

Cabinet

Tuesday 8 September 2020

4.00 pm

Online/Virtual. This meeting will be livestreamed at
<https://www.youtube.com/user/southwarkcouncil>

Membership

Portfolio

Councillor Peter John OBE (Chair)	Leader of the Council
Councillor Rebecca Lury	Deputy Leader and Cabinet Member for Culture, Leisure, Equalities and Communities
Councillor Evelyn Akoto	Cabinet Member for Community Safety and Public Health
Councillor Jasmine Ali	Cabinet Member for Children, Schools and Adult Care
Councillor Stephanie Cryan	Cabinet Member for Jobs, Business and Innovation
Councillor Richard Livingstone	Cabinet Member for Environment, Transport and the Climate Emergency
Councillor Victoria Mills	Cabinet Member for Finance, Performance and Brexit; and Deputy Community Champion for the East Central Area
Councillor Leo Pollak	Cabinet Member for Social Regeneration, Great Estates and New Council Homes
Councillor Johnson Situ	Cabinet Member for Growth, Development and Planning
Councillor Kieron Williams	Cabinet Member for Housing Management and Modernisation

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

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Contact

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Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 28 August 2020



Cabinet

Tuesday 8 September 2020

4.00 pm

Online/Virtual. This meeting will be livestreamed at
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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 dispensations in respect of any item of business to be considered at this meeting.	

Item No.	Title	Page No.
5.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of a public question is midnight Wednesday 2 September 2020.	
6.	MINUTES	1 - 11
	To approve as a correct record the minutes of the open section of the meetings held on 14 July 2020.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 2 September 2020.	
8.	DRAFT CARE HOME QUALITY ASSURANCE SCRUTINY REVIEW PART ONE – OLDER PEOPLE - HEALTH & ADULT SOCIAL CARE SCRUTINY COMMISSION	12 - 30
	To consider recommendations from the health and adult care social care scrutiny commission in respect of the draft care home quality assurance scrutiny report (older people) and to provide a response back within eight weeks.	
9.	REFRESH OF THE COUNCIL PLAN 2018-2022	31 - 49
	To agree the proposed refresh of the Council Plan 2018-2022 and note that, following the period of public consultation, the Leader will approve the final format of the Council Plan 2018-22 refresh for recommendation to the council assembly on 25 November 2020.	
	OTHER ITEMS	
10.	SOUTHWARK STANDS TOGETHER PROGRAMME	
	To review programme of work and agree recommendations arising and next step/action.	
11.	COMMUNITY HUB - SUPPORTING THE NEEDS OF THE MOST VULNERABLE	
	To agree the recommendations of the Southwark Covid-19 Community Hub Rapid Review.	

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING**EXCLUSION OF PRESS AND PUBLIC**

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

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

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

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

Date: 28 August 2020



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 14 July 2020 at 4.00 pm Online/Virtual meeting.

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

1. APOLOGIES

An apology for absence was received from Councillor Stephanie Cryan.

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

The chair gave notice of the following late item:

- Leisure Management Contract - Post Covid-19 Review and Management Arrangements
- Policy and Resources Strategy: Financial Remit 2021-22 and Scene Setting.

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 closed items scheduled for consideration at this meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Johnson Situ declared a non-pecuniary interest in respect of Item 19: Aylesbury Regeneration Programme: Delivery of Council Homes on the First Development Site, as chair of the trustees of the Creation Trust.

5. PUBLIC QUESTION TIME (15 MINUTES)

None were received.

6. MINUTES

RESOLVED:

That the minutes of the cabinet meeting held on 16 June 2020 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

RESOLVED:

That the deputation request from Southwark Cyclists be heard.

Southwark Cyclists presented a deputation to cabinet in respect of Item 14: Southwark's Streetspace Plan in response to Transport for London's (TfL's) London Streetspace Plan. The deputation outlined the importance of the proposals within the report to ensure the majority of Southwark residents still have a safe way to travel as Covid-19 guidance limited the use of public transportation. Southwark Cyclists have worked with the council in lockdown and support the measures and schemes proposed in the report.

The deputation explained the need to ensure that the streets are safe and healthy for all which are supported by the number of specific schemes that have been adopted (to promote and ensure safe cycling and walking within the borough). This will have particular benefits for children and other groups within the community.

The deputation welcomed the consideration of these proposals in the context of air quality and the climate strategy (reports also on this cabinet agenda) and the joined up approach being followed. The deputation identified further measures that could be taken in respect of low traffic neighbourhoods. In summary, the proposals and work were welcomed and the positive impact that is likely to result for public health and social justice for the local community.

Councillor Richard Livingstone, cabinet member for environment, transport and the climate emergency thanked the deputation for their comments and confirmed that discussions would continue with Transport for London (for areas outside the council's control) for further improvements to be made.

8. THE COUNCIL'S RELATIONSHIP WITH HOUSING ASSOCIATIONS - RECOMMENDATIONS OF THE HOUSING SCRUTINY COMMISSION

Councillor Gavin Edwards (chair of the housing scrutiny commission) presented the report to cabinet.

RESOLVED:

1. That 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 be noted:
 - 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 member for housing management and modernisation reports back to cabinet on the recommendations within eight weeks.

9. EDUCATION: EXCLUSIONS AND ALTERNATIVE PROVISION - REPORT FROM THE EDUCATION AND BUSINESS SCRUTINY COMMISSION

Councillor Peter Babudu (chair of the education and business scrutiny commission) presented the report to cabinet.

RESOLVED:

1. That the education and business scrutiny commission report on education: exclusions and alternative provision, Appendix A of the report be noted.
2. That the recommendations from the education and business scrutiny commission be considered and that the cabinet member for children, schools and adult care reports back to cabinet within eight weeks.

10. PROCUREMENT: ACCESSIBILITY AND SOCIAL VALUE - REPORT FROM THE EDUCATION AND BUSINESS SCRUTINY COMMISSION

Councillor Peter Babudu (chair of the education and business scrutiny commission) presented the report to cabinet.

RESOLVED:

1. That the education and business scrutiny commission report on procurement: accessibility and social value, Appendix A of the report be noted.
2. That the recommendations from the education and business scrutiny commission be considered and that the cabinet member for finance, performance and Brexit reports back to cabinet within eight weeks.

11. ENVIRONMENT SCRUTINY COMMISSION: AIR QUALITY

Councillor Leanne Werner (chair of the environment scrutiny commission) presented the report to cabinet.

RESOLVED:

That the report (Appendix A of the report), as set out on page 6 of the report be considered and the relevant cabinet member for environment, transport and the climate emergency reports back within eight weeks.

12. SECOND SCRUTINY REVIEW OF THE CLIMATE EMERGENCY STRATEGY

Councillor Leanne Werner (chair of the environment scrutiny commission) presented the report to cabinet.

RESOLVED:

That the recommendations in the report be considered (Appendix A of the report), as set out on page 4 of the report and request that the cabinet member for the environment, transport and the climate emergency reports back within eight weeks.

13. CLIMATE CHANGE STRATEGY FOR SOUTHWARK**RESOLVED:**

1. That the draft climate strategy (Appendix 1 of the report) be consulted upon and officers be requested to undertake this.
2. That officers consider the consultation responses and bring a final climate strategy to cabinet for approval.
3. That officers develop a climate action plan which will set out the timescales, methods and resources for implementing a final climate strategy.

14. SOUTHWARK'S STREETSPACE PLAN IN RESPONSE TO TFL'S LONDON STREETSPACE PLAN

RESOLVED:

Decisions by the Cabinet

1. That 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 of the report be agreed.
2. That the progress report on funding and delivery from Wednesday 24 June 2020 as contained in Appendix B of the report be noted.

Decision by the Leader of the Council

3. That authority be delegated 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.

15. BOROUGH EMERGENCY PLAN

RESOLVED:

1. That 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 be agreed.
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 it be noted 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.

16. COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2019-20

RESOLVED:

1. That the council's performance over 2019-20 against the Council Plan 2018-2022 be noted.
2. That a refreshed Council Plan be brought to cabinet in September 2020.

17. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: MAJOR BUILDING WORKS

RESOLVED:

1. The procurement strategy outlined in the 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 be approved.
2. The publication of a Prior Information Notice (PIN) to inform the market of the council's intention to procure be approved.
3. That it be noted 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 it be noted that the procurement strategy in the 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.

18. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: LIFT MAINTENANCE, REFURBISHMENTS AND REPLACEMENT

RESOLVED:

Decisions of the Cabinet

1. That the procurement strategy outlined in the 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 be approved.
2. That it be noted that the successful contractors will act as back up to each other on their tendered rates to ensure an efficient service delivery.

Decision of the Leader of the Council

3. That authority be delegated to the cabinet member for housing management and modernisation to approve the Gateway 2 report for 2 lift maintenance, refurbishment and replacement contracts.

19. AYLESBURY REGENERATION PROGRAMME: DELIVERY OF NEW COUNCIL HOMES ON THE FIRST DEVELOPMENT SITE

Cabinet heard representations from the Creation Trust in respect of this item, who welcomed the proposals for good quality and affordable homes for local residents and homeowners.

RESOLVED:

1. That in principle the arrangements set out in the report for the delivery of 581 new council homes on the First Development Site at the Aylesbury Estate be approved.
2. That in the next capital refresh report to cabinet, funding of £138.5m be allocated 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. That authority be 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 the report.
4. That it be noted that a local lettings policy will be developed for the new homes at the first development site (FDS) as set out in this report at paragraphs 27 to 30 of the report to be approved by the cabinet member for housing management and modernisation.
5. That it be noted that a further report on phasing and rehousing implications will be brought to cabinet later this year.

20. 18 ST. MARYS ROAD, SE15 2DW**RESOLVED:**

1. That it be noted that 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 the disposal of the property be delegated to the head of property at auction or via any other method deemed appropriate.
3. That the head of property be authorised to determine the appropriate reserve price or asking price appropriate to the method of disposal.

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

RESOLVED:

That the head of property be authorised 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.

22. LEISURE MANAGEMENT CONTRACT - POST COVID-19 REVIEW AND MANAGEMENT ARRANGEMENTS

It was not possible to circulate this report five clear days in advance of the meeting. The chair agreed to accept this item as urgent to enable Sports and Leisure Management (SLM) to prepare in advance for the reintroduction of the council's leisure services, as soon as the government closure order is lifted, resulting in restored services for residents to access. Failure to re-open the leisure centre alongside competitors would result in SLM and the council losing market share to competitors.

RESOLVED:

Decisions of the Cabinet

1. That a medium term financial support arrangement be agreed with the council's leisure management contractor, Sports and Leisure Management Ltd (SLM), by contract variation, in order for the leisure centres to re open as soon as possible (subject to government restrictions being lifted) and to continue to operate until at least March 2021 whilst the council considers its options.
2. That it be noted that officers are in the process of a full review and evaluation of the options for the future management of the council's leisure centres in light of the COVID-19 pandemic and officers will report on the results of the evaluation to cabinet in September.
3. That it be noted that this report constitutes a Gateway 0 report in respect of the proposed options review, and a Gateway 3 report in respect of the proposed contract variation, for the purposes of the council's contract standing orders.

Decisions of the Leader of the Council

4. That final approval of the detail of the contract variation and medium term financial support arrangement be delegated to the strategic director of environment and leisure, in consultation with the strategic director of finance and governance, the deputy leader and cabinet member for culture, leisure, equalities and communities and the cabinet member for finance, performance and Brexit.
5. That the strategic director of finance and governance be asked to note that resource provision will be required for the value of the contract variation, the development of the management options and also the implementation of any chosen option.

23. POLICY AND RESOURCES STRATEGY: FINANCIAL REMIT 2021-22 AND SCENE SETTING

It was not possible to circulate this report five clear days in advance of the meeting. The chair agreed to accept this item as urgent because the council each year updates a detailed policy and resources strategy covering, as a minimum, the following financial year. This report initiates the 2021-22 to 2023-24 budget planning process and the detailed work on budget proposals. Members and officers will undertake this work over the coming months in order to meet the timetable to prepare a budget proposal for submission to council assembly in February 2021.

RESOLVED:

1. That the unprecedented financial uncertainties be noted:
 - The impact of the Covid-19 pandemic on spending, income and savings plans and the pace of recovery
 - The extent of government support to offset the financial cost to the council of the pandemic
 - The expected world-wide recession as we emerge from lock-down and the end of the Brexit transition period
 - The likely delay in the spending review intended to take place in 2020, with no indications of core funding and level of grants in 2021-22 and beyond
 - The postponement of the planned reforms of local government finance (fair funding review, business rate retention arrangements) intended to be implemented from April 2021
 - The likely deferment of business rates reset, planned for April 2021
 - Governments proposals for sustainable long-term funding for adult social care
 - No confirmation of additional funding for new burdens and other demand pressures including social care, high needs costs, homelessness and impacts of welfare reform.
2. That it be noted that the economic and financial impacts to the council of Brexit remain unclear and that any local budget pressure may need to be contained within the limited budget and reserve created as part of the 2019-20 policy and resourcing strategy and budget for 2019-20.
3. That it be noted that the accumulated deficit on the dedicated schools grant was £18.5m at 31 March 2020 with the prospect of achieving any meaningful reduction without additional funding from the Department for Education being remote.
4. That it be noted that financial planning is extremely challenging, with a range of potential scenarios suggesting a funding gap in 2021-22 of anywhere between £12.8m and £46.8m, with the range of potential outcomes increasing widely beyond 2021-22 (paragraph 41 of the report) and that, subject to the inherent uncertainties, the central forecast indicates a potential budget gap of £26.2m in 2021-22.
5. That the central budget forecast is based on the assumptions set out at paragraph 23 of the report:
 - Additional government funding will be announced to mitigate collection fund

deficits as a consequence of the pandemic (50% most likely; 75% best case and 0% worst case)

- That council revenues will continue to suffer losses in 2021-22 as a consequence of the pandemic and recession
 - The use of reserves to mitigate resource losses throughout the period 2021-22 to 2023-24 (£5.0m per annum in the most likely scenario, £2.5m best and £10m worst)
 - Council tax will need to increase throughout the period (2.99% per annum assumed)
 - No additional precept for adult social care
 - Additional costs arising from pay and prices, contractual losses, undeliverable savings proposals and debt financing costs (£20.1m/£14.4m/£24.8m respectively)
 - Debt financing costs arising from additional investment projects (£1.5m in 2021-22 in the most likely scenario)
 - That the Public Health deficit will be written down to support the service as we enter the period of recovery and renewal (£0.9m in the most likely/best case and £1.8m in worst).
6. That it be noted that the funding forecasts contained within the report draw on reserves to mitigate immediate budget pressures; these reserves will need to be replenished in the longer-term.
7. That the strategic director of finance and governance with the support of other strategic directors will look to establish medium term budget plans, reviewing any decisions previously taken.
8. That further reports be received by cabinet in the autumn, as further funding information becomes available and as budget plans for 2021-22 to 2023-24 develop.

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.

24. MINUTES

RESOLVED:

That the minutes of the closed section of the cabinet meeting held on 16 June 2020 be approved as a correct record and signed by the chair.

The meeting ended at 6.05pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 22 JULY 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.

Agenda Item 8

Item No. 8.	Classification: Open	Date: 8 September 2020	Meeting Name: Cabinet
Report title:		Care Home Quality Assurance (Older People) scrutiny review	
Ward(s) or groups affected:		All	
From:		Health and Social Care Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet considers the recommendations in the report (Appendix A), as set out on page 3 of the report and request that the relevant cabinet member reports back within eight weeks.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Health and Social Care Scrutiny Commission agenda and papers 2019/20	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=519		

APPENDICES

No.	Title
Appendix 1	Modern Day Slavery and Trafficking scrutiny review

AUDIT TRAIL

Lead Officer	Everton Roberts, Acting Head of Overview and Scrutiny		
Report Author	Julie Timbrell, Scrutiny Project Manager		
Version	Final		
Dated	31 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			27 August 2020

Care Home quality assurance
scrutiny review

Older people

Health & Adult Social Care Scrutiny
Commission

July 2020

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1 Summary of recommendations

Recommendation one

All homes, the Council and CCG ought to have a clear and well publicised Complaints, Quality Alert and Safeguarding processes that detail how to raise concerns with the homes, Council, CCG, CQC, who to go to, and at which point.

This ought to include a mechanism to appeal to the council and NHS CCG if a resident or advocate is unhappy with the outcome of an internal resolution process.

This ought to be managed through the contract monitoring and commissioning process.

Recommendation two

A record and summary of the number of Complaints and Quality Alerts made to the council, CCG and CQC ought to be provided in an annual report to Cabinet, with benchmarking against comparator boroughs.

Recommendation three

Ensure systems are put in place to ensure that people in homes (in and out of Southwark) who are unbefriended have support by the Independent Lay Advocacy service, or similar.

Recommendation four

Ensure that care homes hold regular meeting for families and carers. These ought to happen at least quarterly, and there ought to be a schedule of attendance by monitoring officers, commiserate with the number of Southwark residents and contract management resources.

Recommendation five

Commission the Older People's Hub to provide information and advice to prospective older people, friends and family on how to choose a care home.

Recommendation six

The commission endorse the organisational commitment shown by the council and Age UK Lewisham and Southwark to restart the Lay inspectors programme and establish complimentary and strong working relationships. A summary of the Lay Inspectors work ought to be included in an Annual Report on Care Homes.

Recommendation seven

An annual Cabinet report on Care Homes would be useful addition. This ought to summarise contract monitoring, CQC, Lay Inspector, Healthwatch, and CCG reports, and include a summary of complaints and Quality Alerts, with benchmarking with comparative Local Authorities.

Recommendation eight

Complete the Ethical Home Care Charter by September

Recommendation nine

Expedite the current plans for expansion of provision of Nursing Homes and review future plans to ensure that there will be enough local capacity, particularly for local people with more challenging dementia.

Recommendation ten

Lobby government to bring forward the expected White Paper on social care funding to ensure the service is sufficiently well funded and councils can agree fees with care homes that allows for payment of the London Living Wage, full sick pay and other terms of conditions that reflect the value that we place on this important service.

Recommendation eleven

Ensure the Ethical Home Care Charter includes a requirement for sick pay.

Recommendation twelve

Plans must be put place to manage a second wave of COVID 19 and the risk of further fatalities by ensuring adequate PPE, testing, and that care homes are not treated as a step down facility.

Recommendation thirteen

Roll out keyworker status to family and friends of older people in care homes, starting with people with dementia and moving to other isolated older people, to allow visitation during the pandemic. Everybody has a human right to family life, which includes regular contact¹.

¹ See Article 8 Respect for your private and family life.

2 Introduction

This report sets out to review the quality of care of Southwark providers and out of borough placements used by Southwark adults, to ensure people in both local and out of borough placements are safe, well and in suitable accommodation. The review has a particular focus on examining the assurance and inspection processes in place, to see if they are performing well.

As the review was nearing completion the COVID 19 pandemic struck, which placed care homes residents at particular risk. In order to address this the Commission heard further evidence, and this is included as an addendum.

The report concentrates on provision used by older people, in and out of Southwark. The Commission will take further evidence on provision for working age adults, commonly with a disability or requiring rehabilitation, and provide an additional report, if warranted.

3 Evidence considered

The review considered the following:

- Lay Inspectors work, hearing from volunteer lay inspectors, who deliver the service, Age UK Lewisham and Southwark, who coordinate the service, and Southwark officers, who commission the service
- Council and CCG commissioners quality assurance process
- CQC reports
- Unions
- Healthwatch
- Carers

4 Commissioning of homes for older people needing residential and nursing care

Southwark is well placed to deliver Extra Care to local people but has a shortage of local residential and nursing care provision.

Currently 70% of Southwark people requiring nursing beds are placed out borough. However, officers told the Commission that 80% of people that we place out of borough would prefer to be in Southwark.

	Adult/OP residential		Adult/OP nursing		Extra Care	
	No. schemes	No. SUs	No. schemes	No. SUs	No. schemes	No. SUs
Southwark	5	143	2	89	3	84
Other London	14	32	31	112	0	0
Outside London	39	50	47	56	0	0

4.1 Nursing homes

In 2015, Southwark decided to provide extra nursing homes in the borough. This was because of a combination of insufficient provision and poor performance by local care homes Camberwell Green, Burgess Park and Tower Bridge, who had all received poor CQC reports for a number of years.

Since then Camberwell Green and Burgess Park care homes closed, in 2016 and 2017 respectively. Tower Bridge Care Home has improved, however. The homes current CQC rating is 'Good' and has been rated as either 'Good' or 'Requires Improvement' since November 2015.

Nationally the CQC states that nursing care faces the most significant challenges in relation to financial sustainability and the maintenance of good quality care across the entire health and social care system. These national issues are compounded in Southwark which has seen a 46% reduction in nursing care beds since 2011 (five homes with a loss of 252 beds). This is comparable to several inner north London boroughs– e.g. Tower Hamlets and Islington, although none of our immediate south London neighbours have experienced such a sharp decline.

The reasons cited by providers for this decline are the higher land prices that deter the development in inner London, workforce challenges, a younger population and relatively few self-funders compared to outer London areas. This means that Southwark homes are far more reliant upon state funded placements; where the costs have been tightly managed by the council because of ongoing austerity measures.²

In 2017, a cabinet report set out plans to increase nursing provision, stating that by 2020 that there will be a total of 361 nursing home beds available, compared to the 115 beds in the borough currently in use.

² Cabinet report April 2019

In April 2019, cabinet set out plans to deliver this through a negotiated procurement process, with providers either currently operating or planning to operate nursing care homes within the borough.

The report outlined separate property deals to provide the physical buildings. Planning permission had been granted for development of a care home that will include 48 nursing beds, on the former site of Burgess Park (Picton Street), and a second nursing home that has outline planning permission for 80 nursing care beds.

The cabinet report stated that the total projected increase of beds was now set to be 260 by 2020, and if the second home comes online this would increase provision to 340 by 2022.

Officers update the Commission on progress since then. The intention is to tender with three bidders to award contracts for high quality care through the negotiated approach. An Engagement Group is coordinating the programme. This consists of council and CCG staff, Healthwatch and Age UK.

Wider engagement has taken place with the community sector, residents, older people in care homes and families. A Co-design group has been established of volunteers and this has conducted interviews with providers. These are now being evaluated. Presently the specification and price is being decided, with a decision pending May 2020.

Two providers are definitely offering to build new homes. Other provision might come from utilising existing buildings. There is now a commitment to open two new nursing homes by 2022.

Officers advised the Commission that the council would achieve the planned 260 nursing home placements this year by:

- Utilizing Tower Bridge home, of which 122 out of 128 beds are for nursing care
- Queens Oak has 89 rooms of which 44 are for nursing care. Southwark now have access to up to 33 rooms and this will increase next year
- Burgess Park is being redeveloped to have 96 rooms, of which 48 will be for nursing
- Giles Court development on D'Eynsford Road propose 84 rooms of which the council will access at least 60% (50)

Home	Number of (proposed) rooms	Cumulative total
Tower Bridge	122	122
Queens Oak	44	166

Burgess Park	48	214
Giles Court	(50)	264

The above will help enable more residents to be placed closer locally, which is needed. Officers provided a breakdown of placements of older people placed out of borough, detailing home name, location and CQC rating. This showed that currently there are 169 residents placed outside of Southwark, of these just over a quarter are outside of London. This is long way for families and friends to visit. Residents placed further away from home will also not benefit from the closer monitoring which is undertaken in more local provision by monitoring visits and the Lay Inspector programme, as detailed below.

4.2 Residential care for older adults

The council has termed contracts with four residential care homes, all run by Anchor Hanover. The contract is due to expire in 2025. Anchor Hanover Care residential homes in Southwark are consistently rated Good by the CQC.

5 Monitoring and quality assurance of older peoples residential and nursery care homes in Southwark

The Commission heard that monitoring and quality assurance of care homes is delivered by:

- Contract Management oversight, visits and reports by council officers and CCG NHS and GPs.
- Quality Alerts and complaints
- Family, friends and advocacy
- CQC inspections
- Lay Inspections
- Healthwatch
- Providers Forum
- Strategic and member oversight

5.1 Providers Forum

There is an Adult Social Care Provider Forum in Southwark. The agenda has included topics that support care homes such as:

- Safeguarding representatives for the Southwark's Safeguarding Adults Board
- Council's skills strategy
- CQC regulations
- Recruitment and retention
- Good work standard
- Liberty Protection Safeguards

- Herbert Protocol

5.2 Council and NHS Southwark Clinical Commissioning (CCG) contract management

Council officers told us that visits are done to local homes at least 6 monthly and a risk-based approach is taken. If more visits are needed, because of concerns or other intelligence, then officers visit more frequently. Officers said that they are on a journey with contract management to improve performance. The Commission received 6 months worth of detailed contract management reports.

Social workers visit service users placed out of borough at least once a year and the monitoring team liaise with host authorities who have the majority of placements in these homes.

NHS CCG officers told us that all Southwark care homes are supported by the CCG funded enhanced primary care service, which is provided by Quay Health Solutions, a membership of GP Practices in north Southwark.

The service enables care homes residents to benefit from a wider Multi-Disciplinary Team (MDT) to enable high quality of care for patients within the homes and avoid unnecessary hospital admissions. This includes, but is not limited to: secondary care; the Care Homes Support Team; Community Pharmacists; Social Care; District Nursing; Palliative Care; Dieticians and other services contributing to resident's care.

There are four main elements to the service: i. Multi-disciplinary Team (MDT) ii. General Practice services iii. Scheduled visits by provider iv. Medication Reviews.

The MDT has had closer working during the pandemic and the services are working towards a 'one team approach' that will further integrate the MDT offer to care homes.

The service is monitored at least quarterly and during the COVID pandemic the CCG have been in frequent contact with the services.

Carers and Lay Inspectors told us council contract and CCG management is crucial to managing performance, particularly as the CQC only visit occasionally. Visits to homes are vital and monitoring cannot just be a desktop exercise.

5.3 Quality alerts and Complaints

Officers told us council Quality Alerts system is in place, which monitors any quality concerns in provider services and can act as an early warning system indicating the need for further monitoring of providers.

Officers also told the Commission that a council complaints system is in place that enables accurate capturing and tracking of complaints received by the team, and

includes fortnightly meetings with the Complaints Team. Officers said the council investigates all complaints at all stages when received.

The council also have a separate complaints procedure for Adults Social Care.³ NHS CCG officers told us that the CCG's website provides details on how to complain about NHS services⁴.

Council officers reported Southwark receives less complaints than other boroughs in more affluent areas. This could be because these Local Authorities have more self-funders and so there could be more confidence and a greater sense of entitlement.

The Commission considered a scrutiny report that was produced in response to Francis Report on the Mid Staffordshire NHS Foundation Trust Public Inquiry. This examined the Frances Report's recommendations on the importance of information sharing across organisations, with a formal and informal role in monitoring standards in hospitals and care homes, and the use of complaints information to monitor standards.

The Commission requested a benchmarking exercise with a comparative borough to compare levels of complaints and Quality Alerts, and a summary of complaints, however this was not forthcoming.

Officers explained that the Council is not responsible for complaints from residents who pay privately (fully funded). In that case the CQC is responsible for complaints. The council used to be funded to monitor homes, now this is the CQC. Officers said the CQC are well placed to provide a summary of complaints and benchmarking. The Commission will ask for this when reviewing adult social care.

A carer of a service user told us she raised concerns about a care home a relative was in, and these were at least in part treated as a Quality Alert by the council. One concern she raised was about the GP service, which is monitored by the NHS CCG, not the council. The Commission do not know if the CCG NHS were involved in any part of the investigation.

Her complaints were investigated by the care home internally. When she was dissatisfied with the initial investigation, and she persisted, the complaints were then escalated to the regional care home, where there was a better outcome. She reported she found it difficult to get adequate resolution, even as a very involved family member.

She made a number of recommendations to the commission:

- Care homes need a clearer complaints systems,

³ <https://www.southwark.gov.uk/social-care-and-support/adult-social-care/adult-social-care-complaints-and-compliments/complaints-about-adult-social-care>

⁴ <http://www.selondonccg.nhs.uk/contact-us/how-to-make-complaints/>

- Relatives ought to be given independent access to council officers to raise concerns (rather than this being funnelled via the care home manager),
- A dedicated line to raise safeguarding concerns / abuse ought to be provided.

Improving the complaints process and uptake could be addressed through the CCG NHS nursing contract, the commissioning of the GP service by NHS CCG and via the council commissioning and monitoring process.

Recommendation one

All homes, the Council and CCG ought to have a clear and well publicised Complaints, Quality Alert and Safeguarding processes that details how to raise concerns with the homes, Council, CCG, CQC, and who to go to, and at which point. This ought to include a mechanism to appeal to the council and NHS CCG if a resident or advocate is unhappy with the outcome of an internal resolution process. This ought to be managed through the contract monitoring and commissioning process.

Recommendation two

A record and summary of the number of Complaints and Quality Alerts made to the council, CCG and CQC ought to be provided in an annual report to Cabinet, with benchmarking against comparator boroughs.

5.4 Family, friends and advocacy

A carer told us that developing and maintaining good relationships with carers, family and friends is crucial to the good care of residents.

Her perception was that the care home her relative was placed in did not particularly welcome her close monitoring of her husbands care. She also found it difficult to get adequate resolution of concerns and even as a very involved family member.

She told the Commission that homes ought to be asked if residents without family advocacy are having regular visits from the Independent Lay Advocacy Service. Relatives meetings are very important and ought to happen regularly, and at least quarterly with notice in advance .

Lay Inspectors told us when they visit they ask if there are times set aside for relatives and carers to visit and speak meet and speak with care home staff.

Healthwatch told us monitoring officers ought to attend some relative meetings.

Officers told us the Older People's Hub could give more information to prospective older people, friends and family on how to choose a care home. For example, encouraging people to visit prospective care homes, and looking out for how welcoming a home is.

Recommendation three

Ensure systems are put in place to ensure that people in homes (in and out of Southwark) who are unbefriended have support by the Independent Lay Advocacy service, or similar.

Recommendation four

Ensure that care homes hold regular meeting for families and carers. These ought to happen at least quarterly, and there ought to be a schedule of attendance by monitoring officers, commiserate with the number of Southwark residents and contract management resources.

Recommendation five

Commission the Older People's Hub to provide information and advice to prospective older people and friends and family on how to choose a care home.

5.5 CQC

Officers told us the CQC visit homes regularly depending on risk. A home rated Good will usually be visited no more than once every three years. The council will send intelligence to the CQC, although that may not necessarily trigger a visit.

Lay Inspectors can also contact the CQC; however it is unclear if this happens.

Previous nursing homes that were rated as inadequate /in special measures for a number of years by the CQC have closed down.

Carers and Healthwatch told that even homes rated as Good may not always have comprehensive activity programme in place that enable all residents to go out for walks , for example.

5.6 Healthwatch

Healthwatch have 'enter and view' powers and do occasional visits to care homes. A report detailing a visit to Tower Bridge care home was shared with scrutiny.

5.7 Lay inspectors

The Lay Inspectors is a scheme using volunteer older people to visit local care homes in Southwark. The scheme was initiated by older people from Southwark Pensioners Forum and council officers in partnership with Age Concern (who later

merged with another organisation to become Age UK) around 2006. It was an initiative of the then Older People Partnership Board.

Age UK Lewisham and Southwark are now commissioned to coordinate the scheme. When fully functional the Lay Inspectors undertake at least one visit per year (3 in one) but would repeat if there were concerns. Six homes are regularly visited by a team of two to three older people. The homes visited are those most used by older people in the borough and include the commissioned Anchor Hanover care homes and the nursing homes with most Southwark residents.

The volunteer Lay Inspectors told the Commission that the scheme has evolved over the 14 years it has been in place. When visiting it is important the right questions are asked and that the Lay Inspectors know what good quality looks like, for example the ability to de-escalate conflict and calm things down. Good quality questions are vital and the ones used on the form supplied to the Commission have developed over time. Dementia and Safeguarding training is required for peer Lay Inspectors.

The former Lay Inspector coordinator told us she retired in the summer of 2019, however she had not been replaced by Age UK Lewisham and Southwark. In December 2019 the Lay Inspectors told the Commission that the absence of a coordinator meant the volunteers in place were not able to sustain the number of visits, which previously would sometimes be as many as 10 over a period of 4 or 5 months. At that point there was one inspection in the pipeline and they were finishing off one more. The Lay Inspectors clearly valued the scheme and were concerned about the continuity of the Lay Inspector scheme and organisational commitment to its continuation.

The Commission heard that there had been a hiatus in the funding, as well as staff changes at an operational and senior level at both Age UK Lewisham and Southwark and the Council, which risked a loss of organisational memory, knowledge and relationships. The Lay Inspectors said the quality of the relationship with the council's commissioning team is crucial to the schemes success.

Senior officers and the Age UK Southwark and Lewisham CEO told us that the Council reviewed the Lay Inspector project in 2009, while it was still a pilot, and found mixed performance against the key objectives. The Council and Age UK Lewisham and Southwark conducted a mini review in February 2020, in the midst of the review, in order to strengthen the Lay Inspectors programme with a view to restarting the scheme and resuming the funding.

This review established that the scheme would benefit from complementary and stronger working relationships between contract management and the Age UK Lewisham and Southwark, which need to be re-established following changes at various levels. New senior staff are now in place in the council and Age UK Lewisham and Southwark.

There is a joint commitment to restart the work using the existing Lay Inspectors and train more in due course. The new Lay Inspectors scheme will focus on seeking the views of service users, family and staff to obtain feedback, rather than formal inspections. The Council and Age UK Lewisham and Southwark also plan to start another initiative 'Care at Home' where older volunteers would ring people receiving care at home.

The Commission heard that the volunteer Lay Inspector welcomed the restarting of the scheme and the complimentary approach to the formal monitoring by commissioners.

Recommendation six

The commission endorse the organisational commitment shown by the council and Age UK Lewisham and Southwark to restart the Lay inspectors programme and establish complimentary and strong working relationships. A summary of the Lay Inspectors work ought to be included in an Annual Report on Care Homes.

5.8 Strategic and member oversight

Officers told us there is a commitment to establish a residential Ethical Care Homes Charter, which officers originally said they intended to take to Cabinet in the spring of 2020. This charter will focus on supporting homes to focus on the drivers related to delivering high quality care.

Improving the quality of care homes is a priority of Partnership Southwark

Presently cabinet receive an Annual report on Home Care; an additional one on Care Homes could be a useful addition.

Recommendation seven

An annual Cabinet report on Care Homes would be useful addition. This ought to summarise contract monitoring, CQC, Lay Inspector, Healthwatch, and CCG reports, and include a summary of complaints and Quality Alerts, with benchmarking with comparative Local Authorities.

Recommendation eight

Complete the Ethical Home Care Charter by September

6 Conclusions

There are comprehensive and committed local monitoring plans in place for residential and nursing home provision for older people based in Southwark, and the welcome restarting of the Lay Inspectors scheme.

Even with good monitoring in place quality remains a challenge given the resource challenges, and Southwark ought to investigate avenues to increase this and tackle

the staffing challenges. Activities are not always comprehensive enough even in homes rated Good; staffing can be spread too thinly and disrepair can be an issue, even in Good homes.

There is not enough local capacity if older people get more unwell, and need more specialized dementia and nursing care. Most people want to be placed in local homes. The Nursing home strategy for frail older people will make a significant difference, however the plans in the cabinet report in April 2019 ought to be reviewed to ensure that Southwark will still have enough capacity and can deliver the target number of additional homes placements locally.

Nursing homes provision plans are thoughtful and engaging, however more haste is needed to expedite the provision. The council first identified the need for more nursing homes in 2015, however the full quota are now not due to be ready for residents until 2022.

A more detailed programmed ought to be put in place to monitor and support people placed out in out of borough placements, as these older people are far more isolated from the local connections and monitoring that benefit people in local placements.

Recommendation nine

Expedite the current plans for expansion of provision of Nursing Homes and review future plans to ensure that there will be enough local capacity, particularly for local people with more challenging dementia.

Recommendation ten

Lobby government to bring forward the expected White Paper on social care funding to ensure the service is sufficiently well funded and councils can agree fees with care homes that allows for payment of the London Living Wage, full sick pay and other terms of conditions that reflect the value that we place on this important service.

Addendum: COVID 19

Following the outbreak of the pandemic the Overview and Scrutiny Committee (OSC) received a report on the council response to COVID 19. OSC made a number of recommendations on Care Homes that cabinet accepted, these were:

- take proactive steps to co-ordinate weekly testing of all care staff and residents in Southwark care homes as a matter of urgency, in order to ascertain the level of Covid-19 infection.
- liaise with each Southwark care home provider to ensure that the relevant PPE and levels of PPE are being used in each local care home, to protect care staff as much as possible.

- monitor the pay of care staff at this time, to ensure that none of these low paid workers are being disadvantaged at this time, especially if they have to self-isolate themselves or shield themselves due to their medical conditions, as there is some evidence in the care industry, that some care workers are receiving less than their usual OSP during this crisis.
- remind all care providers to adhere to the key principles of the Ethical Care Charter that exists across the borough, especially at this difficult time.

The Commission also heard directly from council officers and the CCG who told us that visitation by families and friends to residents in care homes is being facilitated through video calls, social distancing and on occasions PPE.

PPE provision for staff has been challenging, but requirements are being met through local collaboration. Testing for homes is being rolled out, prioritised by need. Central government assumed homes could house patients leaving hospital, however residential and nursing homes are not there for this purpose.

As of 15 July 2020, 60 residents of Southwark care homes had sadly lost their lives to COVID 19. The number of residents are as follows:

Care Homes	Type of care home	Number
Greenhive House	OP residential	6
Queens Oak Care Home	OP nursing	12
Rose Court	OP residential	7
Tower Bridge Care Centre	OP nursing	34
Waterside	OP residential	1
		Total: 60

The Older Peoples Hub is assisting with advice for people shielding and hospital discharge, and will be fully open by the beginning of July.

Unison told us that at the start of the pandemic there was not always sufficient PPE for staff to work safely, however the situation has improved. The national PPE guidelines kept changing and manager's guidance to frontline workers not always clear. Unison voiced concerns that changes to PPE guidance had been driven by availability, rather than clinical need.

Sick pay is important to look after staff and prevent infection. Testing and contact tracing is key to managing the pandemic. Local staff and homes are now accessing testing.

The Commission considered research and the campaigns being undertaken by national organisations^{5*} for older people, who have said that there has been a 52% increase in deaths amongst people with dementia during lockdown outside of the coronavirus figures – showing starkly that the restrictions put in place have taken a grave toll, alongside that of the virus. The government ought to grant designated family carer access to care homes, in line with that afforded to ‘Key Workers’ – the care home staff. That means access to testing and PPE.

Recommendation eleven

Ensure the Ethical Home Care Charter includes a requirement for sick pay.

Recommendation twelve

Plans must be put place to manage a second wave and the risk of further fatalities by ensuring adequate PPE, testing, and that care homes are not treated as a step down facility.

Recommendation thirteen

Roll out keyworker status to family and friends of older people in care homes, starting with people with dementia and moving to other isolated older people. Everybody has a human right to family life, which includes regular contact⁶.

⁵ Dementia UK, John’s Campaign, Innovations in Dementia, TIDE (Together in Dementia Everyday), Young Dementia UK, Alzheimer’s Society and Alzheimer’s Research UK letter dated 9 July 2020 to the Secretary of State

⁶ See Article 8 Respect for your private and family life.

Item No. 9.	Classification: Open	Date: 8 September 2020	Meeting Name: Cabinet
Report title:		Refresh of the Council Plan 2018-2022	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD FROM COUNCILLOR PETER JOHN OBE, LEADER OF THE COUNCIL

In 2010 we set out our vision to create a fairer future for all in Southwark. Over the last ten years we have delivered on our commitments to residents to make Southwark clean, green and safe, to build more affordable homes, to create jobs and opportunities for residents and to give young people in our borough the best start in life.

The 2018-2022 Council Plan set out our four-year plan for Southwark, building on our record of delivery and offering a new approach, with bold commitments to move Southwark forward and make our borough even fairer. In the last two years we have already made good progress on delivering on many of the promises we set out in the Council Plan. We have supported thousands of residents into jobs, built hundreds of new council homes at council rents, opened another new state of the art library, rolled out free school meals to nursery schools, and set out robust plans to tackle the Climate Emergency.

Since we adopted the Council Plan in 2018 the context in which we are operating has changed significantly, particularly in the last six months as a result of the COVID-19 pandemic. COVID-19 has been an unprecedented challenge for the whole country, with thousands of lives tragically lost and millions more negatively affected. I am extremely proud of the way the council has worked with partners and volunteers to support our residents through the crisis. Southwark's response and the spirit of community demonstrated throughout the pandemic shows what a unified and supportive borough we are.

We know that there is still a long way to go to tackle the public health crisis, to deal with the long-term impact and to lead Southwark through recovery. The pandemic has created new demands and priorities for the council, which are reflected in this refreshed Council Plan.

The pandemic has also shone a light on wider inequalities which persist in our society as a whole. As a council our ambition always has been and remains to improve the life chances of everyone who lives in our borough. We are committed to working with our communities to do more to identify and implement solutions to address entrenched racism and injustice and take positive action to ensure equality of opportunity.

Despite the significant challenge, we remain ambitious for the future. We have worked to refine the Council Plan, to reflect new priorities and to set out the actions we will take between now and May 2022 to continue delivering a fairer future for all. As I hand

over to a new Leader of the Council, I am confident that the council will continue to work tirelessly to deliver for the people of Southwark.

RECOMMENDATIONS

That cabinet:

1. Agrees the proposed refresh of the Council Plan 2018-2022 (attached as Appendix 1) as a draft Plan and that it be made available for public consultation for a period of six weeks, as set out in paragraph 15.
2. Notes that, following the period of public consultation, the Leader will approve the final format of the Council Plan 2018-22 refresh for recommendation to the Council Assembly on 25 November 2020.

BACKGROUND INFORMATION

3. The Council Plan is Southwark Council's overarching business plan and sets 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. Council Assembly approved the Council Plan 2018-22 in November 2018. Since the Council Plan was adopted in 2018, the context in which the council operates and delivers services has changed significantly, particularly in the last six months as a result of the COVID-19 pandemic.
5. 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 has played a critical role in delivering the public health response to the pandemic. The pandemic and economic fallout will also have a lasting impact on Southwark's finances, with the council facing a £45m shortfall in our budget because of the cost of delivering our response to COVID-19 and loss in income.
6. 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. In the last two years we have supported almost 2,800 Southwark residents into jobs, opened a new secondary school, launched the Great Estates programme and been officially recognised as London's first Living Wage Borough. Reviews of progress against the Council Plan are outlined in the Annual Performance Reports for 2018/19 and 2019/20.
7. The COVID-19 pandemic and other events over the last few months have created new demands and priorities for the council, including taking the huge public health challenge of the pandemic, supporting Southwark's local economy to recover from the significant financial hit of lockdown, and responding to the prevalent issues of racism and inequality that have resulted in the Southwark Stands Together work. In light of the 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.

8. The refreshed Council Plan sets out the actions the council will take between now and May 2022 to continue delivering a fairer future for all.

KEY ISSUES FOR CONSIDERATION

9. The council has delivered against a number of commitments since adopting the Council Plan 2018-2022, as detailed in the Annual Performance Reports for 2018/19 and 2019/20.
10. Refreshing the Council Plan enables us to build on our achievements so far and reflect the new and emerging priorities of the council in light of the COVID-19 pandemic. In light of these developments, a number of new themes and new commitments are proposed.
11. 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.
12. The Council Plan is structured around priority themes. It is proposed that the refreshed Council Plan adopts some revised and new priority themes, which are:
 - A place to call home
 - Climate Emergency
 - A green and fair economic renewal
 - Tackling health inequalities
 - A great start in life
 - Southwark Together.
13. The refreshed Council Plan contains a range of promises and commitments which the Council will deliver up to 2021/22. More detailed performance schedules, which sit beneath this council plan, have been developed for each Council Plan theme. These include lead cabinet member and chief officer responsibility for each commitment apportioned across the cabinet portfolios. This ensures the whole organisation is working towards delivery of the plan.

Consultation

14. In accordance with the council’s constitution, the Council Plan 2018-2022 was subject to a period of consultation in 2018. This included consultation with the Forum for Equalities and Human Rights in Southwark (FEHRS) on the development of the equality analysis which supports the Council Plan.
15. A public consultation will be undertaken on the proposals in the refreshed Council Plan 2018-2022. The refreshed Council Plan will be available on the

council website and residents will have the opportunity to give feedback through the Consultation Hub. The consultation will also include engagement with stakeholders and community groups as appropriate. The final format of the refreshed Council Plan will be presented to Council Assembly in November 2020, having given regard to the outcomes of the consultation.

Community impact statement

16. The Council Plan describes how we will deliver our fairer future vision for Southwark. The council's commitment to equality and fairness runs throughout the Council Plan, in line with our equality and diversity policies.
17. The purpose of this report is for cabinet to agree the proposed refresh of the Council Plan 2018-2022. Throughout the plan we have made specific commitments to equality and fairness.
18. The proposed promises and commitments have been developed to have a positive impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics.
19. An equality analysis of the implementation of the commitments was completed for the Council Plan 2018-2022 and is available as a background document. The public consultation on the refreshed Council Plan will inform the final updated equality analysis, which will go to Council Assembly in November 2020.
20. Future decisions made on the basis of the commitments highlighted in this plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate. In line with the council's approach to equality, as the performance schedules are developed over 2020-21 and 2021-21, more detailed equality analysis will be undertaken.

Financial implications

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

22. 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.
23. 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.
24. In deciding how to fulfil the best value duty, the council is required to consult with the local community and paragraph 15 sets out the proposals for this. These

consultation proposals are in accordance with the Best Value Statutory Guidance. The results of the consultation will need to be taken into account when the Leader makes a final decision regarding the content of the plan and recommends it to the Council.

25. Cabinet is reminded that in the exercise of all its functions it must have due regard under 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 19 states, a further equalities analysis will be produced for consideration alongside the Plan when it is presented to Council for decision in November.
26. Approval of the Corporate Plan is a decision ultimately reserved to the Council Assembly in accordance with section 3A of the Constitution.

Strategic Director of Finance and Governance

27. This report is requesting cabinet to agree a refresh of the Council Plan 2018–2022 and to agree to a six-week consultation prior to final agreement by Council Assembly on 25 November 2020.
28. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.
29. 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/documents/s78765/Appendix%20%20Council%20Plan%20Equality%20Analysis%20Nov%2018.pdf		

APPENDICES

No.	Title
Appendix 1	Council Plan 2018-2022 Refresh

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
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Version	Final	
Dated	19 August 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		27 August 2020

Council Plan 2018-2020

2020 Refresh

Main copy

Leader's Foreword

In 2010 we set out our vision to create a fairer future for all in Southwark. Over the last ten years we have delivered on our commitments to residents to make Southwark clean, green and safe, to build more affordable homes, to create jobs and opportunities for residents and to give young people in our borough the best start in life.

The 2018-2022 Council Plan set out our four-year plan for Southwark, building on our record of delivery and offering a new approach, with bold commitments to move Southwark forward and make our even borough fairer. In the last two years we have already made good progress on delivering on many of the promises we set out in the Council Plan. We have supported thousands of residents into jobs, built hundreds of new council homes at council rents, opened another new state of the art library, rolled out free school meals to nursery schools, and set out robust plans to tackle the Climate Emergency.

Since we adopted the Council Plan in 2018 the context in which we operate has changed significantly, particularly in the last six months as a result of the COVID-19 pandemic. COVID-19 has been an unprecedented challenge for the whole country, with thousands of lives tragically lost and millions more profoundly impacted. I am extremely proud of the way the council has worked with partners and volunteers to support our residents through the crisis. Southwark's response and the spirit of community demonstrated throughout the pandemic shows what a unified and supportive borough we are.

We know that there is still a long way to go to tackle the public health crisis, to deal with the long-term impact and to lead Southwark through recovery. The pandemic has created new demands and priorities for the council, which are reflected in this refreshed Council Plan.

The pandemic has also shone a light on wider inequalities which persist in our society as a whole. As a council our ambition always has been and remains to improve the life chances of everyone who lives in our borough. We are committed to working with our communities to do more to identify and implement solutions to address entrenched racism and injustice and take positive action to ensure equality of opportunity.

Despite the significant challenge, we remain ambitious for the future. We have worked to refine the Council Plan, to reflect new priorities and to set out the actions we will take between now and May 2022 to continue delivering a fairer future for all. As I hand over to a new Leader of the Council, I am confident that the council will continue to work tirelessly to deliver for the people of Southwark.

Cllr Peter John OBE
Leader of Southwark Council

About this Council Plan refresh

What is the council plan?

Southwark's Council Plan describes our vision for the borough. It sets out our priorities and our promises to the people of Southwark.

This refreshed council plan considers the progress we have made since 2018 and consolidates our ambitions for the next two years. It reflects the significant changes that have impacted the borough since 2018, in particular the COVID-19 pandemic, and the new and refreshed priorities the council is adopting in response.

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

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

Why are we refreshing the council plan?

Since the Council Plan was adopted in 2018, the context in which the council operates and delivers services has changed significantly, particularly in the last six months because of COVID-19.

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, keeping frontline services operating during the crisis and developing new structures such as the Community Hub, to support our vulnerable residents. We have worked closely with NHS, health and public sector partners, the voluntary sector and community groups, as well as thousands of volunteers across the borough, to deal with the unprecedented challenge.

The pandemic and economic fallout has also had a lasting impact on Southwark's finances. The cost of

Southwark's response to the pandemic, including providing food and other support to vulnerable residents, community support grants for voluntary organisations, housing to help rough sleepers off the streets and emergency support for those facing hardship is an estimated £40.5m. Combined with the enormous loss of income facing the council as a result of the pandemic, without additional funding from government the council is facing a £32m shortfall in our budget.

COVID-19 and other events over the last few months have created new demands and priorities for the council. We know that the pandemic will continue to create a huge public health challenge. The work we are doing to provide vital support for vulnerable residents will also continue, and we will need to support Southwark's local economy to recover from the significant financial hit of lockdown.

The pandemic has also shone a light on wider inequalities which persist in our society as a whole. Through our response, Southwark Stands Together, we will identify and implement solutions and take positive action to ensure equality of opportunity. Southwark's recovery from COVID-19 must also take into account the climate emergency, which requires bold and urgent action at every level to meet our ambitious target to make Southwark carbon neutral by 2030.

We have made good progress on delivering on many of the promises set out in the 2018-22 Council Plan and some of the commitments we made in 2018 have already been met. In light of the pandemic and the resulting impact on the council and the borough, we know that there are some new priorities for the council, and 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.

What will the refreshed council plan deliver?

Despite the unprecedented challenge we face as a borough, the council remains committed to deliver a fairer future for all of our residents. We will continue the work we have been doing over the last two years to deliver the commitments set out in the Council Plan, including building more new homes, helping residents into jobs, making the borough

green and safe, and giving young people in our borough the best start in life.

Southwark has shown through our response to the pandemic how incredible our borough can be. From the council to the voluntary sector, and from businesses to residents, we have come together and mobilised quickly as a borough to manage an unprecedented challenge. We know that the biggest challenge over the next two years, and beyond, will be recovering from the significant and wide-reaching impact of the COVID-19 pandemic.

We also know that we need to continue to do more to tackle inequality in our borough, which prevents too many people from reaching their potential. The disproportionate impact of COVID-19 on Black, Asian and minority ethnic communities, and recent events around the world, have shown us how far we still need to go before we live in a world that values every life equally. We have been listening to our communities about their experiences of racism and injustice in our society, and we have worked together to find tangible and long-lasting solutions we can implement in our borough. Our commitment to equality and fairness runs throughout this plan, both in the commitments we make to the people of Southwark, and the way we deliver services every day.

How will we report on progress?

We will be transparent and accountable about our priorities and what we will deliver. We will be regularly checking to make sure that we are meeting our targets and report on progress. The cabinet will also receive an annual performance report each year covering the previous year's performance, which we will publish on the council's website.

Our Fairer Future commitments

Our Values

Everything that we do as a council is to achieve our vision of a fairer future for all in Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.

In 2010 we embarked on our *fairer future for all* programme. A decade later, some of the challenges have changed and some of the solutions have too, but our values remain the same. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council. Our values will continue to inform all the work we do across the council and what you can expect from us.

We will:

- Treat residents as if they were a valued member of our own family;
- Be open, honest and accountable;
- Spend money as if it were from our own pocket;
- Work for everyone to realise their own potential;
- Make Southwark a place to be proud of.

Our Commitments

Guided by our values, and shaped by our context, the Council Plan presents a set of commitments, which will help us achieve our vision of a fairer future for all. The refreshed Council Plan sets out these commitments across six themes:

- A place to call home
- Climate Emergency
- A green and fair economic renewal
- Tackling health inequalities
- A great start in life
- Southwark Together

Alongside this ambition, we will continue to make sure that we get the basics right, so that you can be confident that the day to day services that the council provides are excellent and deliver what you and your family need.

A place to call home

Everyone should have a place that they are proud to call home. Southwark Council is the biggest social landlord in London and we are committed to delivering good quality, genuinely affordable homes for all our residents. That's why we are improving council homes and estates and building more affordable homes across the borough. We want residents to be able to take pride in their homes and their communities, so we're continuing to make sure all our housing estates are clean, safe and cared for. We're also taking action to drive up standards in the private rented sector, as more people in Southwark than ever before are living in private rented homes. We're empowering residents to make improvements on their own estates, and to have a greater say in decisions which affect their communities.

We have already made progress towards our ambitious homebuilding target and we are on track to deliver 1,000 more council homes by 2022, with thousands more being designed in consultation with local residents. We've launched the Great Estates programme – which guarantees that every estate is clean, safe and cared for and to give residents the tools to garden and improve their estate – with a £1m pilot scheme and we are hitting our ambitious target to turn around empty homes to make them ready for new tenants to move in. We have brought housing repairs back in-house to improve standards and we've changed the rules on estate improvements like security doors so those who live on estates get the biggest say.

COVID-19 has had an enormous and detrimental impact on our borough, but it has also shown us what is possible. Southwark, like other boroughs, took quick and widespread action to get all rough sleepers off the streets of our borough in response to the pandemic. This work must continue and we are committed to ending rough sleeping in Southwark. The housing crisis means that Southwark still faces a significant shortage of affordable homes. We will continue our long-term homebuilding programme, invest in and improve our estates, and make the case nationally for the powers and resources to build the homes our residents need.

We will:

- End rough sleeping in Southwark, including by campaigning for an end to '*no recourse to public funds*' laws that trap people on the street
- Deliver or start on site at least 1,000 more council homes by 2022
- Introduce a Southwark Renters Union
- Secure the future of the Ledbury Estate, improving the estate for all residents and increasing the number of council homes
- Deliver the Great Estates Guarantee initiatives so that every estate is clean, safe and cared for
- Make it easier to book and track repairs online and ensure more jobs are done right first time
- Lobby the government to fix the broken housing system on land compensation reform, raising LHA rates, tackling Right to Buy and supporting councils to build the affordable homes our residents need
- Take action to reduce the number of empty homes in our borough, so more local people can move into them
- Have zero tolerance on domestic abuse and ensure domestic abuse survivors can access high quality services and do not end up without a home
- Empower more residents to get involved in making decisions about council homes and estates and roll out the new resident participation structures
- Deliver a Southwark Gold Standard for private rental properties and clamp down on irresponsible short term lets
- Work with the community to agree major improvements on the Tustin Estate, ensuring residents have the final say and there is no reduction in council homes
- Deliver quality new homes for residents and a new library and GP Health Centre on the Aylesbury Estate, with no reduction in the number of social rent homes
- Refurbish and expand Maydew House, with 100% of the homes for council rents

Social regeneration charters

We are committed to ensuring that regeneration in our borough works for all residents and results in better outcomes for local people, as well as growth and development of the area.

Social regeneration charters are Southwark's borough-wide approach to improving the wellbeing of current and future generations through regeneration. We are developing a social regeneration charter for each area of major development in the borough, to set out clearly how the regeneration will improve outcomes for residents. This includes improving health and reducing inequalities, improvements in environment and transport, and delivery of affordable housing, as well as wider benefits such as leisure centres, libraries, parks, community facilities, business space and healthcare.

We are listening to residents about the things that are important to them, and each charter is developed with local communities.

Southwark's social regeneration charters

- [Canada Water](#)
- [Old Kent Road](#)
- [St Thomas Street](#)
- [Borough and Bankside](#)
- [Walworth](#)
- [Bermondsey and The Blue](#)
- [Camberwell](#)
- [Peckham and Nunhead](#)
- [Dulwich](#)
- [Elephant & Castle](#)

Climate Emergency

Southwark declared a Climate Emergency in 2019, recognising that this is the biggest issue affecting our borough, the country and indeed the world. The Climate Emergency has a direct impact on Southwark residents and the situation requires urgent action at all levels of government, businesses and individuals. The council has already taken action to reduce carbon, but we know we need to go further to tackle this challenge.

We have already made good progress on our commitment to halve council emissions by 2022 and Southwark is leading the way on sustainable divestment. We have published our ambitious Climate Emergency Strategy, setting out how we will work towards making Southwark carbon neutral by 2030. We have installed over 100 lamppost charging points and 45 rapid chargers for electric cars, and made it easier for people to walk and cycling instead of driving. Our Back the Bakerloo campaign has the support of over 20,000 Londoners and we'll continue to campaign for the Bakerloo line extension, which will reduce air pollution and congestion on the roads, as well as improving transport links and accessibility in Old Kent Road.

We will go further to tackle the Climate Emergency, putting the environment at the heart of everything we do as a council. We will retrofit our council homes to make them greener and more energy efficient, and we will ensure new homes are built to the highest environmental standards. We will build on positive changes introduced during the pandemic to enable residents to walk and cycle safely by creating more space for active travel and improving air quality. We will plant thousands of new trees and continue to protect and enhance Southwark's biodiversity, for all residents to enjoy.

We will:

- Make Southwark carbon neutral by 2030 and deliver the Southwark Climate Emergency Strategy
- Continue the work we began in 2010 to halve council emissions by 2022
- Create more space for walking and cycling and improve air quality by reducing car journeys
- Bring forward low waste, low energy new council homes and retrofit council homes to make them greener and provide more reliable and energy efficient heating for residents
- Use land and roofs our council estates to produce clean energy
- Plant 10,000 new trees by 2022
- Divest council investments away from fossil fuels and into sustainable alternatives
- Vary parking charges in areas with poor air standards to discourage the most polluting vehicles
- Work towards having electric car charging points on every street with an additional 200 charging points delivered by 2022
- Have zero tolerance on fly tipping and increase enforcement action by targeting hot spots
- Protect and enhance Southwark's biodiversity and make nature accessible for all
- Boost access to cycle hire
- Double the number of bike hangars in the borough by 2022 and work towards providing cycle storage for every home that currently does not have one
- Deliver more pedestrian crossings including at the junction of Lordship Lane and Dulwich Common and push TfL to make all their roads in the borough 20mph
- Work with the Mayor of London to improve cycling infrastructure in Rotherhithe and campaign for a river crossing that connects Canada Water to Canary Wharf
- Campaign to extend the Bakerloo Line to Old Kent Road and introduce an active travel plan for the area
- Make the Old Kent Road opportunity area a carbon-neutral development
- Campaign for the reopening of Camberwell Station and promote active travel in the area
- Restore the historic Nunhead Cemetery East Lodge and boundary wall.

A green and fair economic renewal

Southwark has a thriving local economy and our businesses and employers are an essential part of what makes Southwark a unique place to live and work. We are committed to growing the local economy by supporting local businesses and tackling the barriers that hold people back from securing good work.

Over the last two years, we have made great strides in working towards making Southwark a full employment borough. We have supported almost 2,800 residents into jobs, created hundreds of quality apprenticeships and 66 more employers in Southwark are paying the London Living Wage. We have taken steps to address inequality and low pay and the council has been recognised as an excellent employer with accreditation from the Mayor's Good Work Standard.

The economy has been hit hard by COVID-19 and the impact on some local businesses and employment levels has been catastrophic. We have already distributed over £62 million in grants to Southwark businesses during COVID and set up a £2m Business Hardship Fund. We know that the biggest challenge our borough's economy will face over the next two years is recovering from the impact of the pandemic. We are committed to supporting local businesses through the period of renewal, and continuing to support residents into work, with an ambitious target of returning employment levels to what they were before the pandemic. We know that any economic recovery must contribute to tackling the Climate Emergency, with support for green businesses and an ambitious Green New Deal for Southwark with 1,000 new green jobs. Through the recovery, we will also seek to tackle the barriers which hold back individuals and businesses from playing a full part in our economy.

We will:

- Return employment levels to where they were before COVID-19
- Help 5,000 people into work and launch a Southwark Green New Deal to create 1,000 green jobs
- Create new quality apprenticeships and internships
- Establish a Southwark Construction Company that builds green homes and provides jobs to local residents
- Support Southwark BAME-led and women-led businesses to secure contracts with public sector anchor institutions
- Encourage all Southwark businesses with more than 50 employees to publish their BAME and gender pay gaps
- Make adult learning accessible for all, including basic qualifications in English, maths and digital skills
- Provide one to one support for residents who have lost their jobs because of COVID-19 to help them re-enter the workplace
- Protect, promote and support Southwark's creative and cultural sector
- Establish a Creative and Cultural District in Camberwell and Peckham
- Help Southwark's high streets and neighbourhoods to be thriving and vibrant, seek to achieve full occupancy and encourage residents to shop local to deliver a 15-minute city (where all key services, shops and leisure facilities are within a 15-minute walk or cycle).
- Back new and growing green business and social enterprises, with help to access business support, affordable workspace and finance to help to deliver the new infrastructure Southwark needs
- Ensure more residents benefit from the digital revolution by piloting free and affordable broadband on council estates
- Provide free fast Wi-Fi for all Southwark residents in a network of community buildings across our borough

Tackling health inequalities

In the Council Plan we set out our commitment to reducing health inequality, so that whatever your background you can live a healthy life. We want to break down barriers that prevent people from thriving in Southwark.

Over the last two years we have invested in mental health services, supporting over 6,000 people in the community through the Southwark Mental Health and Wellbeing Hub, and training 121 mental health first aiders. We've made it easier to cycle by delivering bikeability training for nearly 10,000 children and adults and building nearly 10km of new accessible cycling routes across the borough. Southwark has led the way with free swim and gym for all our residents and we have successfully introduced free swimming lesson pilots for adults. As our leisure centres try to recover from the significant impact of COVID-19, we are committed to ensuring our residents can continue to access high quality leisure services.

The disproportionate impact of COVID-19 has shown clearly that breaking down barriers that prevent people from living a healthy life must include tackling health inequalities that affect our Black, Asian and minority ethnic communities. We are committed to closing the gap in health inequalities and tackling health issues that particularly affect our BAME communities. We know that COVID-19 will have a long-term impact on our borough and we will continue to deliver the public health response to the pandemic, and work to tackle issues of loneliness and mental health which have increased as a result. We will continue to support and protect our most vulnerable residents, and we will continue to do everything we can to make it easy for residents in Southwark to lead healthy and active lives.

We will:

- Work with the NHS, local community and businesses to stop the spread of COVID-19, including ensuring effective local testing and tracing
- Close the gap in health inequalities that affect our BAME communities
- Make walking fun, safe and accessible by continuing to develop green links
- Continue to protect adult mental health services
- Train even more mental health first aiders
- Create a network of accessible toilets and baby changing facilities
- Open two nursing homes
- Build extra care housing
- Introduce a Residential Care Charter that protects vulnerable residents and the people who are working to keep them safe
- Ensure that work continues to open a new, modern leisure centre at Canada Water
- Invest in our leisure centres and ensure our residents can continue to access high quality leisure services
- Work with the CCG to develop new health hubs, build trust and confidence in the health system and continue to ensure that every new development has enough GPs and parks
- Tackle obesity and food insecurity through a borough-wide Sustainable Food Strategy
- Work with the NHS to ensure a high take up of flu vaccinations
- Increase HIV testing to reduce late diagnosis, particularly in BAME communities

A great start in life

Every child deserves the best start in life. We want all children and young people in the borough to grow up in a safe, healthy and happy environment where they have the opportunity to reach their potential.

Schools in Southwark have improved significantly, with 94% of schools now rated 'Good' or 'Outstanding'. Since 2018 we've opened a new secondary school in Borough and rolled out free healthy school meals to school nurseries. We've closed roads around schools to make it easier for children and walk and cycle to school, and over half of primary schools in Southwark are now taking part in the '*daily mile*'. We have improved opportunities for young people, launching the Positive Futures Fund, re-opening the Blue Youth Club in Bermondsey, and working with young people to find solutions to knife crime. We have protected funding for mental health services for children and young people and Southwark was the first council to set an ambitious target to ensure that 100% of young people with a mental health condition receive the support they need.

Schools in Southwark have gone above and beyond during the pandemic, remaining open for vulnerable and key worker children and taking necessary steps to ensure that they can safely reopen for all students. We will support schools to ensure that children do not fall behind because of COVID-19, and to close the attainment gap between the most and least advantaged pupils. We know that the pandemic will have a huge impact on young people, particularly on those students leaving school this year. We will guarantee access to education, employment, training or volunteering for every school leaver, to ensure that the pandemic does not stop them reaching their potential. We will continue to protect mental health funding and open the new Mental Health Hub in Peckham for young people, to give all our young people the best start in life.

We will:

- Support schools to close the attainment gap and ensure children can catch up on education missed during COVID-19
- Guarantee access to education, employment, training or volunteering for every school leaver
- Improve air quality and road safety at every primary school and introduce 60 '*school streets*' to close roads at drop off and collection time to get more children walking and cycling to school
- Continue to provide Free Healthy School Meals to all primary school children and school nurseries
- Support 100% of children and young people with a diagnosable mental health need
- Guarantee education, employment or training for every care leaver
- Increase activity by introducing a '*daily mile*' in all primary schools
- Work with communities to find local solutions that protect young people from community harm and exploitation, including knife crime
- Mainstream the Positive Futures Fund so that every generation of young people can benefit from this investment
- Ensure Southwark's youth services meet the needs of young people

Southwark Together

Southwark is a unique, vibrant borough and it is the people that make it special. Our vision is to create a *Fairer Future for all* in Southwark and everything we do aims to ensure that the opportunities Southwark has to offer are accessible and open to all.

The COVID-19 pandemic has been an unparalleled challenge, but the community response in Southwark has been incredible. The council, public services, voluntary sector, businesses and residents have come together in ways that should make our whole community proud. We will continue to build on the positive work of the Community Hub in supporting vulnerable residents during the pandemic. We will also build on the spirit of our community demonstrated so clearly throughout the pandemic, through volunteering and neighbourhood connections.

Although we are one borough, we have not all been equally affected by COVID-19. The pandemic, and recent events around the world, have shone a light on wider inequalities which persist in our society as a whole. As a council we have never accepted things as they are, and our ambition always has been and remains to improve the life chances of everyone who lives in our borough. We are committed to working with our communities to challenge ourselves and others to be better at every opportunity. Together we will identify and implement solutions to address entrenched racism and injustice and take positive action to ensure equality of opportunity. Not all our challenges are the same, but we share a commitment to tackling them together.

We will:

- Build on the positive work of the Community Hub by working with the voluntary & community sector and NHS to ensure strong support for vulnerable people during the COVID-19 pandemic
- Commit to root out inequalities by implementing the recommendations from the *Southwark Stands Together* work against racial inequalities and injustice
- Build on volunteering and neighbourhood connections during COVID to support communities and tackle loneliness
- Support the resilience, unity, and cohesion of Southwark's communities by working together to tackle radicalisation, extremism, and hate-crime
- Celebrate and promote the rich diversity of the borough in all areas including education, events, culture, transport and public spaces
- Secure a site for the Black Cultural and Heritage Centre and carry about consultation with residents and community groups to help shape the final plans
- Make Southwark a Borough of Sanctuary, working with community groups and partners to help and support refugee, migrant and asylum seekers in Southwark, and campaign to end the Hostile Environment
- Campaign to ensure the Windrush generation are compensated by the National government for past injustices
- Open the new library and heritage centre on the Walworth Road
- Celebrate and support Southwark's EU citizens and protect all local residents from the effects of Brexit
- Ensure Kingswood House continues to benefit the local community and improve facilities on the Kingswood Estate
- Ensure libraries retain a central role in our local communities, with continued investment and innovation.

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