programme
Rebecca Lury	VS16	ME	The number of free primary school visits to the theatre	Visits expected to begin in Q4	Visits to begin in Q4 and targets now set	First early testing/ development visits begin in Q4. Targets now set for visits to begin in Q1 2020/21.	Initial visits took place before COVID-19 lockdown put programme On hold. Programme is now On hold pending guidance on attending theatres	Programme currently On hold	6,000
Rebecca Lury	VS16	Year-end commentary	A commissioning process was delivered by the service provider Eastside in February/March to secure programme delivery partners for 2020/21- 24 applications were received in total from 15 theatre partners This included a good range of bids from partners inside the borough, such as Shakespeare's Globe, Blue Elephant Theatre and Unicorn Theatre, to smaller providers and those outside the borough. A shortlist of providers was drawn up and targets set for 2020/21, pending sign off before COVID-19 lockdown. The programme was scheduled to launch in May but has been placed on hold pending review due to COVID-19. Branding for the programme, now known as Raise The Curtain, has been agreed and finalised. A small number of successful visits took place in Q4 to test the delivery model, before the COVID-19 outbreak.						
Johnson Situ	VS17	Commitment	Secure the future of Walworth Town Hall and make it a publicly accessible cultural hub						
Johnson Situ	VS17	MI	Completed invitation to bid process and seek Cabinet decision on options by end FY 2019/20	In progress	In progress	In progress	In progress	In progress	Cabinet decision on bid options. Planning application submitted by Q1 FY20/21
Johnson Situ	VS17	Year-end commentary	Planning application submitted. There will be a report to Cabinet July on community space						
Victoria Mills	FG1	BAU	Manage council finances and ensure financial sustainability, while delivering value for money through performance and efficiencies						
Victoria Mills	FG1	ME	Council tax collection (£m, %)	28.3%	52.9%	78.2%	95.4%	95.4%	97.20%
Victoria Mills	FG1	ME	National non Domestic Rates (NNDR) collection (£m, %)	30.0%	57.1%	83.6%	99.7%	99.7%	99%
Victoria Mills	FG1	ME	Housing rent collection (£m, %)	101.0%	101.0%	100.0%	100.6%	100.6%	98%
Victoria Mills	FG1	ME	New claims (number of days)	22.4	20.1	19.6	20.00	20.00	23
Victoria Mills	FG1	ME	Changes to claims (number of days)	4.2	4	4.1	3.00	3.00	7
Victoria Mills	FG1	ME	Right Time - average time taken to process new claims and changes of circumstances (number of days)	5.1	4.9	5.0	4.00	4.00	8
Victoria Mills	FG1	MI	Effectively support transition to Universal Credit in line with government implementation strategy	In progress	In progress	In progress	In progress	In progress	#
Victoria Mills	FG1	Year-end commentary	Rent collection figures and Business Rate collection both exceed targets for 2019/2020. Council Tax collection rate does not attain target at the close of Q4, in part due to the impact of cancelling over 3000 court summonses, and Liability Orders in March due to the pandemic. Benefits, new Claims, Changes, and Right Time continue the in year trend and exceed target due to increased activity and automation.						
Victoria Mills	FG2	BAU	Take a zero tolerance approach to fraud, ensuring the fair use of council resources including council housing						
Victoria Mills	FG2	MI	We will seek prosecutions and publicise successful action against individuals.	In progress	In progress	In progress	-	-	#
Victoria Mills	FG2	Year-end commentary	During 2019-20, anti fraud and internal audit conducted 178 investigations covering right to buy applications which did not meet anti money laundering standards, housing waiting list applications (20 denied), and corporate anti- fraud cases. The special investigations team conducted 37 cases, preventing 29 cases of fraud in 2020-21. During Q4 the special investigations team prevented 5 frauds and the Housing Area Management recovered 23 properties (an annual total of 110 recoveries for the department). The COVID -19 pandemic and associated lockdown has limited the team's ability to progress some cases and conduct interviews in accordance with the Police and Criminal Evidence Act. The team is currently supporting Exchequer Services COVID-19 grant payments by conducting post assurance checks and data matching exercises. Currently there are 6 COVID-19 grant cases being investigated The anti fraud and internal audit service continue to work with BDO to complete redrafting and updating of the Council's Fraud Response Plan. In addition, the key points of the Plan will form part of updated intranet source material and also be used as part of updated and revised internal training. Progress has been delayed by the current pandemic, but is expected to be completed in 2020/21.						
Victoria Mills	EL1	BAU	Private rented sector licensing progress						
Victoria Mills	EL1	ME	Dwellings licensed	377	159	134	214	884	750
Victoria Mills	EL1	ME	The number of properties that should be licensed	-	Ongoing	Ongoing	Completed	-	Annual review of number of properties that should be licensed
Victoria Mills	EL1	ME	Number licensed to date since the scheme started	3452	3611	3745	3959	Year cumulative n/a as the figure given in Quarterly data are cumulative totals	Rolling total of licenced properties to be above 3800
Victoria Mills	EL1	Year-end commentary	All targets met. Mapping of PRS has been completed to enable the service to target unlicensed properties before the selective and additional schemes expire.						
Richard Livingstone	EL2	BAU	Divert more than 95 per cent of waste away from landfill						
Richard Livingstone	EL2	ME	Percentage of waste stream diverted from landfill	95.8%	98.87%	99.35%	99.3%	98.3%	95%

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target	
Richard Livingstone	EL2	Year-end commentary	Quarter 4 performance was above target with very a very limited amount of waste sent to landfill.							
Richard Livingstone	EL3	BAU	Maintain clean streets							
Richard Livingstone	EL3	ME	Levels of litter identified as part of our inspection programme	5	n/a	7	6.7	6.2	7	
Richard Livingstone	EL3	ME	Level of detritus identified as part of our inspection programme	2.5	n/a	11.3	7.7	7.1	10	
Richard Livingstone	EL3	Year-end commentary	For this indicator the lower the score the better the performance. The tranche 3 litter and detritus scores were both lower than the target scores. Note that the tranche 3 inspection was cut short by the COVID-19 health emergency so only 202 of the planned 350 survey inspections were completed. This means there were total of 902 survey inspections completed this year out of the planned number of 1050. Therefore, the end of year result is a reasonably good indicator of the level of cleanliness achieved overall.							
Richard Livingstone	EL4	BAU	Maintain high standards for waste collections							
Richard Livingstone	EL4	ME	Number of missed bins per 100,000 collections	90.18	116.16	81.31	109.26	100.12	30	
Richard Livingstone	EL4	Year-end commentary	For this indicator the lower the score the better the performance. The level of missed collections had been high earlier in the year as a result of a planned service rescheduling which changed collection routes and resulted in significant disruption. Rescheduling was needed to balance work over collection routes - this takes place every few years to take account of changes in workload caused by new housing developments and to maintain efficient collection services. Performance deteriorated later in the year mainly as a result of increased employee absence from the second week of March onwards. Some of this absence was seasonal (a peak in annual leave requests towards year end) but this coincided with an increase in absence as a result of self isolation by staff experiencing COVID-19 symptoms themselves or living in a household with others experiencing COVID-19 symptoms. The absences were covered through increased use of agency staff so, with limited exceptions, all collection teams were deployed, but a lack of familiarity with routes resulted in higher levels of missed collections. The effect was particularly seen in communal refuse services, whereas collections from kerbside households performed well. As communal missed collections were rectified reasonable quickly - within 1-2 days - the impact on residents was relatively low considering the elevated absence levels.							
Richard Livingstone	EL5	BAU	Highways Maintenance							
Richard Livingstone	EL5	ME	Percentage of 2/24 hour and 7/28 day highway repairs carried out to required timescales	92%	91%	98%	98%	95%	95%	
Richard Livingstone	EL5	ME	Percentage net public satisfaction with highway maintenance as independently assessed through National Highways & Transportation survey	n/a	59%	59%	59%	59%	Above national average	
Richard Livingstone	EL5	Year-end commentary	Highway repairs: in Q4, 1,292 2/24 hour repairs carried out with 100% to timescales; 497 7/28 day repairs carried out with 99% to timescales; NHT results demonstrating excellent customer satisfaction with highway maintenance. Southwark 2nd in country out of 111 Highway Authority participants.							
Rebecca Lury	EL6	BAU	Maintain satisfaction with parks and open spaces							
Rebecca Lury	EL6	ME	Number of green flag parks	30	30	30	30	30	30	
Rebecca Lury	EL6	ME	Parks for London Industry Quality measure	Entry submitted for 2019	1st in London	1st in London	1st in London	1st in London	Top 5 of London boroughs in Parks for London Industry Quality Measure	
Rebecca Lury	EL6	Year-end commentary	Good Parks for London - Southwark finished top in London. Green Flag King Georges Field - Flag raising ceremony undertaken with stakeholders, friends and local councillors. This year's Green Flag application submitted and accepted. Green flag judging takes place in June (summertime) annually. GF are currently considering how to roll this out in light of COVID-19							
Rebecca Lury	EL7	BAU	Maintain satisfaction with local sports and leisure facilities							
Rebecca Lury	EL7	ME	Number of leisure centre visits	627,182	630,870	569,318	544,956	2,372,326	2,388,593	
Rebecca Lury	EL7	ME	Number of Free Swim and Gym visits	39,389	39,044	40,722	36,443	155,598	138,602	
Rebecca Lury	EL7	Year-end commentary	The leisure centre visits in Q3 are 8.2% higher than Q3 of the previous year. The launch of the free swimming lessons pilot led to an increase in Free Swim and Gym visits compared to previous quarters and a 41% increase on Q3 of last year (28,867). The centre overall centre visits dropped by 4%, and FSG visits by 10% in Q4. Both seem to be directly impacted by COVID-19 pre lock down and actual centre closures on the 20th March 2020.							
Rebecca Lury	EL8	BAU	Maintain satisfaction with Libraries							
Rebecca Lury	EL8	ME	Number of library visits	502,644	488,231	501,634	430,470	1,922,979	1,986,000	
Rebecca Lury	EL8	ME	Number of library items issued	339,489	367,377	355,343	335,169	1,397,378	1,511,000	
Rebecca Lury	EL8	Year-end commentary	Library items loaned and number of library visits fell short of the target, impacted by the closure of Newington Temporary Library in January 2019 and by the COVID-19 outbreak in March 2020.							
Richard Livingstone	EL9	BAU	Recycling rate							
Richard Livingstone	EL9	ME	Borough wide recycling rate (%)	36.77%	33.28%	34.61%	34.39%	35.00%	-	
Richard Livingstone	EL9	ME	Borough wide recycling rate in 2018/19 compared to inner London borough recycling rate performance in 2017/18.	Top quartile for inner London	Top quartile for inner London	Top quartile for Inner London	Top quartile for Inner London	Top quartile for inner London	Top quartile for inner London	
Richard Livingstone	EL9	Year-end commentary	There has been a slight fall in Q4 performance, along with an increase in contamination that reduced total recycling performance slightly. The main cause of this has been the service disruption during March. However this has still resulted in a provisional household waste recycling rate of 35% for the full year. The final quarter of the council statutory return is due to be submitted by July and this is likely to result in a slight improvement in this performance once the data has been fully reconciled.							
Rebecca Lury	EL10	BAU	Open a new library at Grove Vale in East Dulwich							
Rebecca Lury	EL10	ME	Number of visitors to Grove Vale Library	46,836	56,280	62,126	49,352	214,594	100,000	

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target	
Rebecca Lury	EL10	Year-end commentary	Usage of the new library in East Dulwich has increased beyond expected levels, with the level of usage achieved more than double the target.							
Johnson Situ	PW1	BAU	Planning Division							
Johnson Situ	PW1	MI	Ensure 80% of all planning applications are approved within target time period	80%	74%	81.4%	93.0%	82%	80%	
Johnson Situ	PW1	MI	Planning Enforcement - efficient handling of cases - indicator to be agreed	n/a	No. of cases opened: 122 / No. of decisions on cases: 127	No of cases opened: 97 / No. of decisions on cases: 176	103 cases opened, 184 cases with decision.	2019-2020 – 502 cases opened, 577 cases with decision	tbc	
Johnson Situ	PW1	MI	s.106 funds - efficient collection and spending - indicator to be agreed	n/a	In Progress	See commentary	see commentary	see commentary	tbc	
Johnson Situ	PW1	Year-end commentary	<ul style="list-style-type: none"> £830,209.98 uncollected in 2019/20 (excluding affordable housing); therefore a collection rate of 91.8%; To date £2,546,050.37 has been approved to date (2019/20) including both delegated reports and reports submitted to Planning Committee (>£100K). List of released funds: Balfour Streetscape improvements £78,175.31; Kentish Drovers Mural £15,082; Meeting House Lane public space £42,280; North Peckham Healthy Streets £138,000; OKR public realm £34,911.59; Play Areas £704,984.94; Smarties £70,470.32; Street Sweeping £41,251; Sustainable Urban Drainage £82,524.96; Tree Planting £81,113.54; Tree Service £92,412.64; Walworth LEN £265,895 and Wheelchair Housing £898,957.07 There are a number of release reports pending for committee: Flood Alleviation £400,000; Transport Improvements £1,178,379.67; New Homes Programme £40,049,198.68; Thames Path (TT) £300,000; Fuel Poverty £90,000; Employment £3,293,639.03; E&C Business Support £692,649.50 and D&C fund the archaeology service until 2021 £134,024.50 							
Victoria Mills	PW2	BAU	Regeneration Income Generation							
Victoria Mills	PW2	ME	Income Generation - manage the council's investment portfolio and monitor income in charge. Gross projections based on current holdings:	In Progress	In Progress	In progress	In progress	In progress	Ongoing	
Victoria Mills	PW2	MI	Asset Management - Corporate Asset Management Plan	In Progress	In Progress	In progress	In progress	In progress	Ongoing	
Victoria Mills	PW2	Year-end commentary	The draft Asset Management Plan will now be revised to take on board the impact of COVID-19, the drive to recovery, the council's resourcing position and the refreshed Council Plan. Lead member continues to receive detailed updates on income collection, including a detailed rent strategy for managing income through the COVID-19 lockdown and into recovery.							
Evelyn Akoto	PW3	BAU	Public Health Division							
Evelyn Akoto	PW3	ME	Number of NHS Health Checks undertaken by people aged 40 to 74	2,129	2,718	2,188	2,657	9,692	9,200	
Evelyn Akoto	PW3	ME	Number of overweight / obese children who complete the 12 week weight management programme	34	9	16	25	84	130	
Evelyn Akoto	PW3	ME	Number of graduates of the Southwark Healthy Weight online training course for healthcare and non-healthcare professionals	7	9	65	75	156	150	
Evelyn Akoto	PW3	ME	Number of staff engaging with smoking cessation service	14	10	15	Data due end of July	39	50	
Evelyn Akoto	PW3	ME	Number of successful 4 week quitters through the smoking cessation service	79	69	86	Data due end of July	148	350	
Evelyn Akoto	PW3	ME	Number of new registrations on the young persons condom distribution scheme	128	139	196	125	588	550	
Evelyn Akoto	PW3	ME	Number of young people engaging with the healthy young people service	190	147	129	189	655	400	
Evelyn Akoto	PW3	ME	Proportion of adults engaging with substance misuse services (CGL) who successfully complete treatment	CGL: 30.3% National: 39% London: 42.5%	CGL: 34.57% National: 39.1% London: 43.1%	CGL: 35.23% National: 39.0% London: 43.7%	Data due end of June	CGL: 35.23% National: 39.0% London: 43.7%	Alcohol successful completions in line with London/national averages	
Evelyn Akoto	PW3	ME	*NEW FOR 2019-20* 'In treatment' abstinence rates at six month review performing within the Public Health England expected range for the following substance groups: opiates, crack, cocaine, amphetamines, cannabis, alcohol	Achieved for all substance groups	Achieved for all substance groups	Achieved for all substance groups	Data due end of June	Abstinence rates at 6 month review in line with expected range	Abstinence rates at 6 month review in line with expected range	
Evelyn Akoto	PW3	Year-end commentary	<p>NHS Health Checks: The annual performance target of 9,200 has been met and exceeded by 5.3% (492) with a total of 9,692 checks completed; in addition to these face-to-face appointments, 608 people completed the Southwark Digital Health Check tool. The programme in 2020/21 will focus on continuing to improve uptake specifically those at higher risk, BAME communities and completions of the digital check.</p> <p>Child Weight Management Programme: A lack of referrals generated into the programme throughout the year has ultimately impacted on performance numbers of those completing; this is despite a good attrition rate, high client engagement and positive health improvement outcomes for those that do complete. The new data sharing protocol between NCMP School Nursing and the Alive N Kicking team has now been implemented for 2020-21. This will enable the Alive N Kicking team to directly contact families that meet the criteria for the programme, increasing the number of families that join.</p> <p>Southwark Healthy Weight Training: The introduction of the new bitesize 'Let's Talk About Healthy Weight' course continued to prove very popular and as a result of completing the fifteen minutes programme, a number of individuals went on to the longer course for non-healthcare professionals, so securing a successful year for the programme in meeting its target. In 2020/21 two further training courses specifically for Councillors' and School Governors' will be launched to compliment the existing courses for healthcare and non-healthcare professionals working in Southwark.</p> <p>New registrations on the YP condom distribution scheme: The Come Correct team have met and exceeded all Southwark targets (new registrations, repeat visits, and total encounters) with the exception of total number of condoms distributed. This is a positive turnaround for Southwark where some targets have proved challenging over the past years. This is likely to be due to the development of a drop-in at Southwark College, as well as the increased number of pharmacy outlets.</p> <p>Young people engaging with the healthy young people service: Targets for the year have been comfortably met. The number of new presentations dropped slightly in Q4, however, repeat and follow-up patients rose. Notably, there was no dramatic drop in young people engaged in this quarter, despite the COVID-19 pandemic taking hold in March. HYP has demonstrated agility in provision and moved quickly to telephone consultations and support for young people during COVID-19.</p> <p>Stop Smoking Service: Staff - A number of staff events were held over the course of the year, however, there have been some issues with obtaining accurate data from the provider with regards to the number of staff engaged with the service. General - The contract for the specialist clinic-based service finished in March 2020, with the incumbent provider was reluctant to take on new clients from the end of Q3. Q4 data will be available in July 2020, but is likely to show a significant downturn in activity for this reason. Pharmacy stop-smoking services continue to provide community-based smoking cessation behavioural support and medication. Face to face elements of the service were paused in March 2020 due to COVID-19, in line with national guidance, and alternate arrangements for support were put in place. The published service re-procurement deadline has been extended due to COVID-19.</p>							
Jasmine Ali	CAS1	BAU	Adult Social Care and Commissioning							
Jasmine Ali	CAS1	ME	% of people leaving reablement or supported discharge with reduced or no on-going long-term support	88%	86%	86%	87%	87%	85%	

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Jasmine Ali	CAS1	ME	Delayed Transfers of Care attributable to Adult Social Care	497 vs 592	507 vs 600	332 vs 607	458 vs 392	1192 vs 1592	Set by DHSC - BCF
Jasmine Ali	CAS1	ME	Timeliness of Assessments and Reviews - Adult Social Care	72%	73%	79%	80%	78%	80%
Jasmine Ali	CAS1	ME	Satisfaction levels - Home Care - Adult Social Care	*	95%	96%	92%	95%	90%
Jasmine Ali	CAS1	Year-end commentary	<p>% of people leaving reablement or supported discharge with reduced or no on-going long-term support - The service continues to exceed target supporting the vast majority of people to achieve positive outcomes. Of 448 people completing reablement support in Q4, 58% left the service requiring no further council support and a further 29% only needed a reduced package of care. During the COVID-19 emergency, weekly reports have been produced which are demonstrating that service quality has not been impacted despite an increasing number of referrals throughout the very challenging period.</p> <p>Delayed Transfers of Care attributable to Adult Social Care (Govt set a much higher target for 2019/20 than 2018/19 in Better Care Fund) – Operational and commissioning teams have worked incredibly hard and have implemented a Trusted Assessor arrangement with a nursing care home to further facilitate timely discharges from hospital. As part of the COVID-19 hospital discharge service requirements, agreements have been successfully negotiated with all providers in the borough and also with some bed based intermediate care services - excellent performance despite hospital pressures, especially in Q4.</p> <p>Timeliness of Assessments and Reviews – Performance has improved due to increased scrutiny, support and focus on outliers.</p>						
Jasmine Ali	CAS2	BAU	Children's Social Care						
Jasmine Ali	CAS2	ME	Timeliness of Assessments - Children's Social Care	95%	92%	90%	90%	92%	90%
Jasmine Ali	CAS2	ME	Percentage of families achieving a reduction in risk factors at closure to Family Early Help	34%	37%	46%	66%	50%	50%
Jasmine Ali	CAS2	ME	Number of children and young people on a child protection plan	318	282	304	284	284	n/a
Jasmine Ali	CAS2	ME	Number of children and young people in care	456	458	452	459	459	n/a
Jasmine Ali	CAS2	ME	Number of children and young people in residential placements	25	31	36	42	42	n/a
Jasmine Ali	CAS2	ME	Number of in-house foster carers (Southwark residents)	138 (59)	146 (59)	151 (66)	134 (58)	134 (58)	n/a
Jasmine Ali	CAS2	Year-end commentary	<p>Timeliness of Assessments: During Quarter 4 there were 1,067 assessments completed with 964 carried out within 45 days. The year to date figure of 91% compares very well against statistical neighbours at 85% despite a significant increase in demand during the last quarter.</p> <p>Percentage of families achieving a reduction in risk factors at closure to Family Early Help: During Quarter 4 there were 79 families closed to FEH, of which 52 had a reduction in the number of risks. Full year performance at 50% meets that annual target with increases seen at each quarter throughout the year.</p> <p>Number of children and young people on a child protection plan: During Quarter 4 the number of children and young people on a child protection plan decreased to 284 and remains lower than the end of year outturn for 2018/19 of 328.</p> <p>Number of children and young people in care: Following the reduction in the number of children and young people in care during 2018/19, performance appears to have levelled at below the 460 mark over the past year.</p> <p>Number of children and young people in residential placements: The number of children and young people in residential has been increasing over the last year. Of the 42, 13 are children in All Age Disability Services.</p> <p>Number of in-house foster carers (Southwark resident): As at 31st March there were 134 fostering households (excluding family and friends, and foster to adopt carers) of which 58 live within Southwark. This is a net decrease of seven fostering households from the start of the year and six from within Southwark itself.</p>						
Jasmine Ali	CAS3	BAU	Education						
Jasmine Ali	CAS3	ME	Timeliness of Education, Health and Care Plans - Education (annual release- reported on in Q2)	67%	65%	65%	65%	65%	Better than national average (60.1%)
Jasmine Ali	CAS3	ME	Trend monitoring to inform policy and action - number of home educated children with SEND EHCP	7	9	7	8	8	n/a
Jasmine Ali	CAS3	ME	Trend monitoring to inform policy and action- number of home educated children (without SEND EHCP)	212	215	225	237	237	n/a
Jasmine Ali	CAS3	ME	Trend monitoring to inform policy and action - number of children missing education	29	37	33	29	29	n/a
Jasmine Ali	CAS3	ME	% of children who got a primary school place in one of their top three preferences- (annual release-reported on in Q1) and reflecting applications received on time (in line with DfE reporting).	94.00%	94.00%	94.00%	94.00%	94.00%	Greater than London (96%)
Jasmine Ali	CAS3	ME	% of children who received a secondary school place in one of their top three preferences-(annual release- reported on in Q4) and reflecting applications received on time (in line with DfE reporting).	83.00%	83.00%	83.00%	86.90%	86.90%	Greater than London (88%)
Jasmine Ali	CAS3	Year-end commentary	<p>There is no change to the timeliness of EHCPs, or to the % of children getting a primary place (annual releases). The number of children being home educated with an EHCP remains fairly stable. The number of children being home educated without an EHCP continued to rise in Q4. We have identified and written to the schools with the highest number of home educated children. The number of children missing from education has dropped slightly but remains within the normal range. The % of children receiving a secondary school place in one of their top three preferences has increased by 3.9% and this figure was just 1.1% behind London's figure.</p>						
Jasmine Ali	CAS4	BAU	Guarantee education, employment or training for every school leaver						
Jasmine Ali	CAS4	ME	Proportion of 16 and 17 year olds not in education, employment or training (NEET)	2.10%	1.40%	1.40%	2.80%	2.80%	1.3% (1.5%)
Jasmine Ali	CAS4	ME	Percentage of young people whose activity is not known	4.60%	8.50%	8.50%	4.70%	4.70%	4.0%
Jasmine Ali	CAS4	ME	September Guarantee – number of young people aged 16/17 with an offer of education and training (annual release- reported on in Q1)	98.40%	98.40%	98.40%	98.40%	98.40%	95.1% (London)

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target	
Jasmine Ali	CAS4	Year-end commentary	Due to improvement in identifying whereabouts of young people, the NEET figure has increased, while the "not known" figure has decreased but missed target by 2 students. Close performance management and support continues.							
Kieron Williams	HM1	BAU	Quality Housing Improvement Programme (QHIP) including Kitchens & Bathrooms							
Kieron Williams	HM1.1	ME	Number of council homes provided with a new quality 'kitchen and/or bathroom'	207	96	100	344	801	800	
Kieron Williams	HM1.2	ME	Tenant satisfaction with quality of major works	97%	98%	100%	90%	96%	90%	
Kieron Williams	HM1	Year-end commentary	HM1.1: A total of 801 properties benefitting from a new kitchen/bathroom by year end means the 19/20 target was met through the deliver of the QHIP across the borough. HM1.2: Tenant satisfaction with major works remained high across the year, with the latest quarter reflecting feedback from 71 tenants on the schemes at Rye Hill and Sunray. Only three of those tenants felt dissatisfied with the quality of the works.							
Kieron Williams	HM2	BAU	Managing fire safety on estates							
Kieron Williams	HM2.1	ME	Carry out 100% of due FRAs	96.9%	98.4%	94.7%	92.4%	92.4%	100%	
Kieron Williams	HM2.2	ME	Percentage of works completed on time - critical	100.0%	100.0%	100.0%	100.0%	100.0%	100%	
Kieron Williams	HM2.3	ME	Percentage of works completed on time - non-critical	86.4%	84.2%	77.8%	73.1%	73.1%	90%	
Kieron Williams	HM2	Year-end commentary	HM2.1: To date 2,912 FRAs have been completed. There has been an increase in overdue FRAs for 2019/2020 to 219, of which 173 are converted street properties. A new approach to accessing street properties was being drawn up between the FST, Repairs, and Resident Services, however the pilot has been delayed due to social distancing recommendations making FRAs of street properties impractical. The remaining blocks are overdue owing to a combination of us being unable to visit some property types owing to social distancing requirements (T&RA Halls, Flat Conversions) and the ongoing re-profiling to a geographic programme. Re-profiling the programme to an estate-based approach is generating time and travel efficiencies and more consistent Fire Risk Assessments (FRA), enabling Major Works and Improvement works to be planned and specified more cost effectively and efficiently. Any properties that have an FRA reported as overdue are waiting to be assessed alongside the estate within which they sit and will only be 'tolerable' or 'low moderate' risk rated blocks. Any risk identified in such blocks have been deemed not to have a significant impact on the safety of residents by our competent team of Fire Risk Surveyors, in accordance with the risk assessment process, current legislation and guidance and also Council policies and procedures. No additional blocks were handed back from Major Works in March. Note: there are 227 blocks where Major Works are onsite and FRAs will not be undertaken until works are nearing completion. There is no requirement for an FRA to be undertaken whilst Major Works are on site and if the work includes changes to the fire safety provisions within the block (such as front entrance doors or structural elements) – the FRA that was undertaken previous to works commencing is deemed current. Once works are nearing completion, a new FRA will be carried out and will take into account the work that has been undertaken. The FRA covers the block in its normal use as residential block and whilst Major Works are on site the building is covered by the contractors construction site risk assessment and method statement (RAMS). HM2.2: Process is in place for critical tasks to be actioned from site and therefore we expect this target to always be met. HM2.3: Below target - action plan was implemented however the ability to progress task actions has been impeded owing to the restrictions in place as a consequence of social distancing measures, such as repairs to flat front entrance doors or smoke alarms and tasks for T&RA Halls as they are currently closed.							
Kieron Williams	HM3	BAU	Better on-line service provision/ 24 hour access to services and service information							
Kieron Williams	HM3.1	ME	Percentage of Southwark households to have an active MySouthwark (MS) account (active accounts are those that have been logged into at least once during previous 12 months)	77%	73%	74%	74%	74%	74%	
Kieron Williams	HM3.2	ME	Increase the proportion of digital interactions in relation to Call Centre calls and Service Points visits	n/a	38%	31%	33%	36%	55%	
Kieron Williams	HM3	Year-end commentary	HM3.1: On line service provision has improved significantly in the last year, in particular environmental services (waste and recycling), parking and pest control. The major improvement project which is underway in collaboration with three other local authorities and funded by the MHCLG, is reporting repairs online. This has been on pause in recent months and is expected to resume shortly. Repairs calls represent around 60% of contact centre calls as well as demand elsewhere and a better online reporting tool will enable to significantly improve the online service provision. HM3.2: Call volumes have gone up and digital intake has dropped over the last couple of months due to COVID-19 situation which can be seen on services like Antisocial Behaviour, Noise, Registrars and Estate Cleaning. There has been a big spike in call volumes for Education due to school admissions outcome for primary and secondary school children. The service has worked with the external auditor to review our statistics reporting with the aim of improving accuracy and consistency which has been very informative. Areas have been identified where work needs to be carried out to provide more accurate reports.							
Kieron Williams	HM4	BAU	Improve contact centre performance and bring high volume call services together							
Kieron Williams	HM4.1	ME	Improve overall rating of the service received at Call centre (source: GovMetric surveys)	95%	95%	96%	98%	96%	97%	
Kieron Williams	HM4.2	ME	Increase in 'full or partial resolution' of queries at Call centre (source: GovMetric surveys)	80%	80%	79%	83%	81%	85%	
Kieron Williams	HM4	Year-end commentary	HM4.1: Due to the COVID-19 situation call volumes have reduced and call handling times have been very good since lockdown. Satisfaction rates have gone up to 98% i.e approx 3% higher in comparison to Q1, Q2 and Q3. Pilot being run on 8x8 automated satisfaction survey and has gone live since just before lockdown. The service is working on refining the accuracy of these reports. Hope to be able to report on the new service by the end of July 2020 HM4.2: Data gathered via Gov Metrics are not sufficient to conclude why our Query Resolution remains at 80%. Once again the service is working on our newly launched 8x8 surveys which should assist with where and how Query Resolutions can be improvised. We are running behind on this aspect due to COVID-19 situation and staff working remotely. With our previous customer survey tool, we haven't been successful in breaking down the performance on Repairs and Non Repairs when it comes to Satisfaction and Query Resolution. However with the new 8x8 system we should be able to provide information broken down between repairs and non-repairs services in the future. We have worked with the external auditor to review our statistics reporting with the aim of improving accuracy and consistency which has been very effective and a lot of areas were identified where work needs to be carried out in totality to see more accurate reports.							
Kieron Williams	HM5	BAU	Minimise use of TA and keep families out of B&B							
Kieron Williams	HM5.1	ME	Number of Part VII homeless households in TA only (i.e. Relief stage TA and Main Homelessness Duty TA)	2,553 YTD (2,585 monthly average)	2,486 YTD (2,470 monthly average)	2,698 YTD (2,676 monthly average)	2,723 YTD (2,698 monthly average)	2,723 YTD (2,672 monthly average)	No target - for info only	
Kieron Williams	HM5.2	ME	Number of nightly paid in TA (i.e. Part VII and Reablement cases awaiting supported housing)	1,066 YTD (1,132 monthly average)	948 YTD (1,054 monthly average)	822 YTD (984 monthly average)	707 YTD (729 monthly average)	707 YTD (921 monthly average)	No target - for info only	
Kieron Williams	HM5.3	ME	No Part VII households with children in nightly paid TA for over 6 weeks	0 YTD monthly average	0 YTD monthly average	0 YTD monthly average	0	0	0 (monthly average)	

Cabinet Member	Ref	Measure (ME) / Milestone (MI)	Description	Q1	Q2	Q3	Q4	Year to date (Cumulative)	2019/20 target
Kieron Williams	HM5.4	ME	Length of stay in TA (in months)	27	26	30	25	27	44
Kieron Williams	HM5	Year-end commentary	<p>The COVID-19 pandemic has resulted in an increase in homelessness presentations in the last quarter. The service has done tremendous work housing street homeless clients, moving people out of shared accommodation and assisting those experiencing challenges at home due to the lockdown. Performance in 2019/2020 showed sustained improvements with the service being seen as a leading example of best practice. However, performance started to be impacted from the 2nd March 2020 with the noticeable increase in COVID-19 presentations to the service. It is recognised nationally that homelessness and housing solutions services will be impacted due to COVID-19.</p> <p>Update on 'Street population'</p> <p>We can confirm there are zero people sleeping rough in Southwark and the council met the Government's target to have zero people sleeping rough and to have no one sleeping in night shelters or day centres.</p> <p>We currently have 153 former rough sleeping people living in first stage temporary accommodation. The plan is to rehouse all eligible UK nationals into tenancies and or supported hostel accommodation by the 1st July 2020.</p>						
Kieron Williams	HM6	BAU	Improve repairs service						
Kieron Williams	HM6.1	ME	Overall satisfaction with repairs service (monthly surveys)	87%	90%	88%	89%	89%	90%
Kieron Williams	HM6.2	ME	Repairs completed right first time	88%	90%	90%	89%	89%	90%
Kieron Williams	HM6	Year-end commentary	The heating contractors performed strongly throughout the year and met their KPI targets. SBS performance continues to be monitored, now as a part of Asset Management, with an Improvement Plan in place.						
Leo Pollak	HM7	BAU	Building new homes						
Leo Pollak	HM7	ME	Average days taken to build a home from when a site is identified (for projects started from 2018)	n/a	n/a	n/a	n/a	n/a	24 months
Leo Pollak	HM7	Year-end commentary	14 new sites that have been approved by IDM and are progressing since December with more following. These are currently forecast to start between 22 and 27 months from the IDM, achieving planning in early Summer 2021 and starting on site in 2022.						
Leo Pollak	HM8	BAU	Seek to expand the existing Home Purchase Grant Scheme using RTB capital receipts to increase the supply of properties available to let on secure tenancies						
Leo Pollak	HM8.1	MI	A report recommending the expansion of the Home Purchase Grant Scheme to be presented to SMT for approval	In progress	Completed	Completed	Completed	Completed	Jun-19
Leo Pollak	HM8.2	MI	Establish how the Scheme can be expanded and set targets for the financial year ahead.	Not started	In progress	Completed	Completed	Completed	Mar-20
Leo Pollak	HM8.3	ME	Number of additional properties funded through the extended Home Purchase Grant Scheme	n/a	n/a	n/a	n/a	n/a	Baseline
Leo Pollak	HM8	Year-end commentary	This is a very cost effective scheme which guarantees to free up a council home at a fraction of the cost of building a new one. We have adequate funding through shared ownership staircasing receipts to support the scheme for the next two quarters.						
Leo Pollak	HM9	BAU	Explore options for an "ethical" lettings agency to encourage absent absentee home owners to let their property to LBS at affordable rents						
Leo Pollak	HM9	MI	Explore options to expand LBS Housing Solutions existing social lettings agency	Completed	Completed	Completed	Completed	Completed	Apr-19
Leo Pollak	HM9	MI	Setting up of the new Service within the Housing Solutions Leased Property Service	Not started	Not started	Completed	Completed	Completed	Oct-19
Leo Pollak	HM9	ME	Number of landlords taking up the offer	n/a	n/a	n/a	n/a	n/a	Baseline
Leo Pollak	HM9	Year-end commentary	<p>The council issued a letter to all owners of empty properties in December 2019 and March 2020.</p> <p>The council is now working in partnership with 35 owners to hopefully return some of these properties back to occupation during the Summer of 2020.</p>						

Item No. 17.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Major Building Works	
Ward(s) or groups affected:		All	
Cabinet Members:		Councillor Kieron Williams, Housing Management and Modernisation	

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

Southwark is proud to be the largest council landlord in London, with a higher proportion of truly affordable council homes in our borough than any other local authority in the county. Maintaining our homes to a good standard is one of our key priorities. Central to that commitment is our major works programme. Over the last decade we have lifted the standard of our homes up, from just 54% meeting the decent homes standard in 2010 to 98% today. We have invested in new kitchens and bathrooms for our tenants, improved the energy efficiency of our homes and upgraded the fire safety of our blocks. Having brought our homes up to a better standard we now have a programme of further works to each block every 8-10 years to make sure standards do not drop and so we can continue to improve them into the future, including by reducing the carbon emissions they produce.

This report sets out our plans to make sure we have the right mix of providers doing this work for us. It explains our intention to bring some key elements of this work in house, to procure some major contractors to help deliver the large volume of work we need to do and to also bring in more small to medium size business to do those works that are at a scale they can best deliver. By using this mix of providers we will ensure we are getting good value for our tenants and homeowners, who's rents and service charges pay for all of our works to our homes. We will be able to give residents a bigger say in the providers that are right to do the works to their homes. We will also be able to make sure we achieve wider social benefits for our borough including jobs and apprenticeships for our residents. To achieve the best value for all Southwark residents we will also bring major works on our wider council buildings into these contracts, saving money on procurement and contract management.

RECOMMENDATIONS

That cabinet approves:

1. The procurement strategy outlined in this report for four (4) major building work contracts as further detailed in paragraph 17 for an estimated value of £446m for an initial period of 5 years commencing in February 2022 with an option to extend for up to a further 5 years in increments at the council's discretion making a total estimated contract value of £835m.
2. The publication of a Prior Information Notice (PIN) to inform the market of the council's intention to procure.

That cabinet notes:

3. That this procurement is one of a number of ways the council intends to deliver major works in the future, with other routes being explored including a small and medium enterprises framework, a separate procurement covering street properties and management of more works in-house, which allows a blend of routes in place to help further increase value for money and resident choice.
4. That the procurement strategy in this report will result in bidders being required to bid as back up to each other on their tendered rates to ensure an efficient service delivery.

BACKGROUND INFORMATION

5. Major building works typically comprise the following work streams:
 - new build council homes
 - roof top homes
 - internal and external refurbishment works to existing buildings
 - fire safety improvements as part of major refurbishment
 - mechanical installations and upgrades (including heating, hot water, lifts and door entry systems)
 - electrical installations and upgrades; and
 - external works to estate paths, roads, hard landscaping, fences, walls and outbuildings.
6. This includes the delivery of the council's commitment to invest in its council estates and homes to ensure they are warm, dry, safe and have modern kitchens and bathrooms with affordable, sustainable heating that is reliable so the council's estates are great places to live.
7. The council's housing and modernisation department has three main teams delivering major building works. These are:
 - Asset management – responsible for council owned residential housing assets and roof top homes where part of a refurbishment project
 - New homes development – responsible for new build council homes
 - Corporate Facilities Management (CFM) – responsible for operational non-residential buildings.
8. This procurement will exclude new build sites but will contribute to construction of new rooftop homes where part of a wider block refurbishment. This will prevent potential bidders being deterred due to a lack of experience in new builds.
9. Currently, the council housing major building works is delivered through three (3) partnering contracts as detailed in paragraph 10 below and also through a major works constructor framework (Framework) consisting of four Lots detailed in paragraph 11 below. The Framework was due to expire on 15 February 2020 however, to ensure arrangements were in place to deliver major building works whilst new contracts are procured, cabinet approved a 12-month extension for Lots 1, 2 and 3 via a GW3 report on 17 December 2019 giving a new expiry date of 15 February 2021. Given that Lot 4 was never used, it was decided not to extend this Lot and any electrical works required will be procured under Lots 1 and 2. On 16 June 2020, cabinet approved a GW3 report to extend the partnering contracts to June 2022 giving a new expiry date of 13 June

2022, which will also provide arrangements to deliver major building works. The GW3 report is subject to scrutiny call in which is due to expire on 25 June 2020.

10. Currently, the council has a single facilities management service contract with Interserve (Facilities Management) Ltd (Interserve) which includes the ability to deliver major building works to public and educational buildings. The contract with Kier Facilities Services Ltd expired on 13 June 2020. Interserve's contract has been extended and is due to expire on 31 March 2021. In addition, CFM procure works via the council's approved list of contractors.
11. The three partnering contracts and the Framework currently serve the following different geographical areas within the borough:

Partnering Contracts/Framework	
Contractor	Geographical areas
Framework operators	<u>Area 1</u> Borough and Bankside and Walworth
Framework operators	<u>Area 2</u> Bermondsey and Rotherhithe
Engie Regeneration (Apollo) Ltd (formerly Apollo Property Services Ltd/Keepmoat Regeneration (Apollo) Ltd)	<u>Area 3</u> Camberwell and Peckham
A&E Elkins Ltd	<u>Area 4</u> Nunhead, Peckham Rye and Dulwich
Saltash Enterprises Ltd	<u>Area 5</u> Borough-wide, street properties, temporary accommodation and major voids

12. Currently, the Framework lists below the 3 Lots extended together with the works that each Lot provides, the appointed providers and estimated annual spend:

Major Works Constructor Framework			
Lot	Description	Providers on Framework	Est. Annual Spend
1	Main building works (low value schemes up to £3.5m)	<ul style="list-style-type: none"> • A&E Elkins Ltd • Architectural Decorators Ltd • Niblock (Builders) Ltd • Saltash Enterprises Ltd • Standage & Co. Ltd • Thomas Sinden Ltd 	£50m
2	Main building works (high value schemes over £3.5m)	<ul style="list-style-type: none"> • Axis Europe Plc • Durkan Ltd • Engie Regeneration Ltd • Mears Ltd 	£70m

Major Works Constructor Framework			
Lot	Description	Providers on Framework	Est. Annual Spend
		<ul style="list-style-type: none"> • Mulalley & Co. Ltd 	
3	District mains, boilers and internal works	<ul style="list-style-type: none"> • BSW Heating Ltd • K&T Heating Services Ltd • MSP Housing Ltd • Staple-Tech Ltd • Vital Energi Utilities Ltd 	£40m

13. The council intends to consider a number of major work procurement options to ensure the best value for each works package, so residents have a greater say, and choice on delivery for their estate as detailed in paragraph 77 to 81.
14. These proposed major building works contracts, recommended in paragraph 1, are just one option. The other options, which include external frameworks for small to medium size enterprise, a separate procurement to cover street front homes and in-house management of construction works, are detailed in paragraphs 17, 22 and 44.
15. Asset management and CFM's estimated annual budgets for major building works are detailed in the table below:

Team	Approximate Annual Spend
Asset Management	£100m
CFM	£5m
Total Annual Spend:	£105m

16. The council's housing and modernisation department has an estimated annual spend of £105m on major building works, producing a total estimated contract value of £1,050m over a 10-year period.
17. The various major work delivery options are detailed as an estimate in the table below and it should be noted that values are subject to change and dependent on resources available to fund the programme.

Various Major Works Delivery Options											
Year	1	2	3	4	5	6	7	8	9	10	Total
	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Major Building Works Contracts (this procurement)	100	90	86	85	85	80	78	77	77	77	835
External Frameworks	5	15	15	15	15	20	20	20	20	20	165
Managing construction works in-house	0	0	4	5	5	5	7	8	8	8	50
Estimated Annual spend £105m	105	105	105	105	105	105	105	105	105	105	1,050

18. The council intends to seek approval for a separate Gateway 1 report to access an external framework to carry out a trial on a number of major works projects up to the value of £5m. Subject to performance, and if successful, the council will then prepare a further procurement strategy to deliver major building works through a number of frameworks so as to maximise the choice for residents.
19. The existing partnering contracts, as detailed in paragraph 10, will cover the interim arrangement whilst the four major building works contracts are procured.
20. For this procurement, it is proposed that four contracts based on geographical areas will be sufficient to deliver the estimated annual spend. The estimated contract values and duration for the proposed contracts is as follows:

Long Term Alliance Contracts				
Contracts	Contract Area	Estimated Initial 5 Year Term Value (£m)	Estimated 5 Year Extension Value (£m)	Total estimated 10 Year Contract Value (£m)
Area 1	Borough and Bankside and Walworth	115	100	215.0
Area 2	Bermondsey and Rotherhithe	110	96.5	206.5
Area 3	Camberwell and Peckham	112	96.5	208.5
Area 4	Nunhead, Peckham and Dulwich	109	96	205.0

Long Term Alliance Contracts				
Contracts	Contract Area	Estimated Initial 5 Year Term Value	Estimated 5 Year Extension Value	Total estimated 10 Year Contract Value
		(£m)	(£m)	(£m)
Totals		446	389	835.0

21. The proposed contract duration of 5 years with an option to extend for up to a further 5 years provides the following advantages:
- i. The council's fairer future commitments from the contractors (such as local employment and apprenticeships) can be realised due to long term contract and consistency of work load, including the opportunity for contractors to develop long term supply chains and to invest in a number of social value initiatives to improve local communities.
 - ii. Collaborative approach to delivering the council's housing objectives over the next 5 to 10 years, particularly at a strategic level, with contractors collaborating on a number of initiatives to drive improved value, efficiency and quality of finished work.
 - iii. Contractors are able to invest in the delivery of a contract and manage their resources more efficiently; particularly through having early visibility of the council's housing major works programme and the ability to forward plan workload.
 - iv. Allows time for the council to develop, and potentially grow, its own team to manage major building works and procure a small medium enterprises (SME's) framework for its works supply chain.
 - v. Other benefits can be obtained such as combined purchasing power for supply chains and a closer working relationship with the council's in-house repairs service Southwark Building Services (SBS).
22. A separate procurement strategy for delivering major building works to council housing street front homes will be prepared in late 2020 and will consider the use of an in-house construction management team and supply chain. The existing partnering contracts will deliver any urgent structural issues to street properties in the interim period by way of competitive tender for each project.
23. The council confirmed that its Regeneration team would explore its own procurement route for major building works to reflect the type of work on commercial and corporate buildings.

Summary of the business case/justification for the procurement

24. The council has a number of key deliverables to be actioned over the next 10 years. One of its key commitments is to deliver "Southwark Housing Strategy to 2043" with the aim of delivering 11,000 new council homes by 2043. This aim is to be delivered as part of the New Homes Steering Group.

25. “Southwark Housing Strategy to 2043” is a complex programme encompassing the following commitments, in addition to the 11,000 new council homes, which will be delivered solely by Housing:
- Refurbishment of existing housing stock including the commitment to ensuring decency with renewal of kitchens, bathrooms and heating whilst ensuring blocks are safe;
 - Roof top homes and extensions to existing housing stock; and
 - Refurbishment and upgrades of operational non-residential buildings.
26. The “Southwark Housing Strategy” is planned to be reviewed in 2020 to incorporate other business objectives such as working towards carbon zero and to incorporate recommendations from the Grenfell Report. The Strategy will set out priorities and affordability for these business objectives and it is essential that the new contracts have mechanisms in place to provide flexibility to meet any future requirements.
27. The proposed procurement of four new major building works contracts, accessing external frameworks and development of an in-house construction management team provides the council with the flexibility it needs to deliver major building works and gives real choice to its residents whilst providing benchmarking across the options.

Market considerations

28. The council appointed Cameron Consulting (UK) Ltd on 8 January 2019, following a competitive quotation exercise, to carry out soft market testing and a review of existing contracts with the incumbent contractors, council officers and the council’s consultants. This report covers the procurement strategy for the works contract only.
29. As the construction market is competitive with a large number of companies interested in major building works, approval was sought from the Strategic Director of Housing and Modernisation on 8 March 2019 to carry out this soft market testing exercise. The purpose was to engage with the market to establish best practices, capacity, capability and potential solutions to assist with understanding the best procurement route(s). The council published a Prior Information Notice (PIN) via the council’s e-portal system on 26 March 2019, which directed firms to respond to an online survey with a return date of 10 May 2019.
30. Surveys were completed by 21 firms and the council held two “meet the buyer” events with 10 companies.
31. The market research concluded the following:
- i. The market prefers the certainty of term contracts to deliver value for money and collaboration and sees these contracts as better able to commit to meeting social value objectives.
 - ii. Frameworks are better suited to responding to more complex works and/or to allow small medium enterprises (SMEs) opportunities, and allowing un-programmed and responsive works. However, at the point of tender for inclusion in a Framework, the market is less willing to commit to social value requirements due to the uncertainty.
 - iii. It should be noted that this market research was prior to the Covid–19 pandemic and this report deals with this in paragraphs 40 to 43.

32. Council officers identified that long-term relationship contracts can reduce individual project procurement timescales and can respond to changing priorities to enable works to commence on site expediently. Officers highlighted the importance of including detail on the various specifications that cover each work stream, as far as is practicable, to drive best value and ensure individual projects can commence without the need for further price testing. Advantages of the existing long-term contracts were the ability to secure long-term social value outcomes, as detailed in paragraph 96 and 97, and the flexibility to respond quickly to emergencies such as the Ledbury Estate.
33. Initial engagement with the market has shown that access to SMEs can be challenging as they lack the resources or skills to compete with the market key players. Procurement can be structured to provide better opportunities to develop the SME supply and open the market up to competition.
34. The council also contacted external frameworks providers to see if there is the ability to deliver a dedicated SME supply chain that could be utilised by any future in-house construction management team. Two framework providers, South East Consortium (SEC) and LHC Group (LHC), would be interested to work on a collaborative approach to ensure the councils Fairer Future Procurement Framework principles are included but also provide wider access to other council's in the London area to ensure the procurement of a framework is viable.
35. Market sector events attended by officers show there is an expectation for a high degree of interest for these new contracts from a wide range of organisations. The potential value, varied scope of projects and density of assets presents an attractive opportunity to the market.
36. In order to maximise engagement from SMEs, the council intends to hold PAS91 pre-qualification questionnaire (PQQ) bidders event shortly after publishing the OJEU notice. This will allow the market to meet asset management and highlight the objectives of this procurement.
37. It is important that the council has maximum flexibility when deciding the right delivery model. The procurement routes noted in paragraphs 1 and 14 intend to address this and allow the right delivery model for each project to ensure value for money and fairer futures.
38. Phase 1 of the Grenfell Report has been published and future major building works contracts need to incorporate any new legislative requirements that are expected to come into force in the summer of 2020.
39. Brexit may have an impact on the construction industry especially around skills shortages, import and export of materials and potential changes to regulations and standards. The establishment of long term contracts will assist in mitigating potential impacts through providing long term visibility of work.

COVID-19 IMPACT

40. Covid-19 has had an impact on the construction industry. At this time it is difficult to predict the full extent but the council has identified this as a major risk as detailed in the table contained in paragraph 46.

41. To meet the challenges of Covid-19 the construction industry is adopting new ways of working including;
 - a. arrangements for travelling to and from site and incorporating these in detailed risk assessments
 - b. operating social distancing on sites and working in occupied properties and communal areas
 - c. longer contract periods due to reduced numbers of personnel on site to ensure social distancing is maintained and
 - d. ensuring payments are prompt and distributed through the supply chain.
42. These challenges will have an impact on how bidders tender for works and it is likely to impact on the price, which will need to be monitored to ensure the Southwark Housing Strategy is sustainable.
43. As part of this procurement process financial checks and due diligence will be undertaken as detailed in paragraph 46.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

44. The nature and value of these works means that the full tendering requirements of the Public Contract Regulations 2015 and Public Sector Directive 2014/24/EU would apply. The following procurement options have been considered:
 - A. Do nothing – this is not an option as it would make it extremely difficult for housing to meet its commitments to deliver kitchens, bathrooms, heating and fire improvements. In addition, it would make it extremely difficult for housing to deliver on its additional commitments in the “Southwark Housing Strategy to 2043” strategic report.
 - B. In-Source – consideration was given to the following:
 - i Southwark Building Services (SBS)
SBS is the council’s in house repairs and voids service for all council homes. On 7 April 2020 the council agreed an improvement plan for the service. The delivery of that plan will be the main focus of the service over the next three years. As such the service is unlikely to have the capacity to deliver supplementary works during this time. Therefore, at this time it is not a viable option.
 - ii Managing Construction Works In House
The council intends to explore how it can deliver major building work projects by using an in-house construction team to manage a dedicated SME supply chain that provides opportunities to local businesses. The in-house construction team will provide surveying, site management and quality control services to the SME supply chain.

A business case to deliver this will need be prepared setting out the structure of the team, costs, timescales for implementing and the procurement of its supply chain. It is envisaged that this will commence on small projects first and be an option for dealing with street properties and small independent blocks.
 - C. External Procurement

i. Long term alliance contracts

The council can procure its own long-term contracts. An alliance contract is a standard form which sets out;

- a) agreed objectives and how performance targets will be measured;
- b) provides a framework for collaborative working and to allow changes to meet future demands;
- c) sets out timescales and procedures for working collaboratively with the supply chain to drive improved value;
- d) allows for specific inclusion of the council's Fairer Future Procurement Framework (FFPF) requirements; and
- e) contains a detailed suite of quantifiable schedule of rates covering the various work streams for the contractors to price.

Once the initial procurement is, completed timescales to commence on site can be shortened because contractors are already "on board". Furthermore, the council can benefit from "Early Contractor Involvement" in contributing to the development and design of a project, including the involvement of their supply chain. Alliance contracts are able to provide flexibility in providing client/contractor solutions to changes in delivery over the term. There needs to be a commitment to ensuring the relationship develops and both parties comply with its obligations otherwise this can be a disadvantage. Contractors are able to commit to social value commitments when there is a long-term relationship and consistency of work over a number of years. Therefore, it is proposed to recommend this option and the council will also explore other options as detailed in 14.

ii. Use existing external frameworks

There are a number of existing external frameworks available to use (i.e. South East Consortium and LHC) which have been competitively tendered in line with EU Regulations. The advantage of using an external framework is a reduction in initial procurement timescales and flexibility with delivery of major building works schemes as there are a number of frameworks available to the council. External frameworks can also act as a benchmark for similar component costs such as kitchens, bathrooms and roofs. The disadvantages are that they are often procured on generic terms and fees are required for access/ and or running mini competitions. This provides an alternative viable option when choosing the best delivery model for the project and as noted in paragraph 14 will be subject to a separate Gateway 1 procurement strategy.

iii. Council major building works framework

The council could procure its own framework and run EU procurement where it has a number of providers against a number of lots covering the various major building work streams. This model is similar to the major works constructor framework detailed in paragraph 9. The nature of a framework involves competitive exercises for each project and it would be difficult to get contractors to commit to "fairer future" commitments as there can be no guarantee of work. Therefore, it is not proposed to recommend this option.

iv. Undertake multiple procurements for individual projects

There are a number of procurement routes which can be followed such as open procedure, restricted procedure or competitive procedure with negotiation. The council could therefore either decide to procure each project separately. Although this is likely to promote a varied supply base and provide SME's greater opportunity to access the lower value tenders, running multiple

procurements would require a lot of additional resource and time and extend the timelines for each project's delivery. Individual procurement of projects is a costly process, involving a higher level of procurement resource on each individual procurement activity. Therefore, this option is not recommended.

D. Shared Services

The council explored the option to share its services but the large value of these proposed contracts, combining works with other organisations and varying service demands would add difficulties in contract management and therefore considered not a viable option.

Proposed procurement route

45. The preferred option (Option Ci) is to undertake an EU restricted procedure via the council's e-procurement system, Pro-Contract 3. In response to the Pro-Contract 3 advert and OJEU notice, companies interested in tendering will be required to formally express an interest online in order to receive a PQQ, to view the rest of the tender documents and to submit a completed PQQ by the PQQ deadline set.
46. The procurement documents will set out the minimum number of organisations that will be selected for the combined tender list for the four contracts, subsequent to the PQQ process. This will meet the EU restricted procurement process.

Identified risks for the procurement

47. The table below identifies a number of risks with this procurement, the likelihood of occurrence and the controls in place to mitigate the risks:

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
R1	Challenges to procurement outcome	Low	Ensure robust procurement in line with EU procurement regulations. Working with project team to ensure that the procurement process is robust and compliant.	Low
R2	The procurement process is delayed	High	Effective procurement project management. The areas have been divided and assigned to various teams to ensure adequate resources are available to evaluate tenders. In addition, a Project Board has been established which shall meet regularly to monitor the delivery of this project.	Medium
R3	The contractors fail to deliver works.	Medium	The council shall test the quality submissions of each contractor in the PQQ and ITT. The contracts will back each other up therefore providing alternative arrangements should one or more fail to deliver the works. As detailed in paragraph 15, the council	Low

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
			<p>will also seek approval to access external frameworks.</p> <p>In addition, the contracts will include an “early warning mechanism” which will ensure that any early signs of potential failure will be identified and allow the council to plan accordingly.</p>	
R4	Risk of challenge by leaseholders.	Medium	<p>Consultation with leaseholders will be arranged with officers prior to an OJEU notice being published. Ongoing leasehold notifications will be prepared and issued for each project.</p>	Low
R5	Contractors become insolvent, go into administration or liquidation.	Medium	<p>Appropriate financial checks will be undertaken throughout the procurement process. Ongoing financial checks to be undertaken throughout the contract duration to ensure that the successful contractors remain “healthy” and have the required capacity and capability to deliver the council’s major housing works programme.</p> <p>The use of framework(s) outside of these contracts will consist of a number of contractors who can provide cover if this situation were to occur.</p>	Medium
R6	Covid-19 pandemic	Medium	<p>Review contractor’s financial standing during procurement stage. Monitor updates on government guidance and if impact on procurement open/ bidder’s day alternate web seminars to be arranged. Publication of a Prior Information Notice (PIN) to notify the market that the contracts will be advertised to allow the market to plan resources for tendering. Review of working practices for construction sites operating social distancing measures.</p>	Medium

48. A performance bond will not be required for these contracts. The contract documents will include for retention of monies to be held until satisfactory completion of the works. A parent company guarantee will be required if the successful contractors have a parent company/ultimate company.

Key /Non Key decisions

49. This report deals with a key decision.

Policy implications

50. This report relates to the delivery of council targets contained in the “Southwark Housing Strategy to 2043”.
51. The delivery of these contracts fits with the council’s objectives as outlined in the fairer future commitments, specifically:
- Theme 1: A place to call home
 - Theme 2: A place to belong
 - Theme 3: A greener borough
 - Theme 4: A full employment borough
 - Theme 7: A safer community
52. These contracts will also contribute to the current Council Plan 2018 to 2022 and fairer future commitments.

Procurement Project Plan (Key Decisions)

53. The table below sets out the anticipated timescales for this procurement. However, this is subject to the number of expressions of interest received and resources available.

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	02/07/2018
DCRB Review Gateway 1	30/03/2020
CCRB Review Gateway 1	11/06/2020
Brief relevant cabinet member (over £100k)	15/06/2020
Notification of forthcoming decision - Cabinet	02/07/2020
Approval of Gateway 1: Procurement strategy report	14/07/2020
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	24/07/2020
Issue notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	27/07/2020
Publication of PIN to notify the market	29/07/2020
Completion of tender documentation	21/08/2020
Publication of OJEU Notice	31/08/2020
Publication of Opportunity on Contracts Finder	01/09/2020
PQQ Bidders Event	17/09/2020
Closing date for receipt of expressions of interest	30/10/2020

Activity	Complete by:
Completion of short-listing of applicants	29/01/2021
Invitation to tender	05/02/2021
ITT Bidders Event	17/02/2021
Forward Plan (if Strategic Procurement) Gateway 2	18/02/2021
Closing date for return of tenders	31/03/2021
Completion of evaluation of tenders	31/05/2021
Issue notice of Proposal (Applies to Housing Section 20 Leaseholder consultation only)	04/06/2021
DCRB Review Gateway 2:	23/08/2021
CCRB Review Gateway 2	02/09/2021
Notification of forthcoming decision – despatch of Cabinet agenda papers	04/10/2021
Approval of Gateway 2: Contract Award Report	12/10/2021
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	19/10/2021
Debrief Notice and Standstill Period	28/10/2021
Contract award	01/11/2021
Add to Contract Register	02/11/2021
Place award notice in Official Journal of European (OJEU)	02/11/2021
Place award notice on Contracts Finder	02/11/2021
TUPE Consultation period begin (if applicable)	08/11/2021
Mobilisation complete	06/12/2022
Contract start	07/02/2022
Initial contract completion date	06/02/2027
Contract completion date – (if extension(s) exercised)	06/02/2032

TUPE/Pensions implications

54. This is a complex procurement exercise and, whilst the appointment of a new contractor to any one of the four contracts in this proposed retender may attract TUPE in the form of a service provision change, whether TUPE will apply in relation to an incumbent and new contractor/s (and their sub-contractors) will depend on the particular circumstances prevailing at the time the new contracts commence. There are no TUPE implications for the council as an employer as there are no, nor will there be, council employees undertaking the works being procured under this exercise. Due diligence is being carried out, and staffing information obtained from the current contractors affected by this procurement exercise to ascertain the extent of the TUPE implications. The results of the diligence work will be included in the tender pack and appropriate provision will be made in the contractual documentation. The procurement timetable also takes into account and provides sufficient time for affected parties to comply with their obligations under or arising from TUPE.

Development of the tender documentation

55. Due to the specialism involved in preparing legal documentation, external legal assistance is required to support the council with the development of the tender documentation, preparing strategic alliance agreements and formalising contracts for this procurement. The council has appointed Trowers and Hamlin LLP (Trowers) as external legal advisors via a direct award using Southwark's Solicitor Framework. This appointment was subject to a separate GW2 report.
56. A project team and a project board will be set up for the delivery of this procurement. The project team will be responsible for developing the tender documentation and the project board will provide governance.
57. The council appointed Cameron Consultancy (UK) Ltd (Cameron Consultancy) to provide external procurement advice on 26 September 2019 after carrying out a quotation exercise with 3 companies. Cameron Consultancy will provide the following services for the major building works procurement;
 - iv. Project scoping meetings with internal stakeholders;
 - v. Facilitate and contribute review of specifications and schedules of rates;
 - vi. Facilitate and compile quality and price evaluation criteria;
 - vii. Facilitate and compile social value;
 - viii. Assist and contribute to evaluations;
 - ix. Facilitate and prepare evaluation methodology for project team and board review; and
 - x. Preparation of procurement report.
58. In addition, workshops will be held with internal stakeholders and external legal and procurement advisors to ensure the tender documentation meets the council's requirements. A suite of schedule of rates will be prepared that cover the various items of work such as kitchens, windows, roofs and decorating.

Advertising the contract

59. The contract will be advertised via Pro-Contract 3 by way of an official notice that will be published in OJEU. After publication of the OJEU notices, the council will also publish a contract notice on the Contracts Finder website. The OJEU notice will detail that any company the council has an interest in will also be able to use the contracts. The council will contact all those who have previously expressed an interest and will hold an information day once bidders have been shortlisted for tender stage.
60. The council will also hold a number of bidder events during pre qualification and tender stages.

Evaluation

61. Officers from the asset management team with support from Cameron Consultancy will evaluate the PQQs returned. The selection process will be an evaluation of each bidder's economic and financial standing and their technical knowledge, accreditation, experience and ability and capacity to deliver the full scope of works. Up to 16 bidders, to be agreed by the project board, will be shortlisted and invited to tender. The short-listed companies invited will be able to bid for the four contracts but the evaluation methodology will set out that each contract will be awarded to separate companies and not to a single company. It should be noted that given the value of major building works

across the borough, the appointment of a single contractor would not be appropriate. It is considered that such an arrangement would present a significant risk to the council should a single contractor default or fail to perform. Such a risk would increase the absence of any backup/support arrangement with an alternative contractor. Therefore, no single contractor will be awarded more than one contract.

62. Two evaluation panels, one reviewing price and the other quality, will evaluate the ITT for the contracts. It is proposed to have representatives from leaseholders and tenants to assist in the quality evaluation of the tenders. Where any resident is required to contribute to the evaluation process, full training will be provided to ensure that any member of the evaluation team is suitably competent to undertake the evaluation in an objective manner. Cameron Consultancy and Trowers will provide training.
63. A deviation from the council's usual 70:30 weighting is proposed as this allows a focus on increasing quality and social value, a commitment under the council's Fairer Future Procurement Framework, which was approved by cabinet in June 2019.
64. The ITT evaluation will be undertaken by a tender evaluation panel (TEP) facilitated by the Head of Investment within the asset management team. The selection criteria will be based on MEAT (Most Economically Advantageous Tender) criteria with a split of 45% quality 45% price and 10% social value.
65. This sends a clear message to the market that the council expects high-quality works and not simply the cheapest one. The risk of the council having to pay more for the works is mitigated by the fact that this market is currently extremely competitive. Given the value of these contracts, the market is expected to price tenders very competitively so even with the emphasis on quality, the council still expects to achieve value for money.
66. The asset management team will undertake price evaluation for the contracts with assistance from Cameron Consulting and Trowers. This will be reviewed and signed off by housing finance. The overall strategy for pricing is to ensure that prices received by tenderers are sustainable for both parties. Therefore, it is proposed to use a price model that avoids uneconomical bids. The price model will be made up of typical model projects which are reflective of major building work programmes. The price model will include rates for the various work streams and bespoke schedule of rates (including a schedule for site overhead costs). Furthermore, rates for design fees, profit and central office overheads will be obtained. These will be used for calculating the model projects and will form the basis for how Project Task costs will be developed throughout the contract duration.
67. The council will set a pre target cost for each cost component and have a defined banding of +/- 10%. Tenderers who submit the lowest price within this banding will be able to achieve the maximum weighted score with all other tenders in this banding being scored proportionally. Tenderers who submit a price outside of the target cost banding will only be able to achieve a proportion of the overall weighting.
68. This approach is designed to eliminate any potential tactical tendering where tenderers may be inclined to load certain rates in order to gain an unfair advantage.
69. The council will develop the price evaluation model with Cameron Consulting, Trowers, finance, legal and procurement to ensure that it is compliant and fit for purpose.

70. The quality evaluation (45%) will include a number of method statement questions relating to how the tenderer will deliver works under the contract, including their approach to delivering social value and fairer future commitments. Asset management will develop the quality criteria together with legal, procurement and the leasehold service charge team. Key stakeholders will be engaged in the process to ensure that all council priorities are covered.
71. The social value (10% (£105m)) will be evaluated using the Social Value Portals 2020 version of Themes, Outcomes and Measures (TOM's). Asset management will allocate a maximum 5% to Tenderers who provide the highest monetary value against the TOMS. All other tenderers will be scored proportionally. Quality method statements will be scored out of 5% based on tenderers proposals to implement the TOMS. A 10% weighting score for social value provides the most appropriate when balancing other evaluation scores for quality and price over the length of the proposed long term contracts. Social value themes that will be considered are;
- xi. local people in employment;
 - xii. opportunities for disadvantaged people;
 - xiii. improved skills;
 - xiv. improved employability of young people;
 - xv. reducing inequalities;
 - xvi. social value embedded in the supply chain; and
 - xvii. carbon reduction and safeguarding the natural environment
72. The information submitted in response to these questions should demonstrate the tenderers' ability to fulfil the requirements that were outlined in the procurement documents.
73. The quality scoring methodology will be prepared by the project team and approved by the project board. The council is likely to reserve the right to include minimum threshold criteria for key quality and financial implications.
74. Successful tenderers will be evaluated on their commitment to Social Value on an annual basis. Failure to fulfil these commitments will translate, in the first instance, will to provide other benefits to the same value in the TOM's and where this has not been achieved contractual remedies will be applied.
75. The council may decide to hold some clarification meetings prior to finalising the tenderers' price and quality scores which shall then undergo consensus scoring before being added together to produce a final score.
76. Tenderers with the highest combined price and quality score will then be ranked. The first-placed tenderer will be awarded the highest valued area; the second-placed tenderer will be awarded second highest valued area; the third-placed tenderer will be awarded the third highest valued area and the fourth-placed tenderer will be awarded the fourth highest valued area.

Resident Participation

77. It is recognised that this procurement has a significant impact on residents and therefore a consultation plan will be prepared and delivered to assist with informing residents and incorporating their views and concerns into the contract documents and contract management procedures.

78. The council will also engage tenants and leaseholders in the evaluation of the tender process, as described in paragraph 61, so that it can demonstrate transparency. These future contracts will have an impact on leaseholders and inclusion in the evaluations will have contribute on how Housing can achieve its two business plan commitments which are:
- i. Develop and deliver a cross departmental homeowners improvement plan (communicating with leaseholders and re-setting the relationship) one of eight key priorities.
 - ii. Give homeowners the opportunity to engage with us in how we deliver the services that affect them and support them in reaching the best decisions for them.

Resident Engagement Post Contract Award

79. On award of contract, the successful contractors will arrange a number of introduction presentations and provide information on social value commitments as part of the mobilisation period.
80. For each project the council will implement;
- i. drop in meetings;
 - ii. communicate with residents by letter that including FAQ's and generic questions;
 - iii. resident surveys undertaken by the council requesting condition of their property and areas they would like to see addressed as part of a major works project; and
 - iv. invitation for key stakeholders to attend estate walk-about.
81. This information will be incorporated into the feasibility study, which will include the various delivery options as detailed in the table contained within paragraph 17. Residents will be able to review the relative pros and cons for each, including costs, so they have an overview of the various delivery options.

Community impact statement

82. The successful contractors shall offer local employment and training opportunities for the community and will be encouraged to use local suppliers.
83. The works that will transpire from these contracts are intended to provide and enhance the local community and support the council's commitment to providing high quality affordable housing, great neighbourhoods and educational developments.
84. The contracts will involve works to all council's residential properties, communal areas and, to a lesser extent, operational buildings managed by CFM.
85. The contracts will be of a medium to high impact to tenants, leaseholders and other stakeholders as works can involve working within resident properties and surrounding areas.

Social Value considerations

86. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

87. As the council explores ways it can continue to deliver value for money, it is essential that it makes even better use of its resources to meet the needs of residents and businesses in the borough. Under the commitment of “a full employment borough” this programme will require contractors to employ at least one apprentice for every £1m spent and engage with local SME’s.
88. Bidders will be evaluated at tender stage on how they intend to attract and support more women and BME residents who are underrepresented in the construction industry into these opportunities.
89. Bidders will be required to provide costs for meeting the FFPF requirements to ensure that this can be managed and valued as part of the contract management process.

Social considerations

90. FFPF will be embedded into the procurement documentation and will be evaluated as part of the overall quality evaluation as detailed in paragraph 71.
91. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Prevent Duty under section 26 of the Counter-Terrorism and Security Act 2015.
92. The successful contractors are expected to meet the London Living Wage (LLW) requirements. For these contracts, the quality improvements are expected to include a high calibre of multi-skilled operatives that will contribute to the delivery of the works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractors will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and gender gap reviews will be monitored as part of the contract review process.
93. The successful contractors shall consider trades union recognition in line with the council’s Fairer Future Procurement Framework.
94. The successful contractors shall be registered and have accredited with TfL Fleet Operator Recognition Scheme (FORS). FORS helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.

95. The successful contractors will need to demonstrate that they can meet the Mayors Good Working Standard (GWS) foundation level or above and are committed to the End Violence at Work Charter.
96. One of the successes of the existing partnering contracts is the creation of local jobs and apprenticeships with accredited training and qualifications. The table below shows a summary of new jobs created for local people;

Financial Year	A&E Elkins Ltd	Engie Regeneration Ltd	Saltash Enterprises Ltd
2013/14	9	18	7
2014/15	19	34	11
2015/16	30	47	12
2016/17	22	28	5
2017/18	15	26	6
2018/19	9	22	7
2019/20	8	17	9
Total	112	192	57

97. Materials sourced through the existing partnering contracts also attract rebates that are used as a community fund to spend on local projects such as estate basket ball teams and refurbishing tenant and resident halls. The existing partnering contracts have also provided training opportunities and meet the employer events to help local people. These benefits will be included in the new contracts.

Environmental/Sustainability considerations

98. The contract documents will include specifications to ensure that designs incorporate the following:
- i. Low energy use building designs
 - ii. materials from sustainable sources
 - iii. use of high efficiency building services; and
 - iv. use of renewable energies.
99. The use of the council's e-procurement system Pro-Contract 3 will limit the amount of paper used.

Plans for the monitoring and management of the contract

100. Asset management officers will manage the contracts. Key Performance Indicators (KPI) will be used to measure the successful contractor's performance and each contract will have a formal review, which will be recorded for audit purposes.
101. Each council project manager will be responsible for recording a performance report for orders issued under the contracts. This will be used to identify issues and, if required, produce improvement plans. The performance report will include:
- i. customer satisfaction
 - ii. lessons learned
 - iii. detailed financial information for audit purposes and leasehold transparency
 - iv. monitoring and evidence of FFPF compliance; and

- v. compliance and quality control.
102. Where performance issues are identified, Housing reserves the right to use a back up contractor, until it is confident that the works can be delivered. All contracts will act as back up to each other to help mitigate against this risk.
 103. Officers will also produce performance reviews in line with the council's Contract Standing Orders.
 104. The resident participation framework will also play a key role and allow views and feedback of contractor performance.

Staffing/procurement implications

105. Council department teams will resource staffing for these procurements internally and Trowers and Cameron Consultancy as detailed in paragraph 28 and 55. The Head of Investment will be responsible for ensuring that the programme is adequately resourced and coordinated to deliver its objectives and procured efficiently and effectively in accordance with best practice for major building works procurement.
106. On award, the council will identify a key officer to act as the alliance manager and prepare operational process maps to ensure all parties are working towards its obligations and have an audit trail that can be reviewed periodically.

Financial implications

107. There are no financial implications arising directly from the recommendations made in this report. This procurement strategy is designed to support programmes of work for both CFM and the HRA asset management strategy. The proportion of works procured through this route is expected to diminish over time as other delivery methods, such as external frameworks and in-house management of construction works, are developed. Estimates of the value of work placed through this procurement route are indicative at this stage and are subject to the financial constraints of the council. Programmes of proposed works are subject to reprioritisation due to emergencies, unforeseen events and additional investment requirements.
108. The procurement exercise itself will incur costs for the appointment of the procurement consultant as detailed paragraph 28, and 55, which is £12k and £72k respectively. External legal advice, which is estimated to be in the region of £40,000, will make a combined total of £124,000 for external fee costs. It will also require input from council officers, the cost of which will be contained within existing budgets.

Investment implications

109. These contracts directly enable the capital works described in the "Southwark housing strategy to 2043".

Legal implications

110. Please see concurrent from the director of law and democracy.

Other implications or issues

111. None.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M 20/035)

112. The strategic director of finance and governance notes the recommendations made in this report to procure four major building works contracts for an initial period of five years at an estimated cost of £446m with an option to extend for a further five years at an overall estimated cost of £835m . The council intends these contracts to form part of a broader procurement strategy for major building works managed by the Housing and Modernisation department, which is likely to include the use of external frameworks and may extend to managing works in-house. Funding for these works will be met from resources supporting both the Housing Investment Programme and the General Fund capital programme as appropriate. The estimated costs are indicative at this stage, being subject to resource constraints faced by the council, which may be exacerbated by the impact of the COVID19 pandemic.

Head of Procurement

113. This report seeks the approval of cabinet for the procurement strategy for four major building work contracts.

114. These contracts will commence in February 2022 for an initial duration of five years with an option to extend for up to a further 5 years, with the objective to deliver major building works as detailed in paragraph 5.

115. The report summarises the context and rationale for procuring four contracts across four geographical areas of work namely the refurbishment of the councils housing stock to ensure they are warm, dry, safe.

116. As the UK is in the transition stage of leaving the EU (31/12/2020) this approach is considered best able to withstand the changes to the supply chain of both labour and materials than traditional term contracts. With a contract of this size and nature, EU regulations apply and the report confirms that the restricted procedure will be followed which is in line with the regulations and satisfies the council's contract standing orders.

117. Paragraph 44 confirms that 3 alternative procurement options in addition to the recommended approach have been considered and discounted including an option to provide these contracts in- house.

118. Paragraph 53 confirms the timetable that will be followed for this procurement which is achievable provided the appropriate resources are available when necessary. The report confirms that the project will be supported by external and internal resources. The report details the project governance arrangements that will be in place throughout the project.

119. The report confirms that the evaluation of potential contractors will be in two stages. The pre-qualification stage will assess capability, technical capacity and economic standing and a second, tender stage which will be evaluated the basis of most economically advantageous tender. In determining this, it is anticipated that a weighted model with a quality/price / social value ratio of 45:45:10 will be applied.

120. The report also confirms that officers will closely monitor the impact of the Covid 19 pandemic in relation to the financial health of companies bidding for these contracts and ensure that the procurement exercise is conducted in the safest possible way in accordance with government guidance.

Director of Law and Democracy

121. This report seeks the cabinet's approval to the procurement strategy for four major building work contracts as further detailed in paragraph 1. At an estimated value exceeding £15m, this is a strategic procurement under contract standing orders and approval is therefore reserved to the cabinet.
122. The nature and value of these services means that these procurements are subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR15). As noted in paragraph 45, four contracts will be established following the PCR15 restricted procedure and will be advertised through OJEU. Officers in the contracts team in legal services will work with the project team, external procurement and legal advisors to ensure that the contracts are established in accordance with PCR15 and will continue to monitor the Government guidance issued in relation to the Covid-19 pandemic and where necessary, implement alternative methods required i.e. virtual bidder events.
123. 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). Cabinet is specifically referred to the consultation that needs to take place with residents (noted in paragraphs 77 to 91) and to the community impact statement at paragraphs 82 to 85, setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.

Director of Exchequer (For Housing contracts only)

124. These contracts would be qualifying long term agreements under the terms of the Commonhold and Leasehold Reform Act 2002. Consultation will be required under section 20 of the Landlord and Tenant Act 1985 (as amended) and schedule 2 of the regulations appertaining to this. It will be necessary to consult with all leaseholders except those in street properties. Packages of work allocated under the contracts will require consultation under schedule 3 of the regulations with those leaseholders affected by each package of work when that package is identified.
125. The consultation regulations under schedule 2 require that under the Notice the landlord provides an estimate of the relevant service charge contribution under paragraph (4). If this is not reasonably practicable then it is required to provide an estimate of the block cost under paragraph (5). Where this is not reasonably practicable then the current unit cost or hourly or daily rate under paragraph (6). Where this is not practicable then the date by which any of these can be provided under paragraph (7). It is noted that it was determined by the Court of Appeal in response to the council's dispensation application for the partnering contract, that for a contract of this nature only the provision of a tendered schedule of rates was reasonably practicable and this was sufficient to comply with the regulations in respect of paragraph (6), albeit that those rates may not be, and are unlikely to be, comprehensive.
126. Officers note the exclusion of street front homes from the contracts. The exclusion of leaseholders of these properties from the consultation will mean that packages of work under these contracts cannot be let for these properties. The identification of what the

council considers to be a street front home will need to be closely defined, and identifiable from the council's core database records, to ensure that the correct properties are excluded from consultation. Officers note that urgent work to street front homes will be subject to a tendering exercise among the partnering contractors. This will be subject to the requirements of schedule 4 part 2 of the regulations, which will require that leaseholders are given the opportunity to put forward their own nomination to tender for the work.

127. The allocation of contracts between the successful tenderers will need to be managed to ensure that the decision making process, which will inevitably allocate different rates to different areas of properties, has a rationale that is reasonable. The back up arrangements for each lot will need to be identified in order to identify the relevant back up rates for each property.
128. Officers note the use of a 45/45/10 price/quality/social value ratio in the evaluation. Leaseholders will want to be assured that the council is achieving good financial value and that the quality measures are adequately managed and enforced. Any decision on challenge to the reasonableness of the pricing model would also consider this. The price evaluation model mitigates against pricing that is outside of a reasonable range and I note the comments regarding the competitive market conditions currently, however it will be a requirement to ensure that the council's intentions regarding the pricing criteria are contained in the Notice of Intention so that any leaseholder concerns can be addressed prior to the tendering process.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Members	Councillor Kieron Williams, Housing Management and Modernisation	
Lead Officer	Dave Hodgson, Director of Asset Management	
Report Author	Gavin Duncumb, Head of Engineering (Acting)	
Version	Final	
Dated	2 July 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		2 July 2020

Item No. 18.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Lift Maintenance, Refurbishments and Replacement	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Housing Management and Modernisation	

FOREWORD – COUNCILLOR KIERON WILLIAMS, HOUSING MANAGEMENT AND MODERNISATION

With 753 passenger lifts across our housing blocks, Southwark Council has one the largest stocks of residential lifts in the country. Ensuring these lifts are well serviced and replaced when needed is a vital job for the council. Easy access to your home - with shopping, pushchairs and even new furniture - is important to all of us making reliable lifts are an essential part of taller blocks. For many people with disabilities and long term health conditions even short lift outages can be much more than an inconvenience, leaving people cut off from the world. That is why we invest £2.5 million each year to make sure our lifts are in a good condition for all our residents. That investment has delivered major improvements in reliability over recent years. However, with so many lifts to maintain we must not be complacent. This paper sets out how we will procure new providers to continue to maintain, refurbish and replace our lifts over the coming years. Ensuring standards remain high and that we also provide wider benefits for local people including well paid jobs and apprenticeships.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That Cabinet approves the procurement strategy outlined in this report for two (2) Lift Maintenance, Refurbishment and Replacement contracts – Contract A: north of the borough at an estimated annual cost of £1.488m and Contract B: south of the borough at an estimated annual cost of £1.105m for a period of 6 years from January 2022, with the option to extend up to a further 2 years (in increments at the council’s sole discretion subject to performance), making an estimated contract value of £20.74m.
2. That Cabinet notes that the successful contractors will act as back up to each other on their tendered rates to ensure an efficient service delivery.

Recommendation for the Leader of the Council

3. That the Leader of the council delegates authority to Cabinet Member for Housing Management and Modernisation to approve the Gateway 2 report for 2 Lift Maintenance, Refurbishment and Replacement contracts.

BACKGROUND INFORMATION

4. Currently, the provision of lift maintenance works is being carried out under 2 contracts (Contract A – north of the borough) and (Contract B – south of the borough). These contracts commenced on 2 January 2015 for an initial 5 year period with the provision to extend for a further 2 years. The 2 year extension was utilised via a Gateway 3 report dated 2 December 2019, meaning an expiry date of 1 January 2022.
5. The council has two main divisions responsible for lift maintenance:
 - Asset management; and
 - Corporate Facilities Management (CFM).
6. On 15 April 2020, CFM confirmed that it would be procuring its own lift maintenance works and therefore has been excluded from this procurement.
7. The existing contracts provide planned preventative maintenance (PPM), repairs, refurbishment and installations to both passenger and disability lifts.
8. Lift contractors generally specialise in either passenger or disability lifts. Reviews with the existing term contractors, during monthly progress meetings, identified that stair lift manufacturers operate a small approved supply chain for installation and maintenance. Installation of stair lifts often comes with long term extended maintenance and service requirements which are essential to ensure disability lifts meet 6 monthly independent insurance inspections. Historically, this has meant that the disability lifts work has been sub-contracted. There are currently 715 disability units in council tenant properties and delivery of these services would be better supported by a separate contract with a specialist contractor. For these reasons, asset management will procure disability lifts separately via a Gateway 1 report scheduled to be approved by the strategic director of housing and modernisation in the autumn of 2020.
9. The proposed scope of works for the new contracts are:
 - PPMs
 - Refurbishments and replacements
 - Repairs; and
 - Emergency out of hour's service.
10. Contract A and B will be awarded based on a geographical split of the borough as set out below. Each contract will be for an initial 6 year term and include a provision for them to be extended by a further 2 year period.
 - Contract A – North - Bermondsey Borough and Bankside, Rotherhithe and Walworth.
 - Contract B – South - Camberwell, Peckham, Nunhead and Peckham Rye, Dulwich.
11. As there are 753 passenger lifts across the council's housing blocks, it should be noted that the appointment of a single contractor for Contracts A and B would not be appropriate. It is considered that such an arrangement would present a significant risk to the council should either contractor default or fail to perform. Such

a risk would increase the absence of any backup/support arrangement with an alternative contractor. Therefore, no single contractor will be awarded both contract areas and 2 contractors will be awarded a contract who will both act as backup to each other.

12. The proposed contracts will support an in-house team of lift engineers who attend first calls and specify repairs and refurbishments which require specialist materials.
13. The estimated annual value of each contract is:
 - Contract A £1,487,800
 - Contract B £1,105,200
14. The proposed duration of 8 years (initial 6 years plus 2 year option to extend) provides the following advantages;
 - i. Presents to the market a highly attractive contract package that offers a stable turnover that should deliver efficiency and innovation improvements such as long-term identification of planned works: e.g. cable renewals which have significantly reduced the amount of lift downtime.
 - ii. Fairer future commitments from the contractors can be realised due to long term contract and consistency of work load, including the opportunity for contractors to develop long term supply chains, to invest in a number of social value initiatives to improve local communities, and to build a long-term relationship with the council's training and employment partners to provide local apprenticeships in the construction industry.
 - iii. Maintenance and energy performance of existing lifts can be analysed to identify long term refurbishment and replacement plans to improve performance within existing budgets over the next 6 to 8 years.
 - iv. New build lift assets can be incorporated into these new contracts as and when they are commissioned and pass out of the defect's liability period.
 - v. Contractors are able to invest in the delivery of a contract and manage their resources more efficiently, particularly through having early visibility of Housing's major works program for lifts and the ability to forward plan workload.
15. The total estimated value of the proposed contracts stand at £20.74m broken down as follows:

Contract Area	Annual Spend	Initial Term (6 years)	Extension (2 years) if applied	Total
North of the borough A	£ 1,487,800	£ 8,926,800	£ 2,975,600	£ 11,902,400
South of the borough B	£ 1,105,200	£ 6,631,200	£ 2,210,400	£ 8,841,600
		Total		£ 20,744,000

Summary of the business case/justification for the procurement

16. The work proposed under these contracts will enable the council to meet its obligations as a social housing landlord and ensure it has arrangements in place to maintain its passenger lifts to meet current statutory regulations.

17. The contracts will ensure lift availability and step free access so residents can enjoy their homes and ensure new build assets are incorporated into a maintenance programme.
18. The “Southwark Housing Strategy” will be reviewed in 2020 to incorporate other business objectives such as working towards carbon zero and to set out priorities for all assets. The Strategy will set out the affordability for these business objectives and it is essential that the new contracts have mechanisms to both refurbish and replace existing lift stock whilst incorporating new build lift to meet any future requirements.

Market considerations

19. There are number of medium and large lift contractors within the market that could deliver the proposed work. The council undertook soft market testing and found that there were 12 lift maintenance companies with the capacity to deliver the work.
20. As a publicly advertised tender, all organisations including small and medium sized enterprises (SMEs) will be able to participate in expressing an interest and tendering.
21. Brexit may have an impact on the construction industry especially around skills shortages, import and export of materials and potential changes to regulations and standards. The establishment of long-term contracts will assist in mitigating potential impacts through providing long term visibility of work.
22. It is recognised that Covid -19 has had an impact on the construction industry. At this given time it is difficult to predict the impact this may have but the council have identified this as a major risk as detailed in the table contained in paragraph 27.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

23. The nature and value of these works means that the full tendering requirements of the Public Contracts Regulations 2015 and Public Sector Directive 2014/24/EU would apply. The following procurement options have been considered:
24. Do nothing - this is not an option for the council to consider. As a landlord and employer, it is essential that the council has arrangements in place to carry out PPMs, refurbishments and installations of its existing assets.
25. Insource - provide the work in-house. Currently, asset management has three lift engineers to provide a “first call service”. This helps reduce the number of call out orders issued to external contractors and allows asset management to specify works more accurately. Call out orders delivered by the three lift engineers are repetitive and do not require the infrastructure, tools, plant and supply chain required to service the lift assets. Asset management intends to increase its in-house team by recruiting an additional engineer to cover peak call out times. This will help to strike a balance between an in-house ‘first call service’ and external contracts, and to ensure that leaseholder’s charges can be recovered. On this basis, the option to bring the lift works in-house in its entirety has been precluded however the ‘first call service’ will be maintained in-house.

26. The use of internal or external frameworks – there are no existing internal frameworks to consider. Whilst there are external frameworks available with dedicated lots for lift maintenance, refurbishments and disability lifts, these have been procured on generic specifications and conditions and would not provide the council's specific requirements. This has therefore been precluded as an option.
27. Shared Services - the neighbouring boroughs already have their own contracts in place, which have not been opened up for other boroughs to use and this option has been precluded.
28. As none of the above options are suitable and these works are estimated above the Public Contracts Regulations threshold for works, it is recommended that an EU restricted procedure be used to procure these works.

Proposed procurement route

29. This procurement will be carried out in accordance with a Public Contracts Regulations restricted procedure via the council's e-procurement system Pro-Contract 3. In response to the Pro-Contract 3 advert and OJEU notice, companies interested in tendering will be required to formally express an interest online in order to receive a PAS91 pre-qualification questionnaire (PQQ) to view the rest of the tender documents and to submit a completed PQQ by the deadline set. This initial review of the organisations expressing an interest reviews their experience, technical capability and capacity, before shortlisting to be invited to tender for what they would deliver for Southwark under these contracts.
30. The procurement documents will set out the minimum number of organisations that will be selected for the combined tender list for the two contracts, subsequent to the PQQ process. This will meet the requirements of the Public Contracts Regulations restricted procurement process.

Identified risks for the procurement

31. The table below identifies a number of risks with this procurement, the likelihood of occurrence and the controls in place to mitigate the risks:

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
R1	The procurement process fails due to inadequate quality of submissions by tenderers	Medium	Ensure that tender documents are drafted to facilitate submissions of required standard.	Low
R2	The procurement process is delayed	Medium	Effective procurement project management.	Low
R3	Successful contractors cease trading; go into liquidation or administration leaving works incomplete.	Medium	Each contractor will act as back up however in the event of both failing then back up contractor(s) will be selected from the council's approved list. Robust due diligence of tenderers financial situation	Low

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
			will be undertaken.	
R4	Covid -19 pandemic lockdown and impacts continues past June 2020	High	Review contractor's financial standing during both PQQ and ITT stage. Monitor updates on government guidance and if impact on procurement open/ bidder's day alternate web seminars to be arranged.	Medium

32. A performance bond will not be required for these contracts. The contract documentation will include for retention of monies to be held until satisfactory completion of the works. A parent company guarantee will be required if the successful contractors have a parent company/ultimate company.

Key /Non Key decisions

33. This report deals with a key decision.

Policy Implications

34. The delivery of these contracts fit with the council's objectives as outlined in the fairer future commitments, specifically:
 Theme 1: A place to call home
 Theme 2: A place to belong
 Theme 3: A greener borough
 Theme 4: A full employment borough
 Theme 7: A safer community.
35. In order to fulfil its duties as a landlord and employer, the provision of 'step free' access in residential buildings across the borough is essential. The lift maintenance, refurbishment and replacement contracts ensure that the council continues to comply with current legislation.

Procurement Project Plan (Key Decisions)

36. The table below sets out the anticipated timescales for this procurement. However, this is subject to the number of expressions of interest received and resources available.

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	08/10/2019
DCRB Review Gateway 1	11/05/2020
CCRB Review Gateway 1	14/05/2020
Brief relevant cabinet member (over £100k)	01/06/2020
Notification of forthcoming decision - Cabinet	02/07/2020

Activity	Complete by:
Approval of Gateway 1: Procurement strategy report	14/07/2020
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	24/07/2020
Notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	27/07/2020
Completion of tender documentation	28/07/2020
Publication of OJEU Notice	05/08/2020
Publication of Opportunity on Contracts Finder	06/08/2020
Closing date for receipt of expressions of interest	22/09/2020
Completion of short-listing of applicants	21/12/2020
Invitation to tender	08/01/2021
Bidders Open Day	28/01/2021
Forward Plan for Gateway 2	29/01/2021
Closing date for return of tenders	26/02/2021
Completion of evaluation of tenders	02/04/2021
Notice of Proposal (Applies to Housing Section 20 Leaseholder consultation only)	08/04/2021
DCRB Review Gateway 2:	24/05/2021
CCRB Review Gateway 2	03/06/2021
Notification of forthcoming decision – despatch of Cabinet agenda papers	17/06/2021
Approval of Gateway 2: Contract Award Report	13/07/2021
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	20/07/2021
Debrief Notice and Standstill Period	30/07/2021
Contract award	06/08/2021
Add to Contract Register	06/08/2021
TUPE Consultation period (if applicable)	09/08/2021
Place award notice in Official Journal of European (OJEU)	09/08/2021
Place award notice on Contracts Finder	17/12/2021
Contract start	02/01/2022
Initial contract completion date	01/01/2028
Contract completion date – (if extension(s) exercised)	01/01/2030

TUPE/Pensions implications

37. The appointment of two new contractors in this proposed retender will amount to a Service Provision Change and therefore TUPE is likely to apply. However, until due

diligence is carried out definitive advice on TUPE cannot be provided. This due diligence work needs to be carried out before the tender process commences as its results need to be included in the tender pack.

Development of the tender documentation

38. A project team and project board will be set up for the delivery of this procurement. The project team will be responsible for developing the tender documentation and the project board will provide governance. The form of contract to be used will be JCT Measured Term Contract 2016, which will be subject to amendment as directed by the council's legal department. The contract documents, once awarded, will be passed to the council's legal department for formal execution.
39. The tender documentation will consist of the council's bespoke lift specification and schedule of rates covering various components of works covering maintenance, refurbishment and replacements. Council officers will review the existing contracts and incorporate any lessons learned and new business objectives such as carbon reduction.

Advertising the contract

40. The contracts will be advertised via Pro-Contract 3 by way of an official notice that will be published in OJEU. After publication of the OJEU notice, the council will also publish a contract notice on the Contracts Finder website.
41. The contracts will be advertised in the Lift and Elevator Industry Association magazine that is issued to all lift and elevator maintenance companies.
42. The council will hold an information day for all bidders who have been shortlisted at tender stage.

Evaluation

43. The PQQs returned will be evaluated by council officers. The selection process will be an evaluation of each bidder's economic and financial standing and their technical knowledge, accreditation, experience and ability and capacity to deliver the full scope of work. The application selection guidance will set out the number of companies invited to bid for both contracts (A and B) but the evaluation methodology will set out that each contract will be awarded to separate companies and not to a single company.
44. The Invitation to Tender (ITT) for the contracts will be evaluated by two evaluation panels, one reviewing price and the other quality. The ITT evaluation will be undertaken by a tender evaluation panel (TEP) and tenders will be evaluated on the basis of M.E.A.T. (most economically advantageous tender) using a weighted model of 55% price 35% quality and 10% social value.
45. A deviation from the council's usual 70:30 weighting is proposed as for lift maintenance, refurbishment and replacements works, the essential requirements are service delivery and safety and the driver is therefore much more focused on quality rather than just price. This achieves a balance between cost and the quality of service delivery.

46. This sends a clear message to the market that the council expects a high-quality service that is safe and not simply the cheapest one. The risk of the council having to pay more for the work is mitigated by the fact that this market is currently extremely competitive. Given the value of these contracts, the market is expected to price tenders very keenly so even with the emphasis on quality, the council still expects to achieve value for money.
47. Price evaluation for the contracts will be undertaken by asset management team and reviewed by finance. It is proposed to use a price model that ensures lowest un-economical bids do not receive the highest scores. To achieve this the 55% awarded for price will be split into two distinct sections as follows:
- a. Lowest price, which is likely to account for 35%, where the tenderer with the lowest price is awarded the maximum percent and all other tenders are scored proportionally to the lowest price.
 - b. Mean average price tenders, which is likely to account for 20%, where the tenderer with their score closest to the mean average value of all compliant tenders will be awarded 20% with all other tenders scored proportionally to the mean average price.
48. Officers in the asset management team will undertake quality evaluation. An evaluation methodology will include a number of method statement questions and will be developed by the project team and agreed with the project board.
49. Each method statement will be weighted and will have a minimum pass mark, which if tenderers fail to meet allows the council the right to reject them from the tender process.
50. The social value assessment will be undertaken by a third party via the Social Value Portal. For each procurement tendered a number of Themes Outcomes and Measures (TOMS) will be selected that will reflect 10% of the available tender evaluation. There are currently 37 national TOMS of value, each with an assigned value which officers will select according to the nature of the procurement. A list of social value headings that will be considered are:
- local people in employment;
 - opportunities for disadvantaged people;
 - improved skills;
 - improved employability of young people;
 - reducing inequalities;
 - social value embedded in the supply chain; and
 - carbon reduction and safeguarding the natural environment.

Community impact statement

51. The works that will transpire from these contracts are intended to provide and support the council's commitment to providing high quality affordable housing. Direct benefit to residents will include limiting the incidence of breakdown and a more effective lift service.
52. Both contracts will be of a medium to high impact to tenants, leaseholders and other stakeholders as works will involve working on lifts that are used to access properties.

Social Value considerations

53. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

54. As the council explores ways it can continue to deliver value for money, it is essential that it makes even better use of its resources to meet the needs of residents and businesses in the borough. Under the commitment of a “full employment borough” and as part of social value commitments these contracts will require contractors to employ at least one apprentice for every £1m spent and engages with local SMEs.
55. Bidders will be required to provide costs for meeting the Fairer Future Procurement Framework (FFPF) requirements to ensure that this can be managed and valued as part of the contract management process.

Social considerations

56. FFPF will be embedded into the procurement documentation and will be evaluated as part of the overall quality evaluation.
57. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Prevent Duty under section 26 of the Counter-Terrorism and Security Act 2015.
58. The successful contractors will be required to meet the London Living Wage (LLW) requirements. For these contracts, the quality improvements are expected to include a high calibre of operatives that will contribute to the delivery of the works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractors will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements along with gender pay gap reviews will be monitored as part of the contract review process.
59. The successful contractors shall consider trade union recognition in line with the council’s FFPF.
60. The successful contractors will be registered and accredited with the TfL Fleet Operator Recognition Scheme (FORS). FORS helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.

61. The successful contractors will need to demonstrate that they can meet the Mayors Good Working Standard (GWS) foundation level or above and committed to the End Violence at Work Charter.

Environmental/Sustainability considerations

62. The contract documents will include specifications to ensure that designs incorporate the following:
- Low operation energy lift designs
 - materials from sustainable sources
 - use of high efficiency lighting; and
 - remote monitoring and diagnostics reducing the number of visits.
63. The use of the council's e-procurement system Pro-Contract 3 will limit the amount of paper used.

Plans for the monitoring and management of the contract

64. The contracts will be managed by the council's asset management engineering team. Key Performance Indicators (KPI) will be used to measure the successful contractor's performance. Social value commitments made by the two successful contractors will be monitored by the Social Value Portal and reported to the council's asset management engineering team on a quarterly basis.
65. Officers will also produce annual performance reviews in line with the council's contract standing orders (CSO).

Staffing/procurement implications

66. Staffing for this procurement exercise will be resourced internally by Asset management and the council's legal and procurement teams.

Financial implications

67. The lift contract is an essential contract to ensure asset management can provide step free access to residents for their health, safety and quality of life.
68. The lift asset management revenue budget of £1.461m per annum is available to cover the repairs and maintenance aspect of the lift contract and £1.200m per annum from the housing investment programme is currently available for lift refurbishments and replacement, providing a total of £2.661m which is sufficient to cover the contracts for the foreseeable future.
69. The contracts will allow for an annual Building Maintenance Indices (BMI) uplift and this will need to be contained within the allocated budget.

Legal implications

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

Consultation

71. Consultation has been held to review existing contracts and how any lessons can be embedded into the new contracts.
72. It is recognised that this procurement has an impact on residents and therefore a consultation plan will be prepared and delivered to assist with informing residents and incorporating their views and concerns into the contract documents and contract management procedures.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M19/164)

73. The report seeks cabinet approval for the proposed procurement strategy to apply an a Procurement Regulations restricted procedure via the council's e-procurement system Pro-Contract 3 for the Lift maintenance, refurbishment and replacement contracts for the north and south of the borough. The report identifies the estimated total cost of the contracts to be in the region of £20.74 m over the 8 years. The financial implications section of the report, sets out how the costs will be met.
74. At this stage of the procurement process, costs are indicative only and there are no financial implications arising directly from the recommendations made in this report.

Head of Procurement

75. This report is seeking Cabinet approval to procure two separate repairs and maintenance contracts for the lifts across the borough's housing stock. The report explains the two contracts will be based on a geographical split and provides justification for having two separate contracts. With two contractors in place this will provide the necessary back up arrangements in the event that these are required.
76. The procurement process will follow a full EU restricted procurement route which is reflected in the procurement timetable.
77. The report confirms that a weighted evaluation model of 55% price 35% quality and 10% social value will be used which should ensure sufficient competitive and qualitative bids .
78. The procurement timeline is achievable provided the necessary resources are lined up to carry out the required activities, for example evaluation. It is important that there is appropriate governance arrangements in place for this project as this will help ensure the project delivers on time and continuity of service is maintained.
79. The report also confirms that officers will closely monitor the impact of the Covid 19 pandemic in relation to the financial health of companies bidding for these contracts and ensure that the procurement exercise is conducted in the safest possible way in accordance with government guidance.

Director of Law and Democracy

80. This report seeks cabinet approval to the procurement strategy to procure 2 lift maintenance, refurbishment and replacement contracts as further detailed in paragraphs 1. As the value of the works contracts exceed £15m, this is a strategic procurement under contract standing orders and approval is therefore reserved to cabinet.

81. As the value of the works is above the EU threshold, the procurement is subject to the full tendering requirements of the Public Contracts Regulations 2015 (PCR15). As noted in paragraph 24, two works contracts will be established following the PCR15 restricted procedure and will be advertised through OJEU. Officers in the contracts team in legal services will work with the project team to ensure that the contracts are established in accordance with PCR15 and will continue to monitor Government guidance issued in relation to the Covid-19 pandemic and where necessary, implement alternative methods as required i.e. virtual meetings with bidders.
82. 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). Cabinet is specifically referred to the community impact statement at paragraphs 47 and 48, setting out the consideration that has been given to equalities issues and to the consultation that needs to take place with residents (noted in paragraphs 67 and 68) which should be considered when approving the recommendation in this report.

Director of Exchequer (For Housing contracts only)

83. This is a qualifying long-term agreement under the terms of the Common hold and leasehold Reform Act 2002 and Notice under S20 of the Landlord and Tenant Act 1985 will need to be served on all leaseholders who may be affected by the contracts. Notice is served under schedule 2 of the regulations and initially a Notice of Intention will be required before tenders are invited.
84. Following the tender process Notice of Proposal will be required before the contract can be let, and further notices required on specific packages of work where the costs will exceed £250 per leaseholder. Orders will be identified from Iworld for service charges and should be correctly raised against the relevant blocks.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Housing Management and Modernisation	
Lead Officer	Dave Hodgson, Director of Asset Management	
Report Author	Gavin Duncumb, Commercial Manager	
Version	Final	
Dated	6 July 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		6 July 2020

Item No. 19.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Aylesbury Regeneration Programme: Delivery of new council homes on the First Development Site	
Ward(s) or groups affected:		Faraday	
Cabinet Members:		Councillor Johnson Situ, Growth, Development and Planning Councillor Kieron Williams, Housing Management and Modernisation Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD – COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR GROWTH, DEVELOPMENT AND PLANNING; COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION; COUNCILLOR LEO POLLAK, CABINET MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES:

This report sets out the next chapter in our work to deliver high quality, truly affordable new homes for people who live on the Aylesbury Estate, updating our plans so the first development site will now provide 581 new council homes for existing residents to move to.

Sitting at the centre of Southwark, the Aylesbury Estate is home to over 1,500 households. For over fifty years it has provided spacious council homes for the local community. However, the quality of the original build means many blocks on the estate have not aged well and are now approaching the end of their life. In 2010, the council worked with the local community to adopt an Area Action Plan setting out how we will replace the poor condition homes on the estate with quality new ones. The council then agreed a partnership with Notting Hill to build 4,000 new homes, of which 50% would be affordable housing. In December 2018, we were able to extend that commitment, reflecting the newly adopted ‘expand and enrich’ framework of the council’s Great Estates programme and seeking to apply these principles retrospectively at the Aylesbury. This culminated in an amendment to the New Southwark Plan in 2019 committing to replace all existing social housing on the estate, the plans in this report now go further still.

Our partnership with Notting Hill is now evolving to deliver 581 new council homes (at council rents on secure lifetime tenancies) on the First Development Site, with Notting Hill Genesis acting a development manager for the council. This change has been made possible through our ongoing campaigning, with the Mayor of London and many others, for councils to have the tools we need to build more council homes. In 2012, we had no way to borrow the money needed to deliver homes on this scale. Our success in persuading the Government to raise the borrowing cap and the improved grant secured by the Mayor of London has now made it possible. In addition to new council homes, the plans set out in this report will also deliver a community facility and extensive new public space.

Together these changes will speed up the delivery of new homes for residents on the

estate. This will further ensure residents can move within the footprint of the estate, so the local community can stay together through this investment in the heart of our borough.

RECOMMENDATIONS

Recommendations for the Cabinet

That Cabinet:

1. Approve in principle the arrangements set out in this report for the delivery of 581 new council homes on the First Development Site at the Aylesbury Estate.
2. In the next capital refresh report to Cabinet, allocate funding of £138.5m from the council's Housing Revenue Account towards the cost of the new homes delivery and £6m from the General Fund towards the cost of the community facilities in lieu of the infrastructure contribution foregone.
3. Delegate authority to strategic director of housing and modernisation, in consultation with the strategic director of finance and governance and director of regeneration, to approve the detailed land transfer arrangements in line with the principles set out in this report.
4. Note that a local lettings policy will be developed for the new homes at the FDS as set out in this report at paras 2829 to 30 to be approved by the cabinet member for housing management and modernisation.
5. Note that a further report on phasing and rehousing implications will be brought to Cabinet later this year.

BACKGROUND INFORMATION

6. The estate was begun to be built in 1963 to provide decent quality homes for local residents on low incomes to replace the very poor-quality housing of the time. By 1977, 2,700 homes had been built and the estate has been home to roughly 10,000 residents at any one time. Construction techniques at that time fall below standards of today and the buildings have not aged well. Southwark residents deserve better and in recent years have suffered repeated and serious loss of heating and hot water, leaks, and other structural issues.
7. The regeneration of the Aylesbury estate, first decided in 2005, will provide good-quality, genuinely affordable homes, built to modern standards with new heating and hot water systems.
8. The estate is home to a very diverse community that is predominantly from black and Asian minority communities and is some of the poorest quality council buildings in the borough.
9. The government lifted restrictions (the cap) on council borrowing for housing in 2018 and this enables greater flexibility for prudential borrowing to fund the construction of new council homes for the first time in over a generation.
10. The Aylesbury Estate regeneration programme comprises the phased demolition and redevelopment of the Aylesbury Estate to deliver new high-quality, mixed-tenure housing, which has been a strategic priority for the council for over a decade. 'Early' schemes have already delivered 261 new homes at Site 1a and

147 new homes at Site 7, under standalone arrangements with L&Q. A strategic Development Partnership Agreement was entered into in 2014 with Notting Hill Housing Trust (now Notting Hill Genesis) for the phased redevelopment of the remainder of the estate. Detailed planning consent for the First Development Site (FDS) and outline planning consent for the masterplan for the remainder of the estate was granted in 2015. Demolition work on the First Development Site commenced in 2016 on the blocks that were vacant at that time with the remaining blocks added into the contract as they became vacant. A Compulsory Purchase Order (CPO) for the FDS was subsequently confirmed on November 2018 and vacant possession of the entire site was obtained in spring 2019.

11. Development works across the First Development Site are to be brought forward by Notting Hill Genesis in three construction packages, Package A-C (as illustrated within the plan at Appendix 1) to allow phased delivery as vacant land parcels come forward following the decant and demolition. Development works under Package A, the first parcel to be clear, commenced on site in March 2019 and will deliver 229 new homes in 2021.
12. Demolition of the remainder of the First Development Site is ongoing and is anticipated to complete in Summer 2020.
13. Construction of an Approved Premises Facility (APF), providing decant facility for Ellison House on the FDS, on another site on the estate commenced in September 2018 and works are anticipated to complete Autumn 2020, with Ellison House to decant to the new APF late 2020 allowing demolition, following which the First Development Site will be fully vacant and cleared for redevelopment in its entirety.
14. In addition to the First Development Site demolition contract (being undertaken by Erith), there are currently three construction contracts now on site, comprising the First Development Site Package A construction (Hill), Approved Premises Facility construction (Hill) and Plot 18 construction contract (Vistry). Following the announcement of the national government lockdown in March, work at all three construction sites were paused. Work under the demolition contract continued, as social distancing could be maintained. Since then, national government has confirmed that construction activity should continue where possible and where social distancing can be maintained. Hill recommenced work on APF site on 11 May on FDS package A site on 4 May and Vistry recommenced work on Plot 18 site on 27 April.
15. The opportunity to both increase and accelerate the delivery of social rent homes should also be seen in the context of the deteriorating condition of the estate. Since 2014, more than £101m has been spent maintaining the estate, including £69m on responsive repairs, including heating and hot water, £15m on Warm, Dry, Safe works, £3.9m on district heating, £2.2m on estate lighting, and £1m on lifts. However, the low quality of the original build of the blocks means that despite this investment they are now reaching the end of their life. Conditions of many of the blocks on the estate have deteriorated faster than expected and the district heating system has become increasingly unreliable and costly to maintain and repair. Whilst the blocks and homes on the estate remain safe, structural engineers Arup have documented their concerns about the tall blocks. The council has addressed and can continue to address these concerns at a cost of tens of millions of pounds and requiring the expenditure of tens of millions more. However, in the near future, those costs are predicted to increase substantially for many of the blocks. Additionally, buildings on the estate have extremely poor environmental performance, which would fail to meet current standards; disabled access

throughout the estate is generally poor; there are significant amounts of asbestos in building envelopes, which are safe when undisturbed, but would preferably be removed to prevent any possible contamination risk.

KEY ISSUES FOR CONSIDERATION

16. The Covid-19 pandemic has exposed the cruelty of the housing crisis and the suffering of our communities in Southwark. There are over 600 households in shared accommodation and nearly 3,000 households in temporary accommodation in the borough. Pressure on the council's homelessness services is relentless and in April alone we have ensured 221 people have been able to move inside from living on the streets. There is general agreement that we cannot return to business as usual when this pandemic is over.
17. There is now an opportunity to vary existing delivery arrangements with Notting Hill Genesis to take a new partnership approach for the First Development Site. This will enable the council to deliver 581 new council homes. Overall, this will increase the speed of delivery of new homes and the total number of social rented homes on the First Development Site.
18. Under the existing delivery arrangements with Notting Hill Genesis, the FDS will be redeveloped to deliver 842 new mixed tenure homes across three construction packages, Packages A-C (see plan at Appendix 1). Under the arrangements proposed in this report the homes already under construction within Package A and those to be constructed in Package B, would instead be delivered by NHG, on behalf of the council, as council homes. Package A, which is already on site, started in March 2019 and completes next year, will deliver 229 new homes; Package B, which is ready to start on site later this year and will deliver a further 352 new homes by 2024; Under this proposal, these would now deliver 581 new council homes (at council rents, on secure lifetime tenancies). Package C would remain a Notting Hill Genesis scheme and would remain mixed-tenure.
19. The council would fund the delivery of these new homes on a cost recovery basis. The council would bear the direct costs incurred by NHG to date in bringing forward both of these contracts, comprising development works and additional demolition works plus associated on-costs including professional fees, financing costs, operating costs and rehousing costs. A more detailed summary of cost headings is set out at paragraphs 50-55, currently anticipated to be £193m, although it is anticipated that the council would be able to secure GLA affordable housing grant of around £54.5m towards these costs. While this is a significant sum, it is comparable on a per unit cost to delivery of new council homes across the council's programme.
20. The key terms of the proposed revised delivery arrangements are summarised as follows:
 - All 581 residential units comprising FDS Packages A & B to be delivered as council homes;
 - Council to fund the delivery of these homes on a cost recovery basis, currently estimated at £193 million, to be released in tranches at agreed stages to completion;
 - Council to fund NHG's development management costs based on actual costs properly incurred and evidenced;
 - Delivery of Packages A, B & C to be subject to agreed accelerated delivery

- programme milestones, with termination and novation provisions if unmet.
- Sales overage arrangements for Package C to move to a standard profit share after a minimum developer's return has been achieved, in line with the existing contractual arrangements for all other subsequent phases across the Aylesbury programme.

Key benefits

21. The key benefits of the revised delivery arrangements proposed are:
- Delivery of new council homes;
 - An increase in the number of social rent homes;
 - Provide attractive opportunity for residents living in later phases of the programme to move to new modern homes, thus helping with the decant process of blocks due for demolition;
 - Accelerated delivery timescale for FDS; and
 - Accelerated delivery timescale for Aylesbury later phases.

New Council Homes

22. The revised delivery arrangements would deliver 581 new council homes making a significant contribution towards the council's delivery target of 11,000 new council homes by 2043, and directly contributing to the council's pipeline of 2,500 new homes on site by 2022. The delivery of these new homes under two construction contracts on one site also serves to rebalance the council's new homes delivery programme, which is otherwise predominantly focused on delivery on smaller sites.

Additional social rent homes

23. The proposed new delivery arrangements set out in this report would deliver a significant increase in the number of social rented homes to be delivered on the First Development Site and the Aylesbury Estate and would also represent an acceleration of the delivery of homes at social rents across the Aylesbury Regeneration Programme. Under existing arrangements, Package A & B would comprise mixed-tenure schemes that would include the delivery of 287 social rent homes (plus 54 homes for residents with flexi (extra) care needs and 7 homes for residents with learning difficulties all at social rents). The proposed revised delivery arrangements would allow 581 new homes to be delivered under Package A & B as council homes at social rents, representing an additional 280 social rent homes (subject to take-up by resident leaseholders of the council shared equity offer), as illustrated in Table 1, below.

Table 1 – First Development Site Package A & B tenure change:

	Social Rent				Inter-mediate*	Private Sale	All tenures
	General Needs	Flexi Care	LD	All SR			
<u>Existing delivery arrangements</u>							
Package A	132	54	7	193	22	14	229
Package B	108	0	0	108	132	112	352
Total	240	54	7	301	154	126	581
<u>New partnership approach</u>							
Package A	168	54	7	229	0	0	229
Package B	352	0	0	352	0	0	352
Total	520	54	7	581	0	0	581
<u>Change</u>							
Package A	+36	0	0	+36	-22	-14	0
Package B	+244	0	0	+244	-132	-122	0
Total	+280	0	0	+280	-154	-126	0

(*subject to resident leaseholder take-up)

24. In Planning terms, the additional delivery of Social rented units is seen as a positive and, as a whole, the FDS across all three packages still presents a mixed-tenure development, and the delivery of these units as social rented homes would contribute towards the existing s.106 planning obligations for cumulative delivery of social rented homes across the programme, where those units met the space standards required by the Aylesbury Area Action Plan.

Accelerated delivery timescale for FDS

25. While a mixed-tenure scheme is reliant on cross-subsidy from private sale units, which is challenging in the current property market, council funding to deliver new social rent homes provides a more certain funding position and unlocks the delivery of Packages B and C, allowing these construction packages to be let at an accelerated timeframe.

Accelerates delivery timescale for the wider Aylesbury programme

26. The proposed new delivery arrangements provide a substantial increase in new homes for existing residents to move into. This is particularly important for residents living in those blocks in Phases 2 & 3 which are closest to the end of their economic life. This would accelerate decants of those phases and therefore provides new momentum for delivery of the rest of the programme.
27. The revised delivery arrangements proposed in this report would result in 520 new general needs council homes being delivered under Package A and B (excludes the 54 homes for residents with flexi care needs and 7 homes for

residents with learning difficulties). This is in addition to the 47 new homes for social rent that will also be delivered by NHG at Package C. Combined, this would mean a total of 567 new homes for general needs at social rents will be provided across the whole of the First Development Site.

28. The current lettings approach, approved at Cabinet on 12 March 2019, is for the new social rent homes being delivered on the FDS to be prioritised for the decant of secure tenants and resident leaseholders from Phase 4a under a local lettings policy still to be brought forward. Currently, there are 299 households on secure tenancies within Phase 4a to be rehoused and a further 41 leasehold properties remaining to be acquired (including those of both resident and non-resident leaseholders).
29. As a result of the significant increase in decant capacity provided by the revised delivery arrangements, there is now also the potential to also accommodate more residents from other phases to access new homes. Secure tenants in Phase 3 are already able to express an interest in moving to the FDS, following activation by Cabinet on 12 December 2017. The increased delivery capacity would also allow the council to extend that option to the remaining secure tenants within Phase 2. Across Phase 2 and 3 combined there are a total of 151 households on secure tenancies remaining to be rehoused, in addition to 62 leasehold properties remaining to be reacquired (including those of both resident and non-resident leaseholders). Resident leaseholders will continue to be able to benefit from existing council shared ownership or shared equity arrangements in relation to these new homes as council stock.
30. Since the approval by Cabinet on 12 March 2019 of the existing lettings approach for the FDS, 28 former secure tenants from the FDS have expressed interest in the option to return to the new social rent homes on the FDS. The revised delivery arrangements, however, will increase the number of new social rent homes available on the FDS with the delivery of both Notting Hill Genesis and now new council homes. Therefore, subject to approval of the revised approach by cabinet, all former secure tenants from the FDS, who did not take up the option of moving to Phase 1A, will again be contacted to inquire about interest in the option to return to the new social rent homes.
31. A local lettings policy for the FDS will then be developed, establishing the detailed priority for rehousing of remaining residents from Phases 2, 3 and 4a in addition to those former secure tenants from the FDS who have expressed an interest in the option to return, within the new homes on the FDS. The proposed local lettings policy would be subject to consultation with relevant stakeholders in line with a Community engagement plan to be developed and, following an Equalities Impact Assessment, would inform an IDM for approval.
32. A further report will be brought to cabinet later this year on the resulting impact on phasing of decant and activation of future phases for rehousing.

FDS Specialist accommodation

33. Adult Social Care are transforming extra care and introducing the term 'Flexi Care' to reframe the new and modern approach to this type of accommodation. It is a move away from traditional extra care towards a community and neighbourhood approach to care and support that is delivered in an innovative, dynamic way. Residents residing in Flexi care schemes will benefit from a range of groups and activities supported by the community/voluntary sector, a sense of community

within the scheme, various needs addressed in innovative and culturally appropriate ways, attention is paid to getting to know each other and being neighbourly: fun to be had. It is achievable through a strong partnership between Adult Social Care (including Commissioning), Housing and the Community and Voluntary sector, and is framed within a strength-based model of working. Successful Flexi Care means that attention is paid to the residents so that their experience includes:

- An attractive, stimulating physical environment that arouses interest, movement and engagement in activities and socialisation, leading to improved wellbeing.
- A rewarding social environment, shared principles, the tone, care and culture of how communication occurs between all agencies involved, leading to effective multi agency working and excellence in care.
- Proactive use of technology, to support all aspects of working for staff and importantly to support activities and self-management for our residents.

34. In addition to general needs accommodation, Package A of the FDS includes the delivery of 54 homes for residents with flexi care needs and 7 homes for residents with learning difficulties all at social rents. Detailed design and specification of these new homes has been developed in close consultation with the council's Adult Social Care team and is fully aligned with the council's needs.
35. Under current delivery arrangements, once developed, these specialist homes would be owned and managed by NHG with the care provision for the flexi care homes to be provided by NHG's care provider, Pathways. Pathways do not manage homes for residents with learning difficulties, however, and so procurement of a care provider for those units would have had to be jointly undertaken. The revised delivery arrangements set out in this report, however, would result in this specialist residential accommodation being owned directly by the council. The council is in the process of procuring a partner to deliver care provision for both residents with flexi care needs and those with learning difficulties, and the new accommodation delivered within Package A will be added to those existing procurement processes.

Policy implications

36. If approved, the recommendations of this report will require local lettings plans to be produced.

Community impact statement

37. The revised delivery arrangements set out in this report would result in a significant increase in the number of homes for social rent delivered on the First Development Site of the Aylesbury Estate. This will in effect significantly increase the delivery of homes for social rent and provide an increase in the capacity to rehouse existing Aylesbury residents on the estate, moving residents directly into new high-quality new homes.
38. 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.

39. Relevant protected characteristics for the purposes of the Equality Act are:

- Age
- Civil partnership or marriage
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex or sexual orientation.

40. In order to discharge its public sector equality duty, in considering the recommendations of this report the Cabinet must have due regard to the possible effects of them on any groups sharing a protected characteristic. This is an ongoing obligation.

41. The revised delivery arrangements proposed by this report will, it is anticipated, have a positive impact on the residents of the Aylesbury Estate many of whom share protected characteristics.

42. The proposed prioritisation of households for lettings of new homes delivered on the FDS as a result of these revised delivery arrangements will be established through a local lettings policy to be approved, following consultation with relevant stakeholders and an Equalities Impact Assessment.

Resource implications

43. Under the proposed revised delivery arrangements, the management of the two construction contracts would be undertaken by Notting Hill Genesis under contractual development management arrangements building on those already performed by NHG under the DPA for the delivery of the APF. The cost of development management services is based on actual costs incurred and this has been factored into the total cost of the transaction.

Legal implications

44. External legal advice has been procured on the detailed contractual structure of the transaction, in particular with regard to reducing risk on the council and mitigating any tax impacts such as Stamp Duty Land Tax.

45. The current contractual arrangements for the delivery of the FDS and wider Aylesbury estate regeneration programme are set out within the existing Development Partnership Agreement with Notting Hill Genesis. Package A which has already commenced on site under the existing arrangements would need to be transferred back to the council. This will need to happen at the earliest opportunity in order to mitigate the SDLT liability on this transfer.

46. Package B has not yet commenced on site. Through a variation to the existing arrangements, this land would no longer be transferred to NHG and would instead remain with the council to be built out under licence. This would avoid the requirement for transfer of land which would result in SDLT being payable on

these homes. Letting of the construction contract would be novated to the council and managed by NHG with contractual terms covering development management to be finalised in conjunction.

47. The Development Partnership Agreement (DPA) between the council and Notting Hill Genesis was entered into in 2014 following an EU-compliant procurement process in 2012-13. A number of variations have previously had to be made to the DPA to update the terms of the contract in relation to phased demolition, and delivery arrangements governing the delivery of the Approved Premises Facility (APF) and Plot 18. The FDS, through Package A, has commenced under the provisions of the DPA (as amended). The Package A contract has been let by NHG to Hill Partnerships, following a competitively tendered EU-compliant process. The Package B contract has been negotiated as a fixed-price contract with Hill Partnerships. Under the revised delivery arrangements proposed under this report the construction contracts would be novated into the council's name with NHG continuing to manage the development under the development management provisions similar to that already undertaken in respect of APF and Plot 18.
48. Given that this constitutes a change in the existing contractual arrangements with NHG, there is a potential risk of procurement challenge in relation to contract variation with NHG. However the Public Contract Regulations 2015 do permit contracts to be modified in certain circumstances and initial advice is that the council should be able to vary this contract within those requirements, and therefore the risk of challenge is considered low. The procurement implications will however be further considered as part of the ongoing legal advice and will inform the IDM for the future decision.
49. The revised delivery arrangements result in a different risk position to that under existing arrangements. Where the council benefits from and funds the delivery of Package A & B, the cost risk associated with those packages transfers to the council. This is mitigated by the procurement of construction packages under fixed contract sums and contractual development management arrangements. It should also be noted that there is a significant delivery risk in relation to the current arrangements where delivery includes a significant component of private market sale.

Financial implications

50. The variation to the existing arrangements for Packages A & B will mean that the council funds delivery of the new homes on the basis of actual cost recovery. The total cost to the council is currently calculated at £193m and is broadly comprised of the following cost headings:

Development costs	Total
Construction works	£161.6m
Utilities, on costs and professional fees	£14.5m
Development Management costs	£1.5m
Grant recovery	£3.9m
Finance costs	£2.6m
Site wide on-costs and professional fees	£2.9m
Operating and community development costs	£2.8m
Resident rehousing costs	£0.3m
Demolition (below ground)	£2.4m

Development costs	Total
Sub-total	£192.5m
SDLT and professional fees	£0.5m
Total	£193.0m

51. As noted above, further legal advice is being sought in relation to the tax implications of the revised delivery arrangements, in particular in relation to SDLT. An allowance has been made on the basis of the assumed SDLT relief the council would be eligible for, but this will need to be confirmed ahead of the detailed approval of the transaction.
52. In addition to the above development costs, the transaction would mean that the current contractual financial contributions that Notting Hill Genesis would otherwise have been required to pay across the First Development Site would be reduced by a proportion on the basis of reduced residual development area. This is simply because NHG would not be the ultimate owner and beneficiary of the new homes delivered under these construction packages, but it should be noted that it would result in a combined loss of future income to the council of £17.8m, comprising loss of £11.8m land receipt payment and £6.0m infrastructure contribution.
53. The First Development Site infrastructure contribution has been allocated towards the council's contribution towards the cost of community facilities already under delivery at Plot 18, comprising new library health centre, early years nursery and public square. As a result, the loss of the £6.0m contribution creates in a funding gap on the Plot 18 scheme, however options are currently being explored to meet this gap through external grant funding.
54. In total, the GLA have already allocated £29m of social housing grant to the delivery of affordable units on Package A & B. Initial discussions with GLA officers suggest that through the proposed transaction delivering a significant increase in the quantum of affordable units on site a further grant of up to £25.6m could be secured, taking the total grant available for Package A & B to up to £54.5m. This would mean the net cost to the council of the 581 units would be circa £138.5m (£193m gross), which translates to circa £238.4k per unit (£332k gross). Overall, this cost per unit is broadly comparable to the cost of direct delivery and other purchase prices and is considered to be value for money. Further external cost and valuation advice has been sought to confirm this ahead of approval of the final detailed arrangements. The net cost will be funded out of resources supporting the Housing Investment Programme, including borrowing as appropriate. In addition, the loss of £6m of infrastructure contribution will necessitate additional resources from the General Fund to fund the community facilities on Plot 18. The loss of the land receipt of £11.8m will add further pressure to the Housing Investment Programme by reducing resources available to fund it in the future.
55. The proposed delivery arrangements also include varying the overage arrangements for Package C. Sales overage is never guaranteed income and is dependent upon successful private sales, which are even more uncertain in the current property market. Resetting the sales overage terms for Package C brings them into line with the rest of the regeneration programme. While this results in a notional reduction in the level of overage due to the council, it should be noted that under the existing contractual terms additional development costs resulting from unforeseen delays in securing vacant possession are offset from any future sales

overage. As a result, any actual sales overage achieved would be heavily reduced as a result of these additional costs. Therefore, the cost impact as a result of this change is not considered to be significant.

Consultation

56. The proposals set out within this report have been raised with Faraday ward members and Creation trust.
57. Consultation with affected residents on the proposals for phasing and pre-allocations will be commenced subject to cabinet approval and will be used to inform the equalities impact assessment and IDM on the local lettings policy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

58. The report recommends a change to the delivery arrangements for the housing on the First Development Site. This will necessitate the transfer of land, that has already been leased to Notting Hill Genesis pursuant to the Development Partnership Agreement (DPA), back to the council. This is so that the council will have ownership of the land on which the new social rented homes are being built.
59. The report recommends that authority is delegated to the Strategic Director of Housing and Modernisation, in consultation with the Strategic Director of Finance and Governance and Director of Regeneration, to approve the detailed land transfer arrangements in line with the principles set out in this report.
60. The report confirms that legal advice has already been sought in connection with the best way to structure any variation to the original proposed delivery arrangements and legal advice will continue to be sought in connection with the recommendations of the report. Legal advice will be taken into account by the Strategic Directors of Finance and Governance, and Housing and Modernisation and Director of Regeneration, when they come to exercise their authority as delegated by this report, including in connection with any land transfers.
61. As noted in paragraph 47 of the report, further advice will be taken on any potential procurement risk in relation to this variation which will inform the later decisions.
62. The Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Cabinet is specifically referred to the community impact statement at paragraphs 36-41, setting out the consideration that has been given, and will continue to be given, to equalities issues which should be considered when approving the recommendations in this report.

Strategic Director of Finance and Governance (H&M 20/039)

63. This report seeks Cabinet approval to vary the contractual arrangements with Notting Hill Genesis (NHG) for the development of 581 new council homes at social rent on the First Development Site on the Aylesbury Estate. The report sets out the

indicative costs of development including planned external resources foregone as a result of the necessary change in approach to kick-start the redevelopment programme. As the agreement with NHG is finalised, further work is needed to determine both the programme delivery timeline and cost profile. Based on the indicative costing as it stands, and after taking into account expected grant of £54.5m, funding for the programme is split between the council's Housing Revenue Account (HRA) for the provision of new housing (£138.5m) and the General Fund (GF) for community facilities (6.0m).

64. Given the existing capital funding restrictions that prevail, the development will be primarily funded through new borrowing with consequent revenue financing implications for the council's HRA and GF budgets going forward. The expected land receipt of £11.8m will also be foregone, adding further pressure to the council's Housing Investment Programme. The Strategic Director of Finance and Governance notes the recommendations to earmark the capital funding necessary, which will be incorporated in the next capital refresh report to Cabinet in the Autumn.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Aylesbury Regeneration Programme Moving Forward, Cabinet report, 12 March 2019	Regeneration South, 160 Tooley Street, London SE1 2QH	Matt Derry 07718 961 418
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?AllId=52130		
Aylesbury Phase 3 Rehousing Update, Cabinet report, 12 December 2017	Regeneration South, 160 Tooley Street, London SE1 2QH	Matt Derry 07718 961 418
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?AllId=48213		

APPENDICES

No.	Title
Appendix 1	Plan of FDS Packages A-C

AUDIT TRAIL

Cabinet Member	Councillor Johnson Situ, Growth, Development and Planning; Councillor Kieron Williams, Housing Management and Modernisation; Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	
Lead Officer	Michael Scorer, Strategic Director of Housing & Modernisation	
Report Author	Matt Derry, Senior Regeneration Manager	
Version	Final	
Dated	3 July 2020	
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
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 July 2020	

APPENDIX 1

Plan of FDS Packages A-C

**Key:**

A	Building Contract A – sub-plots 1, 2 and 6 (blocks C and D)
B	Building Contract B – sub-plots 5 and 6 (blocks A, B D and E)
C	Building Contract C – sub-plots 3 and 4

Item No. 20.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		18 St Mary's Road, SE15 2DW	
Ward(s) or groups affected:		Nunhead and Queens Road	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

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

This report proposes the sale of the council's freehold interest in 18 St Mary's Road, Nunhead. The council ceased to run services from the building in November 2018 and has no operational need for the building. Consideration has been given to converting the building to affordable housing but this would need substantial investment, alteration and modernisation. It is therefore recommended that we dispose of the premises.

The proceeds from the sale will fund our ambitious general fund capital programme including vital projects such as school building and refurbishment, an expansion of our school streets programme, new investment in our adventure playgrounds and sports pitches, much needed transport improvements as well as continued investment in our award winning parks, libraries and leisure centres.

The capital programme currently has a substantial funding gap of £394m over future years. Capital receipts from buildings that are no longer needed and unfit for further council purpose, form a key part in ensuring the programme's ambitions can be met.

RECOMMENDATIONS

1. That cabinet notes the decision to vacate 18 St Mary's Road (the 'Property') was taken in 2017 on the basis that it was not fit for purpose and that it was uneconomic to carry out necessary adaptations.
2. That cabinet delegates the disposal of the Property to the Head of Property at auction or via any other method deemed appropriate.
3. That cabinet authorizes the Head of Property to determine the appropriate reserve price or asking price appropriate to the method of disposal.

BACKGROUND INFORMATION

4. 'The Office Accommodation Strategy – Queen's Road 4' Cabinet Report 12 December 2017 approved the disposal of buildings which were unfit for purpose including the Property.
5. The Property (as identified in bold outline on Ordnance Survey map at appendix 1) is unfit for any operational purpose including affordable housing.

6. The Property's historic use has been as a non- residential facility accommodating services for young people. It is held in the General Fund.
7. The Property is a large, semi detached Victorian house built over basement, ground, first and second storey located in Nunhead. It has a one storey side extension which accommodates a garage and a large meeting room. It has large front and back gardens.
8. It currently has a D1 use class as defined in the use classes order 2020. Until November 2018 it housed Southwark Choices and the Alternative Education Provision.
9. The services have been decanted respectively to the Queen's Road complex and Notre Dame School as the building posed serious health and safety risks and accessibility issues for both staff and users which couldn't be addressed without significant and costly adaptation. The running costs were also disproportionately high for services of the same type in modern accommodation.
10. The property was declared surplus on 23 November 2018.
11. It is currently occupied by residential guardians as it's not fit for purpose for any other council function.

KEY ISSUES FOR CONSIDERATION

12. Savill's Auctioneers provided an informal estimate of value assuming continued D1 use and without the benefit of any planning advice.
13. Officers have instructed Purcell Architects to work up a very outline scheme for discussions with the Local Planning Authority to establish the property's development potential and set a realistic reserve price.
14. The Head of Development, Housing and Modernisation, has confirmed that the property is not appropriate for new homes delivery.
15. Authority to sell is delegated to the Head of Property in individual cases where the sale price is below £750,000 but based upon the advice given by Savills and other research undertaken it is considered that the sale price of the Property may exceed this limit and Cabinet approval is therefore required.

Policy implications

16. As set out in the 2017 cabinet report the decision to dispose of 18 St Mary's Road (and other properties) supports the overall priority to be a council that is fit for the future, as set out in the council plan and set out in the respective workforce, workplace and IT strategies.

Community impact statement

17. 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.

18. Relevant protected characteristics for the purposes of the Equality Act are :

- Age
- Civil partnership or marriage
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex or sexual orientation.

19. In order to discharge its public sector equality duty, in considering the recommendations of this report the Cabinet must have due regard to the possible effects of them on any groups sharing a protected characteristic. This is an ongoing obligation.

20. An Equality and Health analysis was carried out on the impact on service users of moving services from buildings such as 18 St Mary's Road to modern, alternative provision .It was concluded there would be a positive effect. It is not thought that the current recommendations would alter that conclusion.

Resource implications

21. The disposal of this property will bring in capital receipt to fund council projects. The Property has been declared surplus to the council's requirement and declared unfit for any operational purpose including affordable housing.

22. If the Council invested in making this property safe and accessible it would still not offer modern, fit for purpose accommodation for Council services. The sums required would certainly not represent best value and the running costs would continue to be disproportionately high.

23. Even where properties are secured by residential guardians and there is a minimal income stream, there is always the risk that repairs and maintenance will be required to keep the property compliant and structurally sound.

24. Disposal costs, which comprise reasonable incidental management and legal charges as well as sales and marketing costs, will be met from the sale receipts

25. There are no other risks or costs involved.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

26. Section 1 of the Localism Act 2011 grants councils a general power of competence whereby a local authority has the power to do anything that individuals generally may. However, that power does not enable a local authority to do anything which it

is unable to do by virtue of a pre-commencement limitation. Section 123 of the Local Government Act 1972 is a pre-commencement statute that imposes limitations on the council's power to dispose of property.

27. The director of law and democracy has been informed by the author of this report that the Property is non-housing stock and is held in the council's general fund. As such, the Cabinet is advised that section 123 of the Local Government Act 1972 is the legislation relevant to the proposed disposal of the Property.
28. Section 123 of the Local Government Act 1972 provides that a council shall not (save where the consent of the Secretary of State has been obtained) dispose of non-housing land for anything less than the best consideration that can reasonably be obtained, other than by way of a short tenancy. It is noted in this reports that professional opinions have been sought from Savills Estate Agents as to the market value of the Property. It is also noted in the report that professional architects' opinions are being sought in order to ascertain the potential development opportunities which the Property presents. In doing so, an accurate market value may be ascertained taking into consideration the future scope for development which the Property may offer.
29. Cabinet is therefore advised that authority to dispose of the Property may be delegated to the Head of Property so long as the requirements for best consideration are met.

Strategic Director of Finance and Governance (FC20/003)

30. This report is requesting Cabinet to note the decision to vacate 18 St Mary's Road (the 'Property') was taken in 2017 on the basis that it was not fit for purpose and that it was uneconomic to carry out necessary adaptations.
31. This report is also requesting Cabinet to delegate the disposal of the Property to the Head of Property at auction or via any other method deemed appropriate and to authorise the Head of Property to determine the appropriate reserve price or asking price appropriate to the method of disposal.
32. The financial implications section explains that any investment in this property is not advisable and loss of rental income from the disposal will be minimal as the property was occupied by residential guardians.
33. The Strategic Director of Finance and Governance notes that the property has been declared surplus due to being uneconomic to repair. It is also noted that professional advice is being sought from Savill's Auctioneers and architects to assess the market value of the property and setting a realistic reserve price. The capital receipts generated from the disposal will be recycled into the capital programme to fund projects in line with council priorities.
34. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

VAT implications from Corporate Finance (same concurrent ref)

35. The disposal of a General Fund categorised property asset at 18 St Mary's Road, SE15 2DW will generate capital receipts due to the council, which will be exempt from VAT (no VAT payable).

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

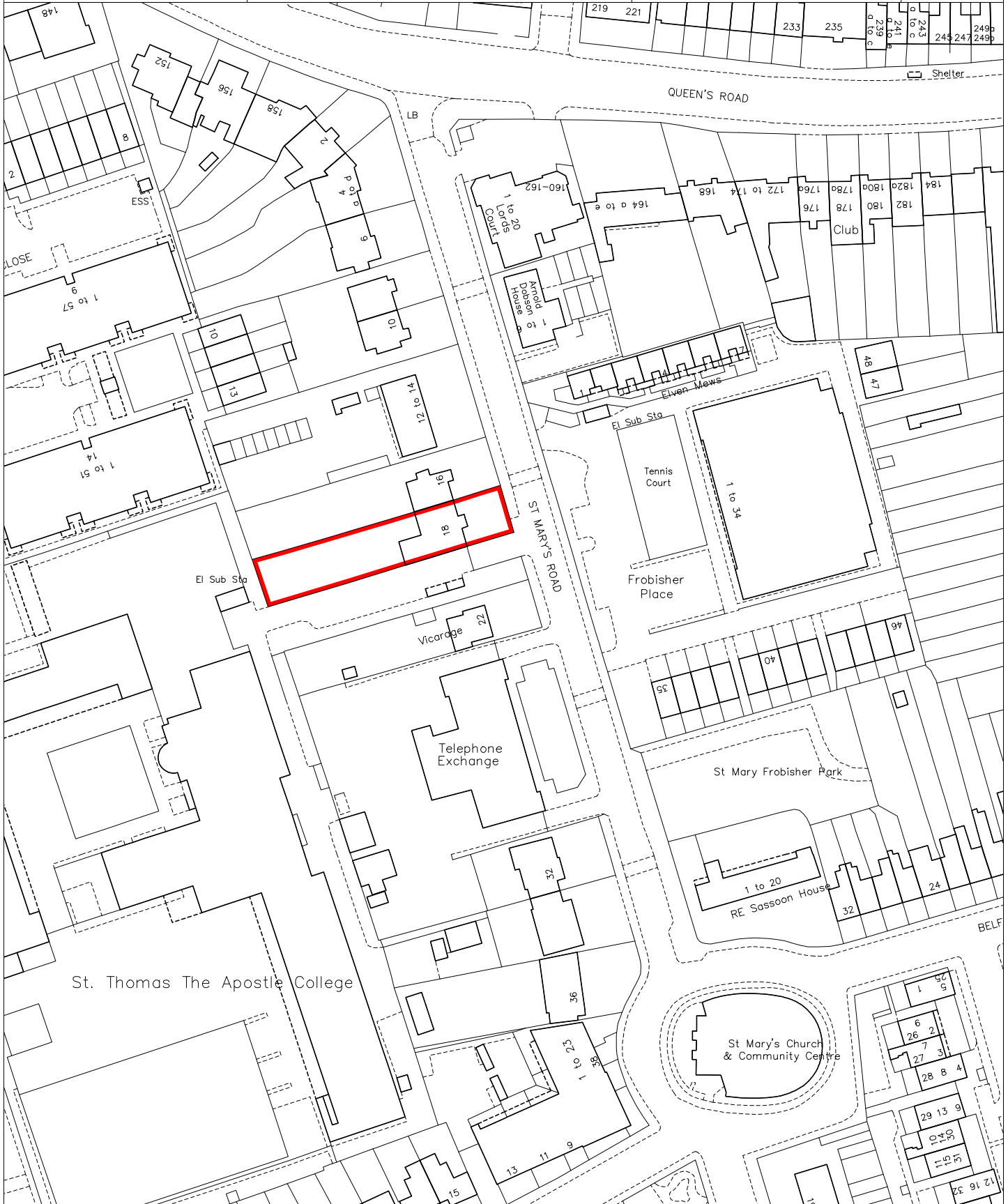
No.	Title
Appendix 1	Ordnance Survey Extract

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Finance, Performance and Brexit	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Pascale Rosenbloom, Senior Surveyor	
Version	Final	
Dated	3 July 2020	
Key Decision?	Yes	
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	3 July 2020



TITLE.	18 St. Mary's Road, SE15 2DW.	
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Item No. 21.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		23 Urlwin Street SE5 and 48 Hayles Street SE11 – Disposal of freehold interests	
Wards affected:		Camberwell Green and St George	
From:		Councillor Victoria Mills, Finance, Performance and Brexit	

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

This report proposes the sale of the council's freehold interest in two properties which are anticipated to have a value well in excess of £750,000 each.

Both properties are currently empty and at risk of deterioration. They also require substantial investment and modernisation. It is therefore recommended that we dispose of the properties. The proceeds from these sales will fund the housing investment programme and help finance the building of new council homes and improvements to existing council homes.

The Council's Housing Investment Programme has a substantial funding gap of £88m over future years. Some capital receipts, such as those expected from the sale of these properties, are needed if the programme's ambitions are to be met. The sale of these two properties is consistent with the council's current void strategy agreed in March 2009 and amended in 2014 to ensure thresholds and criteria for disposal were robust.

RECOMMENDATIONS

1. That the cabinet authorises the Head of Property to dispose of the Council's freehold interest in 23 Urlwin Street SE5, and 48 Hayles Street SE11 (the "Properties"), for a sum that equates to the market value of the individual properties.

BACKGROUND

2. On 17 March 2009 the then Executive received a report from officers entitled 'Capital income generation for the Housing Investment Programme and Hidden Homes'. Amongst the recommendations of this report the Executive noted the funding gap to meet its investment needs for its housing stock, to deliver a Southwark Decent Homes Standard for all tenanted homes. Further to this the Executive noted the considerations for different funding options which were identified in the April 2008 Executive report (Southwark's Decent Homes Standard), and agreed the disposal of empty homes (voids) – in line with paragraphs 16-25 of the March 2009 report.
3. Executive further resolved on 17 March 2010 'that 100% of the receipts generated from the additional disposal of voids and land proposed by this report are used to fund both the housing investment programme to deliver Southwark's Decent Homes Standard and to deliver new housing through a Hidden Homes strategy and potentially some new build'.

4. In July 2014 Cabinet reviewed the voids policy and revised the criteria for disposal, specifically to increase the threshold for disposal of void properties valued at £300,000 to £500,000, with the additional proviso that such properties be backed by one further category.
5. The Properties have been identified as suitable for disposal as they meet the value requirements of the amended criteria, i.e. it is considered that the properties each have a value in excess of £750,000.
6. 23 Urlwin Street, SE5 is an end of terrace four storey, Grade 2 listed, Victorian house situated in the Grosvenor Park conservation area. 48 Hayles Street SE11 comprises a three storey Victorian house situated in the West Square conservation area. Both properties require comprehensive refurbishment internally and externally and have been identified as being 'uneconomic to repair.' The works costs have been estimated by a quantity surveyor to be around £40,000 and £70,000 respectively. It is considered that these are very conservative estimates and do not fully take into account some of the structural and room layout issues to be rectified.
7. The Properties are identified in bold outline on the attached Ordnance Survey extracts at Appendix 1.
8. The Properties are currently empty and are at further risk of deterioration and trespass. 48 Hayles Street has recently been subject to illegal occupation and anti social behaviour which resulted in damage to the property.
9. These Victorian street properties, whilst potentially attractive and relatively spacious, are notoriously harder and more expensive to manage and maintain compared to other segments of the housing portfolio. In addition heating these properties can be very costly compared to the new stock that is currently being built and planned.
10. The Properties are held in the Housing Revenue Account (HRA).
11. Authority to sell is delegated to the Head of Property in individual cases where the sale price is below £750,000. The sale price of the Properties will exceed this limit and Cabinet approval is therefore required.
12. The Properties have been declared surplus to the council's requirements by the Director of Regeneration on 2 July 2020 following a recommendation by the council's void panel.

KEY ISSUES FOR CONSIDERATION

13. In accordance with the principles and policy of good asset management laid down by government, together with local authority regulations, councils are required to dispose of surplus property assets subject to best consideration and/or market value requirements. The sale of the Properties will comply with these requirements.
14. The sale of the Properties to owner occupiers, developers and/or investors should ensure that they are quickly brought back into beneficial use.
15. This report recommends that the receipts from the sale of the Properties be earmarked for the Housing Investment Programme.

Policy implications

17. The disposal of the Properties will generate a substantial capital receipt, which will be used to provide capital funding in support of the council's key priorities. This assists the council in meeting its commitment to increasing the supply of quality new homes that people can genuinely afford as outlined in the Southwark Housing Strategy 2020.
18. The disposal of the Properties is consistent with the recommendations contained within the report considered by Executive on the 17 March 2009 entitled 'Capital Income Generation for the Housing Investment Programme and Hidden Homes'. This policy was further endorsed by the 31 May 2011 Cabinet report which noted the progress made to date and resolved to continue and extend the void strategy. More recently in July 2014 Cabinet revised the value threshold for disposal and introduced the need for an additional criteria to trigger a disposal. The properties recommended for disposal meet or exceed the relevant criteria

Effect of proposed changes on those affected

19. The sale of properties within the HRA stock will have a negative impact on the number of council properties available to let. However, this will be offset by the delivery of new homes and investment to retained stock, especially where decent homes have not yet been delivered.
20. Increased investment into Southwark's stock to provide warm, dry and safe homes will have a positive impact on disadvantaged and minority communities, who are statistically more likely to be council tenants than the general population as a whole.

Community impact statement

21. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to:
 1. Eliminate discrimination
 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 3. 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:
 - a. Age
 - b. Civil partnership or marriage
 - c. Disability
 - d. Gender reassignment
 - e. Pregnancy and maternity
 - f. Race
 - g. Religion or belief
 - h. Sex or sexual orientation
23. In order to discharge its public sector equality duty, in considering the recommendations of this report the Cabinet must have due regard to the possible effects of them on any groups sharing a protected characteristic. This is an ongoing obligation.

Resource implications

24. This report recommends the disposal of the Properties on the open market for a sum that equates to the individual market values of the properties. The Properties have been declared surplus to the council's housing requirement.
25. As these Properties are being disposed of under the void strategy, set out in the report to Executive on 17 March 2009 and endorsed and extended at Cabinet on 31 May 2011 and 22 July 2014, the impact of loss of rental potential has been considered within the cumulative impact on the Housing Revenue Account of this strategy.
26. Disposal costs, which comprise reasonable incidental management and legal charges as well as sales and marketing costs, will be met from the sale receipts
27. There are no other risks or costs involved.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

29. Section 1 of the Localism Act 2011 grants councils a general power of competence whereby a local authority has power to do anything that individuals generally do. However, that power does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement limitation. Section 32 of the Housing Act 1985 is a pre-commencement statute which imposes limitations on the Council's power of disposal.
30. As the properties fall within the Council's Housing Portfolio, the disposals can only proceed in accordance with Section 32 of the Housing Act 1985, for which purposes the consent of the Secretary of State for the Department of Communities and Local Government is required.
31. A number of General Consents have been issued in the General Housing Consents 2013.
32. Consent A3.1.1 of the General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985-2013 enables a local authority to dispose of land for a consideration equal to its market value subject to exceptions in paragraph A3.1.2. The exceptions in paragraph A3.1.2 are disposals to a body owned or partly owned by the local authority, disposals that fall into a separate consent for reversionary interests in houses and flats and disposals that would result in a local authority tenant becoming the tenant of a private landlord.
33. The report also confirms in paragraph 12 that the properties were declared surplus to the Council's requirements on 2 July 2020

Strategic Director of Finance and Governance (H&M 20/036)

34. This report is requesting Cabinet to authorise the Head of Property to dispose of two properties on the open market as detailed in the report.
35. The Strategic Director of Finance and Governance notes that the properties have been declared surplus due to being uneconomic to repair and the capital receipts generated from

the disposal will be used to support the council's housing investment programme.

36. The financial implications section also explains that the loss of rental income from the disposal has been considered as part of the Housing Revenue Account budget setting process.
37. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	OS plans, 23 Urlwin Street, SE5 - highlighted in bold
Appendix 2	OS plans, 48 Hayles Street, SE11 - highlighted in bold

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Cabinet Member for Finance, Performance and Brexit	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Paul Davies, Principal Surveyor	
Version	Final	
Dated	2 July 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	2 July 2020	

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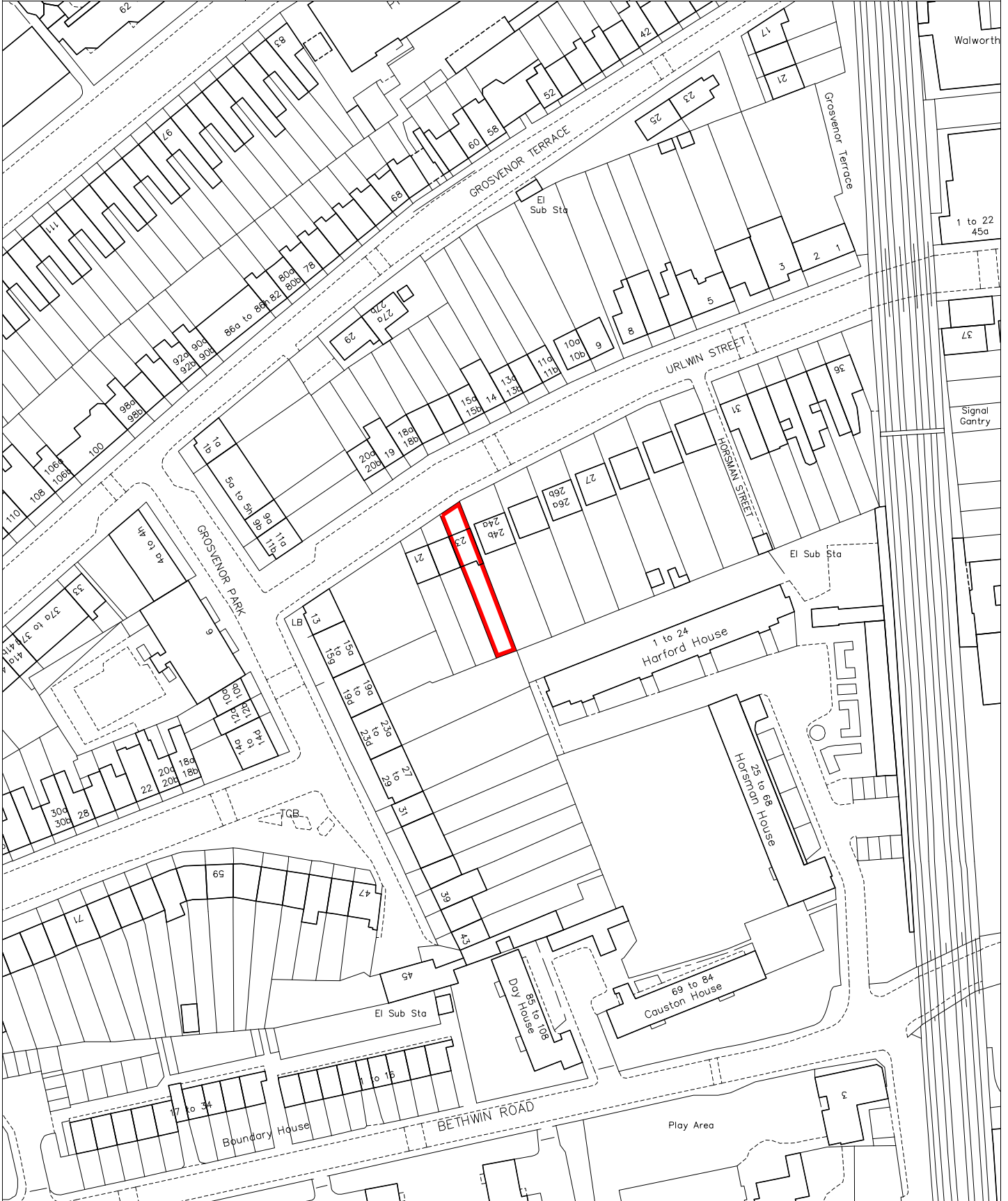
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TITLE. 48 Hayles Street, SE11 4SX.

DRAWING No. LBS_3922

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