

Cabinet

Tuesday 20 October 2020

4.00 pm

Online. This meeting will be livestreamed on Southwark Council's YouTube channel here: <https://www.youtube.com/user/southwarkcouncil>

Membership

Councillor Kieron Williams
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor Stephanie Cryan
Councillor Helen Dennis
Councillor Alice Macdonald
Councillor Rebecca Lury
Councillor Leo Pollak
Councillor Catherine Rose
Councillor Johnson Situ

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Children, Young People and Schools
Public Health and Community Safety
Jobs, Culture and Skills
Social Support and Homelessness
Communities and Equalities
Finance and Resources
Housing
Leisure, Environment and Roads
Climate Emergency, Planning and
Transport

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

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Access

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Contact

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

Members of the committee are summoned to attend this meeting

Councillor Kieron Williams

Leader of the Council

Date: 12 October 2020



Cabinet

Tuesday 20 October 2020
4.00 pm

Online. This meeting will be livestreamed on Southwark Council's YouTube channel
here: <https://www.youtube.com/user/southwarkcouncil>

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
	MOBILE PHONES	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED	1 - 2
	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 14 October 2020.	
6.	MINUTES	3 - 7
	To approve as a correct record the minutes of the open section of the meeting held on 8 September 2020.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 14 October 2020.	
8.	PETITION - ROAD CLOSURES IN DULWICH	8 - 14
	To consider a petition from local residents relating to a request to reverse road closures in Dulwich.	
9.	SOUTHWARK STANDS TOGETHER ROADMAP	15 - 36
	To consider the update and actions arising.	
10.	SOUTHWARK COMMUNITY SUPPORT ALLIANCE UPDATE	37 - 47
	To agree the implementation and timescales of the 16 recommendations for the revised Community hub model / Southwark Community Support Alliance that are required as to address the short-and long term.	
11.	SOUTHWARK HOUSING STRATEGY	
	To follow.	
12.	760 OLD KENT ROAD, SE15 1NJ - STRATEGIC INVESTMENT / SITE ACQUISITION	
	To follow.	

Item No.	Title	Page No.
13.	POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT, INCLUDING TREASURY MANAGEMENT 2020-21 (MONTH 5)	
	To follow.	
14.	POLICY AND RESOURCES STRATEGY: CAPITAL MONITORING REPORT, INCLUDING CAPITAL PROGRAMME UPDATE 2020-21	
	To follow.	
15.	RECOMMENDATION TO STOP AND CLOSE QUEENS ROAD 4	48 - 59
	To request a decision to formally stop and close the Queens Road 4 (QR4) programme (including terminating construction contracts), following the impact of COVID-19 on the way in which services are delivered moving forward, and taking into account the considerable financial challenges forecast over the coming months.	
16.	LEISURE MANAGEMENT CONTRACT OPTIONS FROM APRIL 2021	60 - 72
	To note the findings of the evaluation of the two options available to the council for the management of the leisure centres from the 1 April 2021 and approve the plan to enter into negotiations and agree a contract variation with Sports and Leisure Management Ltd (SLM), in order for the council to fully evaluate the options available to it when the current contract ends in June 2023.	
17.	GOVERNMENT'S CONSULTATION ON THE PLANNING WHITE PAPER "PLANNING FOR THE FUTURE"	73 - 79
	To note the response to the Planning White Paper.	
18.	SOUTHWARK SKILLS STRATEGY - DELIVERY PLAN PROGRESS UPDATE	80 - 97
	To note the progress made in delivering the Skills Strategy since June 2019 and the impact of COVID-19 on the delivery of the Skills Strategy and the need to align with Southwark's Economic Renewal Plan.	

Item No.	Title	Page No.
19.	PUPIL PLACE PLANNING REPORT	98 - 155
	To note the updated forecasts and existing supply of primary and secondary school and a review of Place Planning areas to support primary and secondary school place planning is underway.	
20.	REPORT FROM THE EDUCATION AND BUSINESS SCRUTINY COMMISSION: EXCLUSIONS AND ALTERNATIVE PROVISION (RESPONSE TO THE REPORT CONSIDERED AT JULY CABINET)	156 - 162
	To note education and children's services comments to the exclusions and alternative provision report from the education and business scrutiny commission.	
21.	REPORT FROM ENVIRONMENT SCRUTINY COMMISSION: SECOND REVIEW OF THE CLIMATE EMERGENCY STRATEGY (RESPONSE TO THE REPORT CONSIDERED AT JULY CABINET)	163 - 174
	To note the recommendations made by the environment scrutiny commission and agree the response.	
22.	REPORT FROM ENVIRONMENT SCRUTINY COMMISSION: AIR QUALITY (RESPONSE TO THE REPORT CONSIDERED AT JULY CABINET)	175 - 184
	To receive officers' responses to environment scrutiny commission's report 'Air Quality' dated July 2020.	
23.	REPORT FROM HOUSING SCRUTINY COMMISSION: HOUSING ASSOCIATIONS	185 - 191
	To agree new criteria for reviewing the List of Registered Providers (RPs) for section 106 affordable housing based on the draft criteria and related recommendations.	
24.	REPORT FROM HOUSING SCRUTINY COMMISSION: DISTRICT HEATING AND HEAT NETWORKS	192 - 194
	To consider recommendations from the housing scrutiny commission in respect of district heating and heat networks.	

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25.	GATEWAY 3 - CONTRACT VARIATION HEATING AND WATER CONTRACTS A&B	195 - 211

To approve the variation of contract A (north of the borough) heating and water contract and the variation of contract B (south of the borough), heating and water contract.

26.	APPOINTMENTS TO OUTSIDE BODIES 2020-21	212 - 224
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To consider and agree appointments to the outside bodies for the 2020-21 municipal year.

27.	NOMINATIONS TO PANELS, BOARDS AND FORUMS 2020-21	225 - 233
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To agree the allocation of places to the panels, boards and forums for the 2020-21 municipal year..

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

EXCLUSION OF PRESS AND PUBLIC

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

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

28.	760 OLD KENT ROAD, SE15 1NJ - STRATEGIC INVESTMENT / SITE ACQUISITION	
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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: 12 October 2020



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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 20 October 2020

LEAD OFFICER DETAILS

Name and contact details: Marcus Mayne, Principal Surveyor: Regeneration S on 020 7525 5651 or email: marcus.mayne@southwark.gov.uk

DETAILS OF THE REPORT

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

760 Old Kent Road, London SE15 1NJ

The strategic acquisition of land and property at 760 Old Kent Road, London, SE15 1NJ .

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

The vendor has set a challenging timescale for the council to obtain cabinet authority to proceed with this acquisition and complete all legal formalities. If the council does not meet this timescale then it is likely the opportunity to complete this acquisition will be lost and the council will lose out on the opportunity of a significant source of income and the opportunity over the longer term to deliver new council homes on the site.

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

Negotiations to acquire this strategic investment opportunity were ongoing and subject to a detailed selection criteria. The timing of the selection of the successful bidder by the vendor meant that it was not known that a submission of a report to cabinet, including a closed report would be required until

02/10/20. Only on the 8 October was the submission to cabinet approved.

Paula Thornton
For Proper Constitutional Officer
Dated: 12 October 2020



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 8 September 2020 at 4.00 pm Online/Virtual meeting.

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

1. APOLOGIES

All members were present.

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

The chair gave notice of the following late items:

- Item 10: Southwark Stands Together Programme
- Item 11: Community Hub – Supporting the needs of the most vulnerable.

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

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

No closed items were considered.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

5. PUBLIC QUESTION TIME (15 MINUTES)

None were received.

6. MINUTES**RESOLVED:**

That the minutes of the meeting held on 14 July 2020 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

None were received.

8. DRAFT CARE HOME QUALITY ASSURANCE SCRUTINY REVIEW PART ONE – OLDER PEOPLE - HEALTH & ADULT SOCIAL CARE SCRUTINY COMMISSION

Councillor Victoria Olisa, chair of the health and adult social care scrutiny commission presented the report to cabinet.

RESOLVED:

That the recommendations (Appendix A of the report), as set out on page 3 of the report be considered and that the relevant cabinet member report back to cabinet within eight weeks.

9. REFRESH OF THE COUNCIL PLAN 2018-2022**RESOLVED:**

1. That the proposed refresh of the Council Plan 2018-2022 (attached as Appendix 1 to the report) be agreed 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 of the report.

2. That it be noted 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.

10. SOUTHWARK STANDS TOGETHER PROGRAMME

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 a detailed roadmap setting out key actions, measures and metrics is planned to come to cabinet on 20 October 2020. It was therefore important, in maintaining pace on action and onward engagement, that cabinet agreed the emerging work stream recommendations in advance of that time; this was first available cabinet to receive those recommendations.

RESOLVED:

1. That Southwark Stands Together will be a long-term programme of positive action, education and initiatives for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality.
2. That residents, staff and the wider community are thanked for taking part in the surveys and listening exercises so far.
3. That it be agreed that the council will be actively anti-racist in all that we do, and the emerging recommendations (Appendix 1 of the report), which have arisen out of the engagement events held with staff and the community, will be integrated into the refreshed council plan process.
4. That the initial findings from the survey and listening exercises be noted and that further analysis is underway with an update provided to cabinet in October 2020.
5. That it be agreed to develop a roadmap and action plan with measures and metrics to deliver the Southwark Stands Together programme and officers be instructed to present this to cabinet in October 2020.
6. That it be agreed that any wider resourcing implications for the council associated with next step delivery are appropriately assessed through the council's policy and resources strategy process.
7. That any future action plan is subject to regular monitoring and review and reported at least annually to cabinet.

11. COMMUNITY HUB - SUPPORTING THE NEEDS OF THE MOST VULNERABLE

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 so that cabinet could agree and put in place necessary next steps on support for vulnerable residents when the current arrangement ends at the end of September that will allow the council and partners to continue to deal with the Covid-19 pandemic and its impact on the borough.

RESOLVED:

1. That the considerable efforts from all involved in the community hub in the provision of support to the most vulnerable in the community during the worst impacts of the Covid-19 pandemic be noted.
2. That the significant contribution of the voluntary and community sector in the localised provision of support networks within Southwark be recognised and the work being undertaken to build on the existing and future network be supported.
3. That the outcomes from the review into the future of the community hub and the considerable impact from the contributors in steering the recommendations in the report be welcomed.
4. That the approach to ensuring a managed transition for people supported by the Covid-19 Community Hub be agreed, stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support. This work will continue between now and December 2020.
5. That the Covid-19 community support plan that sets out the emergency operating model in the event of a further spike in Covid-19 or a further lockdown be agreed.
6. That officers be instructed to test new ways of providing housing, employment, skills, money, social care and immigration support in local communities, including testing how support from established public and voluntary and community sector (VCS) providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.
7. That officers to bring a further report back to cabinet in October 2020 that sets out a more detailed plan for implementation of the council's response to the recommendations of the review working group.

TRIBUTES TO COUNCILLOR PETER JOHN OBE - OUTGOING LEADER OF THE COUNCIL

This was the last cabinet meeting chaired by the outgoing Leader of the Council, Councillor Peter John OBE, who had held the position for the last 10 years.

Cabinet colleagues, Councillor Ian Wingfield (chair of overview and scrutiny committee) and the chief executive all paid heartfelt tributes to the transformational and key objectives achieved in this period under his leadership. Additionally, the personal impact and support given to colleagues were highlighted in these tributes.

The meeting ended at 5.50pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 16 SEPTEMBER 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: 20 October 2020	Meeting Name: Cabinet
Report title:		Petition - Road closures in Dulwich	
Ward(s) affected:	or groups	Dulwich Hill, Dulwich Village, Dulwich Wood and Goose Green.	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet consider a petition from local residents relating to a request to reverse road closures in Dulwich.

BACKGROUND INFORMATION

2. A petition containing 500 signatures or more maybe presented to the cabinet. A petition can be submitted by a person of any age who lives, works or studies in Southwark. Petitions must relate to matters which the council has powers or duties or which affects Southwark.
3. At the meeting, the spokesperson for the petition will be invited to speak up to five minutes on the subject matter. The cabinet will debate the petition for a period of up to 15 minutes and may decide how to respond to the petition at the meeting.

KEY ISSUES FOR CONSIDERATION

4. A petition containing 2475 signatures (as at 8 October 2020) has been received from local residents
5. The petition states:

“We the undersigned petition the council to immediately reverse all road closures (and partial closures) made during lockdown in Dulwich Village / East Dulwich. Including: Melbourne Grove (both ends), Derwent Grove, Elsie Road, Tintagel Crescent, Carlton Avenue, Court Lane and to cancel the future planned camera-enforced closures of Townley Road and Dulwich Village at certain hours of day.

The council claims that these road closures are to aid a cleaner greener streets initiative with the aim of reducing air pollution and promoting other forms of transport. However, whilst the fortunate 'few' living on the newly closed streets are enjoying pollution free air now, the 'many' living on the other streets taking the significant additional traffic burden are more polluted than ever and suffering vastly increased congestion at various different times of day.

Additionally, anyone who has no choice but to drive (due to work, disability, familial life, lack of public transport alternatives etc) are being penalised by

having to endure significantly increased journey times due to sitting in standstill traffic jams.

After weeks of regular gridlock on East Dulwich Grove and Dulwich Village (and no sign of any let up) during morning and early evening hours (even before schools went back), the notion that these schemes require time to 'bed in' has become untenable. The situation will very likely get worse as more and more people go back to work and the remaining schools open.

At the same time as these road closures have been rolled out, no new investment in local public transport, links have been announced to help ease the pressure. In fact, bus services (such as the 12 route) have been reduced.

Low emissions schemes are proven to reduce air pollution across the capital far more effectively than any road closure ever has (as has been demonstrated by the ULEZ). Surely the rollout of the ULEZ to within the south circ next Oct should be given time to work before any other drastic measures such as road closures are considered? And we would ask the council to consider that pollution spread evenly across all streets in the area is a far fairer approach than to concentrate it on a few unfortunate resident's streets.

Logic dictates that vehicles moving freely around the borough using all available roads results in less congestion. Concentrating all vehicles to a choice few roads will obviously cause more congestion - and often gridlock. This in turn causes vehicles to idle for long periods resulting in a greater level of air pollution. The scheme is not working and should be reversed immediately."

6. A second petition has also been received **in support** of the road closures with 29 signatures (as at 8 October 2020). This petition states:

"We the undersigned petition the council to maintain and complete as soon as possible the road closure programme which has recently been announced by Southwark Council in respect of roads in and around Dulwich Village. We agree with the council that making these changes is essential to make those roads safer for pedestrians and cyclists and encourage residents and non-resident to move away from their dependency on cars."

Community impact statement

7. The Southwark constitution allows petitions to be presented by members of the public and can be submitted by a person of any age who lives, works or studies in Southwark.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Environment and Leisure

8. The areas referred to and the measures installed so far are shown on the plans in Appendix A and B (attached to the report).

9. As London comes out of lockdown there is a very real risk of a car-led recovery when people go back to their normal travel patterns but continue to avoid public transport. In order to avoid the detrimental impact this will have on air quality and the health of Southwark residents the council needs to take measures to encourage people to make the change to walking and cycling instead of private motor vehicles wherever possible.
10. Failing to address this issue could result in driving, congestion and pollution being significantly higher than before Covid due to reduced capacity on public transport and people's concerns about using these services. The council needs to protect residents from rising traffic levels and pollution in residential areas by closing specific roads, to help create quieter, calmer and healthier neighbourhoods where it is easier to walk, cycle, play and socialise.
11. TfL's Attitudes to Cycling Survey in Autumn 2016 found that 77 % of Londoners enjoy cycling and cite multiple benefits of cycling (it is fun, quick, convenient, cheap and a good way to keep fit).
12. Many residents recognise the benefits of cycling, but are put off by concerns about safety, traffic and lack of confidence – perception of safety is the number one deterrent for 75 % of those thinking about taking up cycling. Just 54 % of people who cycle regularly said they were satisfied with their journey experience on London's streets in 2016. It is only by tackling these concerns that we will be able to help people return to using local services without having the detrimental health impacts of excessive motor vehicle use.
13. Before the lockdown 77% of respondents to Southwark's Movement Plan consultation supported reducing the number of motor vehicles on our streets. The council signed up to take action on Climate Change by reducing petrol and diesel vehicle use by 50% (2019). 30% of car trips in London are of less than 2km and could easily be walked or cycled. These very local trips can be encouraged by the implementation of neighbourhood level measures that allow people to feel safe walking and cycling to local shops and facilities.
14. The measures installed around Dulwich, primarily permeable road closures, have been installed in response to resident and local Councillor comments over the last few years and will not be new to people who attended the regular community meetings held to discuss them.
15. The measures will be enhanced with further schemes about to be implemented, and complementary measures implemented by TfL to support our schemes, such as changes to traffic signal phasing where issues have been identified from displaced traffic. However, projects of this size require many separate interventions that need to work together. Not all measures can be installed simultaneously and time must be allowed to complete all of the changes and allow people to realise the benefits.
16. These changes will be monitored via traffic counts and surveys before and after implementation, with extensive consultation planned with businesses, residents and any other interested parties. We have also set up web pages to inform on the schemes and provide opportunity for public feedback, all of which will form part of the overall consultation for the schemes:

<https://eastdulwichstreetspace.commonplace.is/>
<https://dulwichvillagestreetspace.commonplace.is/>

17. It is accepted that there will be an initial displacement of traffic onto major periphery roads but experience demonstrates that this often settles when drivers become accustomed to the changes and people begin to feel safer and more confident in walking and cycling to get to local destinations. That said, these measures have been implemented as experimental in accordance with national and TfL guidance, and to ensure they were in place for school returns and timing of easing of lockdown measures. And a review of their effectiveness against the original objectives will be carried out as standard practice.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet procedure rule 2.13 on petitions	160 Tooley Street, London SE1 2QH	Paula Thornton
Link (copy and paste into browser): http://moderngov.southwark.gov.uk/documents/s90825/Cabinet%20procedure%20rules%20May%202019.pdf		
Link for petition on the council's web site: http://moderngov.southwark.gov.uk/mgEPetitionListDisplay.aspx?bcr=1		





APPENDICES

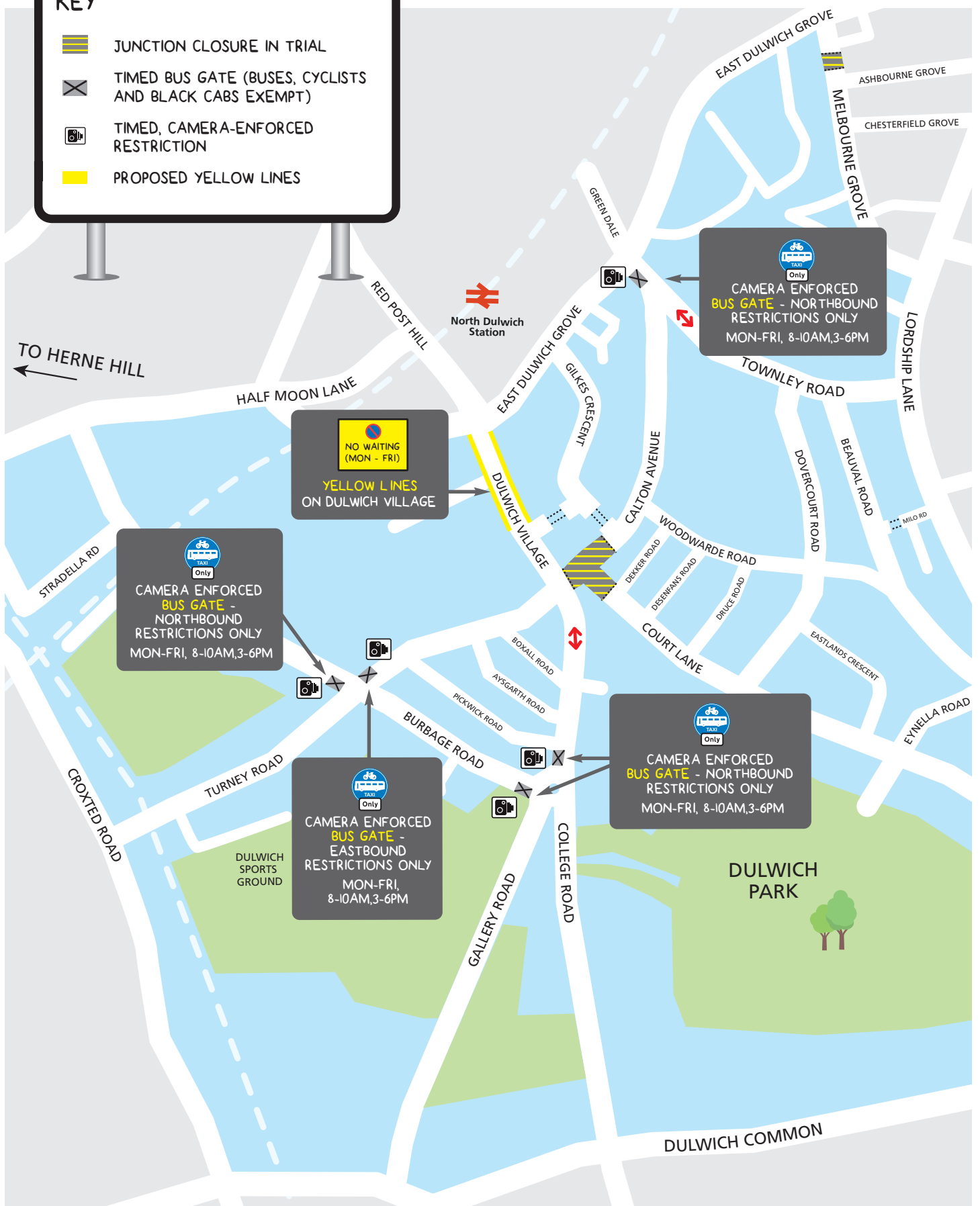
No.	Title
Appendix A	Dulwich LTN measures
Appendix B	East Dulwich LTN measures

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	8 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Environment and Leisure	Yes	Yes
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Date final report sent to Constitutional Team		8 October 2020

KEY

-  JUNCTION CLOSURE IN TRIAL
-  TIMED BUS GATE (BUSES, CYCLISTS AND BLACK CABS EXEMPT)
-  TIMED, CAMERA-ENFORCED RESTRICTION
-  PROPOSED YELLOW LINES





Item No. 9.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Southwark Stands Together Programme update	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Leader of the Council	

FOREWORD – COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

As the new Leader of the Council I am determined to ensure that in Southwark we lead the way in tackling inequality, injustice and racism. I am therefore delighted that this report on our Southwark Stands Together programme is my first to Cabinet.

The last few month have made the inequalities in our society and country clearer to see than ever. It is not by chance that the heart-breaking toll of this pandemic has fallen most heavily on our Black, Asian and minority ethnic communities, on women, people with disabilities and people on low incomes. It is a direct result of the injustice in our country. The death of George Floyd in America, and the resulting wave of anger and action around the world through the Black Lives Matter movement, has also been a much needed wakeup call on the depth of structural racism in Britain today.

Southwark Stands Together has been our direct response. It is a long-term programme of positive action, education and initiatives for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality. This report sets out how we will now place that work at the heart of everything we do as a council. Updating our council values to include new commitments to always work to make Southwark more equal and just and to stand against all forms of discrimination and racism. Incorporating the key actions identified through Southwark Stands Together into our Council Plan, and further strengthening our engagement with residents, businesses and the wider community to shape and deliver those actions.

Importantly we will also lead by example, with a new commitment to make the top our workforce representative of the ethnic diversity of the local population by 2030.

Together these actions will ensure that working with the people of our borough to build a Southwark that is more equal and just is central to everything we do as a council.

RECOMMENDATIONS

That Cabinet:

1. Agrees that the commitment to deliver Southwark Stands Together as a long term programme of positive action, education and initiatives to tackle racism, injustice and inequality be incorporated into the refreshed Council Plan; with priority measures and milestones developed and embedded into the council's performance management framework.
2. Agrees a new commitment to work to ensure the top of the council's workforce is representative of the ethnic diversity of the local working age population by 2030; and requests that work be undertaken, in consultation with staff, unions and the local community, to put in place the actions to achieve this ambition as well as short and long term success measures.
3. Agrees that the following principles should be incorporated into the council's values that inform all the work we do across the council, with their final wording to be set out in the refreshed Council Plan; that we will
 - a. Always work to make Southwark more equal and just
 - b. Stand against all forms of discrimination and racism.
4. Reaffirms the five Southwark Stands Together Pledges that the council is asking businesses, organisations, groups and residents to sign up to and agrees to publicise and communicate these further using a cross sector approach.
5. Notes that future stages of engagement will involve connecting better, building relationships and working collaboratively and inclusively with residents, businesses and the wider community across the borough
6. Notes that the resourcing implications from the programme will be assessed and continuously reviewed through the council's policy and resources strategy process
7. Agrees an annual report on programme progress will be presented to Cabinet in July 2021.

PURPOSE & SUMMARY

8. The purpose of this report is provide a short update on progress on Southwark Stands Together, specifically where we are on the engagement journey and planned next steps. It reaffirms, following agreement of a new Leader and Cabinet at the Council Annual General Meeting on 16

September 2020, the council's commitment to the programme so laying the foundations that mark the beginning of the Southwark Stands Together into delivery, council renewal and change.

9. The report proposes for wider engagement a specific commitment on representation at the top end of the council workforce and also asks that the fairer future values, as articulated in the Council Plan, be updated to reflect the world our communities live and experience. Explicitly this is about putting equality, justice and standing against all forms of discrimination and racism at the centre of how the council will work as an anti-racist organisation.
10. It builds on (and should be read in conjunction with) the report to Cabinet on 8 September and sets out priority recommendations for initial action that will be incorporated into the refreshed Council Plan and council service and performance plans as an immediate next step.
11. In agreeing this report, crucially, Cabinet is reaffirming its commitment to Southwark Stands Together with specific commitments and values incorporated into both what and how the council will do business and work with the wider community. Programme monitoring and review will be embedded into the council's performance framework. An annual report on Southwark Stands Together progress will be presented to Cabinet in July 2021.

BACKGROUND INFORMATION

Southwark Stands Together, our commitment to tackle racial inequalities

12. Southwark Council promotes the basic rights of all people to equality and justice. Southwark Stands Together is therefore our local call to unity, support and action. It is a long term programme of positive action for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality.
13. The council's approach to date has comprised *identifying* issues of concern, *listening* to people from Black, Asian Ethnic Minority communities about their experiences and *learning* from our residents and staff and others about how the council can become an effective anti-racist organisation.
14. A report to Cabinet on 8 September set out what the community have told us so far of their experience of racism, racial inequalities and injustice. It proposed the things we can do together to build on positive action to date and to bring about change, through a number of emerging recommendations, grouped by work streams.

Southwark Stands Together Pledges

15. A number of pledges have been developed under the Southwark Stands Together programme. These are pledges that the council want businesses, organisations, groups and residents to sign up to and act on. The pledges are:
- *I/We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.*
 - *I/We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels*
 - *I/We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we partner with and within the service we deliver.*
 - *I/We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity*
 - *I/We pledge to ensuring that people of all backgrounds can rise to the top of the organisation.*
16. Over the coming weeks the council will further publicise and communicate these pledges with the aim of increasing the number of local business and organisations signing up to and acting on the pledges.

KEY ISSUES FOR CONSIDERATION

17. The report to Cabinet on 8 September set out what the community have told us so far of their experience of racism, racial inequalities and injustice. In providing initial findings from the Southwark Stands Together Listening exercise and survey it illuminated the many areas of racism, discrimination and inequality and brought home to us the adverse effects these areas, which affect our community and staff. This adversity remains rooted in many areas of people's lives such as socio-economic disadvantage, living conditions, acceptance and affirmation in wider society and both health, and mental health.
18. The pain and trauma of people's experiences echoed loudly in our connections with people during the listening exercise. This has provided a strong impetus and motivation for the Southwark Stands Together programme to look at things as they plainly are and move our staff and community to a new place of how things should be.

Approach to engagement – the story so far and planned next steps

The 5 Step engagement process

19. We will continue to partner with The Consultation Institute (tCI) in the development of our approach to engagement which is built around a five step process. The process enables multi layered, explorative and deliberative approaches with elements of co-production. The first and second steps focussed on both listening and a deliberative engagement.
20. The listening events that took place over the summer and from which Cabinet received headline findings in the report of the 8 September formed the first step, which involved ***finding out and exploring what needs to change***. Respondents and participants were invited to give their views and experiences as well the areas that they thought needed changing. In involving people in this way, they are able to suggest areas of change in relation to the status quo as well as offer solutions.
21. The second step continued the focus on the listening exercise in producing the ***early development of the solutions and road map***. This involved undertaking options development as a way to look at solving the key challenges. The outcome was the development of a series of recommendations across the eight works streams, again reported to Cabinet on 8 September.
22. We are currently in step 3, which is the ***solution exploration – this is a deliberative stage based on facilitated discussion with stakeholders in the community and council*** to understand what good would look like and how best to achieve that. This means working together to identify potential solutions to the problems and issues identified in the listening exercise and confirming the recommendations in step 2. It also means clarifying any areas that need a deeper dive into them before solutions can be identified.
23. In step 3, we will use ***appreciative inquiry methodology*** to explore what success would look like in order to develop measures and targets across the work streams and in the development of a shared vision. This would include key areas such as those set out in the following paragraphs.
24. The Public Sector Equality Duty (PSED). The PSED includes the responsibility to '*foster good relations*', not just to measure and avoid discrimination. This gives a statutory imperative for initiatives such as Southwark Stands Together and provides a mandate to open discussions (internally, first), with residents and with external stakeholders in the community and voluntary sector, business, faith communities. The final step here would be promoting the work and activities through communications and social media platforms.
25. Public Health linkages. Links with Public Health involves ensuring that the work streams have an awareness and understanding of both the interdependencies and intersections between services across the council. In identifying and mapping these linkages we are better positioned for integrated delivery and avoiding unintended or contradictory outcomes in

the community. As a direct result of the COVID-19 pandemic inequality has intensified and therefore measures to counter these impacts must be prioritised. There is a growing body of evidence such as the work of the Carnegie UK Trust programme on wellbeing that community engagement boosts confidence, counters disillusionment and improves wellbeing in the affected communities.

26. Industry Experts. In partnering with tCI we will have access to contacts across the equality sector, including examples from Northern Ireland, where the PSED has two decades of practice, and where implementation of '*good relations*' has brought positive outcomes.
27. The fourth step involves continued collaboration on how we make this happen to further inform action planning. It means working with a wide representative group of people, drawn from those likely to have been or could be affected by discrimination, plus other 'relevant parties' in order to appraise solutions.
28. The fifth and final step is evaluation and review of the Southwark Stands Together engagement approach in relation to the roadmap and action planning, evidencing early success and embedding a long term sustained approach to engagement.
29. In partnering with tCI we will also be developing a toolkit to improve our reach with BAME (Black, Asian and Minority Ethnic) communities. The data and information we have gained from the demographics and background of respondents in general consultations suggest that they are not representative of our BAME communities, young people, men, the digitally excluded, some of the groups from the protected characteristics. The toolkit will have a strong focus on hearing voices that have not been heard before such as our undocumented migrant population and people who feel disengaged, disaffected, lonely, isolated or excluded.
30. We will work with tCI to progress vital work and an engagement approach around the healing of our communities through '*truth recovery*' where people can share their story and receive support as a vehicle for reconciliation and the promotion of good relations. This will involve developing both a strong knowledge and awareness of the local politics of the borough as well as being able to manage and navigate through this within our approach to engagement

A representative workforce

31. Our staff are our greatest asset and this is especially so in taking forward the work of Southwark Stands Together internally and out into the community. A key focus of Southwark Stands Together, as reported to Cabinet on 8 September, is how we work with council staff and in particular renew our commitment to equality and anti-racism including through refreshed and on-going internal communications and engagement

activities.

32. Over the coming weeks we will appoint and be working with a Equality, Diversity and Inclusion (EDI) partner to support us in delivering 'deeper dive' focus groups and other engagement with staff directed by themes from the listening circles held earlier in the summer. Ensuring our staff continue to have their say and influence and direct future actions and approach to workforce strategy is an integral part of the wider Southwark Stands Together programme. The outcomes of the focus groups will directly inform workforce strategy, an update of which will be presented to Cabinet in December 2020.
33. A key point that has arose in discussion with staff and the wider community is representation of the community at the senior level in the organisation. A research and data group is already established and looking at benchmarking Southwark with datasets across the sector and with other organisations plus best practice and case studies. This work will continue to inform our approach. This includes consideration of appropriate measures and targets upon which to assess our progress. One such measure is benchmarking representation with the local working age population. Whilst overall the council's workforce is broadly representative of the local working age population this is not currently true at the top of the organisation. 22% of senior council officers at Grade 14 (Head of Service or equivalent) and above are black, Asian or from minority ethnic groups. According to data from 2017, 38% of London's working age population is from black, Asian or minority ethnic groups. Whilst this gap has closed over recent years the rate of progress remains slow.
34. Taking account of these issues, this report asks Cabinet to agree a new commitment to ensure the top of the council's workforce is representative of the ethnic diversity of the local working age population by 2030. Detailed work will be undertaken to achieve this ambition as well as short and long term success measures. Following agreement of this ambition by Cabinet, work will be undertaken with staff, unions and the wider community. Feedback from this work plus further benchmarking and research into definition and approach will form a key part of the council's review of the workforce strategy.

Updating our values

35. The report to Cabinet on 8 September set out some the headline findings from the listening exercise that took place over the summer and formed the first stage of our approach to engagement (as set out earlier in this report) on Southwark Stands Together. The listening events provided a rich bank of thought, ideas, frustrations, hopes and ambition as expressed by residents and staff across the borough. Further analysis of the findings from the listening events will be undertaken as we progress through the next stages of engagement of programme implementation.

36. Residents and staff have therefore started to tell us what needs to change, how things could change and what we need to collectively do to take positive action to tackle racism, injustice and make change a permanent reality. A step on that journey includes consideration of how we remould and add to the fairer future values, first developed in 2010 and updated again in 2014 and 2018, that govern how the council works with the community. The current values are:
- treating residents as if they were a valued member of our own family
 - being open, honest and accountable
 - spending money as if it were from our own pocket
 - working for everyone to realise their own potential
 - making Southwark a place to be proud of.
37. This report proposes, for consultation and engagement with staff and the wider community, a refresh of the fairer future values with the following additions that reflect our commit to tackle inequality and discrimination, that as a Council we will:
- Always work to make Southwark more equal and just
 - Stand against all forms of discrimination and racism.
38. If adopted, these values are proposed to be included in the refreshed Council Plan for adoption by Council Assembly in November 2020.

Update on work streams recommendations

39. The report to Cabinet on 8 September proposed an initial set of the things we can do together to build on positive action to date and to bring about change, through a number of emerging recommendations grouped by workstreams. The work streams are:
- Employment and business
 - Education
 - Health
 - Culture
 - Communities
 - Interaction with the Police
 - Renewing and Reinventing the Public Realm
 - Council staff engagement.
40. This report now provides a further update, proposing priority recommendations for early action. These are set out in Appendix 1 alongside lead cabinet member and officer responsibility. Following agreement of priority recommendations, specific measures and milestones will be incorporated into the refreshed Council Plan (itself currently subject to consultation) and council service and performance plans.

41. It is important to stress that in signaling priority recommendations for early action, further engagement and action planning is underway in line with all the recommendations set out in the report to Cabinet 8 September. Given the differing nature of each work stream and need to engage with a differing set of stakeholders, action planning will take place at differing pace and speed. The purpose of this report however is to identify those recommendations that will take early priority for incorporation (with specific measures and milestones) into the refreshed Council Plan.

Children and young people with care experience

42. The council has a clear commitment to supporting our children in care and care leavers. As referenced in the report to 8 September Southwark children in care and care leavers have told us how their personal circumstances can make them feel vulnerable, navigating life, and how deeply they reflect on identity and belonging – that racism, discrimination and injustice hurts deeply and needs to be tackled.
43. Through Southwark Stands Together the council is making a clear commitment to supporting our children in care and care leavers. This will include consideration of enhanced learning and development for foster carers on the needs of BAME children in care; a bespoke training programme for social care staff; placement sufficiency (strategy) review and action plan including key aspects of cultural competence and the experience of BAME children in care; review of assessment model(s), particularly parenting aspects, to ensure it fully considers structural issues, social injustice and is not inappropriately Eurocentric; learning about Black History to be developed and promoted for children in care.
44. As part of ongoing programme delivery and future engagement further work will be undertaken with children in care, care leavers and families on how, together, we can tackle the causes and conditions of racism, discrimination and injustice.

Dare to Design

45. The council is also exploring ways of using its design commissioning, procurement practices and its schools and development networks to improve the diversity of the architecture profession to better reflect the diversity of Southwark's population. Work continues to formalise approval for the council to become a Constituent Member of the London Housing Consortium (LHC) procurement consortium and participate as a member of the LHC Joint Committee and support the Open City Accelerate 'Dare to Design' programme.
46. The purpose of 'Dare to Design' is to work in partnership with Open City Accelerate and the LHC architects framework to seek to promote routes into the architecture profession for young people from under-represented

backgrounds in the borough, using different construction and design challenges including through the council's new housing programme.

Governance, monitoring and review

47. Following the annual general meeting of the Council, cabinet portfolios were updated. As a cross-council priority programme at the heart of how the council and borough renews, overall strategic responsibility for Southwark Stands Together rests with the Leader of the Council. Cabinet portfolios have been updated to take account of the emerging work stream recommendations (as reported to 8 September Cabinet). Cabinet portfolio holders will take responsibility for specific work streams (as set out in Appendix 1) and recommendations, measures and milestones associated with delivery of those work streams. Performance planning and monitoring will be incorporated into the council's overall performance framework, at the highest level through the Council Plan, tracked quarterly and reported at least annually.
48. At the officer level, overall strategic responsibility for Southwark Stands Together Programme sits with the Chief Executive, with the Chief Officer Team as the council's most senior level steering group for delivery of the programme. Given the importance of the programme for how the council renews, the overall programme lead reports into the Director of Response and Renewal. Director and senior officer leads are in place for the eight work streams leads (see Appendix 1) and they (and any associated working groups) will report to the Southwark Stands Together Programme Lead on the delivery of their actions and progress on future engagement activity. The working groups will also comprise representatives from across the other themed areas in order to develop and deliver on cross cutting work and embed the programme council wide.
49. The programme will also build levels of accountability and monitoring through external audit, peer reviews, local external evaluation of our engagement approach via our community and voluntary sector partners, staff groups and the advice and support of a range of industry experts. This includes lobbying to government around specific areas of concern and response where appropriate to any calls for evidence from central government.

Policy Implications

Breaking cycles

50. The September Cabinet report provided a summary of key policy context and legislation relating to health inequalities, racially motivated crimes, the Public Sector Equalities Duty, a study of race relations, and BAME people in the criminal justice system.

51. The reviews of such policy context cite that recommendations or legislation are often partially implemented or not at all. This sense of cycles being repeated in the lives of our residents is evident in some of the frustration they displayed in the listening exercises; one resident spoke of the “*need to get off the merry go round*”. The listening exercises, COVID-19 impact survey, ONS and PHE have all highlighted the fact that many of the conditions that have led to experiences of racism, discrimination and inequality have been prevalent for decades with many simply born into conditions of disadvantage.
52. Alongside the appreciative inquiry, we will be undertaking a policy review, which can help to identify cycles of disadvantage and where key points of intervention, equity and resources required. Our analysis on equality, health and approach to engagement will provide further rich sources of information on areas of disadvantage and inequality. The roadmap and solutions as well the reporting of the PSED will provide further illumination into this process and greater appraisal to our success measures.
53. The areas of review would include **health inequalities** and their links to socio-economic deprivation and housing conditions. The disproportionate impact of COVID-19 has further highlighted these and the evidence shows that inequality has worsened from the time of the Marmot review.
54. The zero tolerance for racism contained in the Stephen Lawrence Inquiry report recommendations were wide reaching for the police and in shaping key legislation that followed. As a result of these we will be looking at the investigation and prosecution of **racially motivated hate crimes** and additionally **online harm**. Wider recommendations around the **national curriculum** and the emphasis on **cultural diversity** were also highlighted as part of the review. The review of current **local stop and search** monitoring arrangements to improve confidence in and understanding of policing strategy is contained within the interaction with police work stream.
55. The Education work stream will be developing a strategy that aspires to eliminate **school exclusions** for all. Marmot and Lammy identified school exclusions as one of the key components along with poverty and lone parent families in the backgrounds of people who are over represented in the criminal justice system.
56. The proposed **equality audit of services**, including policies and procedures using the Southwark Framework for Equality to frame the process and the **toolkit to improve our reach with BAME communities** by the Communities work stream will provide further insight in terms of our policy implications.
57. The survey and listening exercises for Southwark Stand Together have also highlighted clear area of concern around strategic and operational service delivery of local authorities for BAME communities. This area

inequality and disadvantage was another area that was worsened during the pandemic. Further work insight and awareness is required to build on what we have already learned in order to address this.

Healing and Reconciliation

58. Alongside the work of breaking cycles, Southwark Stands Together will develop a strong focus on the healing and reconciliation of our communities. This is often the strand of the PSED that can be 'overlooked' by local authorities, as the implicit perception is that 'this is what we do'.
59. However, the data, public perception and anecdotal information means as a sector there are some local authorities that still have a way to go in promoting good relations. The challenge of the time and effort required in building relationships within a busy 'office' (virtual or physical) environment will never be solved by a lack of exposure to our residents, the communities they live and the inequalities and disadvantage they face.
60. This work will run parallel with the other eight work streams and intersect at key points such as the anti-racist audit work and building trust between the police and the community.
61. This work will involve healing through remembering and probing into some challenging experiences through:
 - Truth recovery (this could be hearings where people get to share their story and receive support- like a town hall meeting)
 - Oral History (a collection of 'human libraries' libraries and interviews with local people that stood up to the forces of racism and discrimination)
 - Story- Telling (a virtual or COVID-19 secure one to one meet up for an individual – this can be used as part of EDI training for the senior management team, to have personal exposure, be influenced by and provide comfort and support to residents)
 - Art and Cultural Expression
 - Exhibition – e.g. BAME history through the decades in Southwark (market traders who have stories of the generations passing their stories down and local businesses that have been in the area for decades).

Resource implications

62. Southwark Stands Together is a long term programme of work positive action, education and initiatives for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality. This report sets out an update on progress on Southwark Stands Together, including where we are on the engagement journey and planned next steps. There are no financial implications arising directly from this report in of itself.
63. Costs of the programme to date have been contained within existing budgets. As noted through the report and next steps, any financial commitments arising from initial action plans will be incorporated into the council's budget setting process.

Consultation

64. In June, cabinet set out Southwark Stands Together as a programme of work to respond to the inequalities exposed by COVID-19 and other recent events, and articulated by the Black Lives Matter protests making clear that there needed to be tangible outcomes to report to Cabinet in September. The immediate goal was to deliver a listening exercise with communities across the borough, and our staff, to hear their concerns, and identify solutions to address entrenched and persistent racism and injustice.
65. As stated in paragraphs 18 to 29, the methodology for this work therefore is built around a five step process. The listening events form the first phase of our approach as part of a five step engagement process which involves finding out and exploring what needs to change; early development of the solutions and road map; confirmation of the road map/action plan; collaboration on how do we make this happen to further inform action planning; evaluation and review.
66. At least 1,500 different individuals took part in this first phase of the listening exercise. This was across a Southwark Stands Together survey involving 1268 participants, four open listening events, 11 roundtable events, three young peoples events and two outreach sessions. Further focus groups and engagement will take place with staff specifically as part of that work stream. Further engagement will take place with the wider community in line with the five step approach, to affirm and check back that the recommendations and emergent programme actions are right and / or need any further development, with broader evaluation to follow.
67. To build confidence among our BAME communities and more widely is about engaging with people about the outcomes of their involvement in the listening events. The goal will be to make sure that everyone who took part can know a number of things, these being: what we are going to do because of the listening events; how our decisions relate to what they have shared and told us; what are we prioritising and why; what are the ongoing opportunities to shape the next steps.

Community impact statement

68. As reported to Cabinet on the 8 September, the three main pieces of primary research that have been used to develop the Southwark Stands Together programme to date are the Southwark Stands Together survey and listening exercises and the COVID-19 Impact Survey. 70% of those from an ethnic minority in Southwark have experienced racial discrimination in the last 12 months and the impact of day to day experiences will have a mental and physical effect. The evidence shows that discrimination is linked with mental health and poorer health conditions; this combined with other forms of inequality are worsened by housing conditions and socio-economic deprivation.
69. All of the policy reports referred to in this and the report to 8 September Cabinet highlight exacerbated and common health issues and impacts from racism, school exclusion and years of experiencing inequality as well as the impact of COVID-19. Further research is needed into these areas, which will form part of next step implementation and programme delivery.

Next Steps

70. The timeline below summarises some of the key next steps and how the Southwark Stands Together programme is incorporated into the council's policy and budget framework (i.e. Council Plan and budget process). Further detail will be set out as part of next step engagement and action planning, monitoring and review across each work stream.

Action	Date
Focus groups with council staff to undertake a 'deeper dive' to hear their experiences as they relate to systematic racism across the employee lifecycle	October
Engagement plan and action planning developed across each work stream	October/November
Assessment of any future resourcing implications as part of the council's budget setting process (including any agreement as part of the policy and resources strategy reports to Cabinet)	October/November
Refreshed Council Plan for recommendation to Council Assembly	November
Refreshed workforce strategy presented for agreement to Cabinet	December
Policy and resources strategy report to Cabinet – draft budget 2021/22	December
Annual programme report to Cabinet	July 2021

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

71. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do which includes establishing this programme.
72. When making its decision, section 149 Equality Act 2010 requires that the decision maker must have due regard to the need to eliminate discrimination other prohibited conduct and advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not. The establishment of this programme in itself demonstrates the Council's commitment to meet this duty across the totality of its operations and functions in relation to race as a protected characteristic. The overall duty, will need to be considered as the programme develops, and its affect on the whole range of protected characteristics.

Strategic Director of Finance and Governance

73. The strategic director of finance and governance notes the commitment to deliver Southwark Stands Together as a long term programme to be incorporated into the refreshed Council Plan.
74. There are no immediate financial implications arising from this report. Any financial implications arising from the programme will be assessed and considered through the council's policy and resources strategy process. Staffing and any other costs connected with this report will be contained within existing departmental revenue budgets

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Southwark Stands Together work stream priority recommendations for early action

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Stephen Gaskell, Director of Response and Renewal	
Report Author	Jas Baddhan, Equality, Diversity and Inclusion Programme Lead Stephen Gaskell, Director of Response and Renewal	
Version	Final	
Dated	9 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 October 2020

APPENDIX 1

Southwark Stands Together – Priority recommendations for early action

Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
01	Employment and Business	<i>Support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.</i>	Cllr Cryan, Jobs, Culture & Skills	Eleanor Kelly	Stephen Gaskell
01	Employment and Business	<i>Explore how we can provide effective business support which is accessible to BAME-led SMEs, with a focus on; access to finance; developing networks and mentoring opportunities; supporting green businesses; supporting businesses that deliver health related outcomes; supporting those that promote other forms of social value.</i>	Cllr Cryan, Jobs, Culture & Skills	Eleanor Kelly	Stephen Gaskell
Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
02	Education	<i>Work in partnership with schools, head teachers and education leaders to develop and implement a Southwark standard for professional development and teacher induction; using the experience and</i>	Cllr Jasmine Ali, Children, Young People & Schools	David Quirke-Thornton	Nina Dohel

		<i>knowledge of BAME professionals in Southwark this will further our aim to address racial discrimination, unconscious bias and reflect cultural understanding across the school environment.</i>			
02	Education	<i>Improve the experience of young people with respect to meaningful work experience; develop networks within and beyond school that provide advice and guidance and exposure to opportunities that helps them develop their aspirations and confidence and understanding linked to the world of work.</i>	Cllr Jasmine Ali, Children, Young People & Schools Cllr Cryan, Jobs, Culture & Skills	David Quirke-Thornton Eleanor Kelly	Nina Dohel Stephen Gaskell
Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
03	Health	<i>Develop a strong partnership approach across the whole health sector to address the wider health inequalities that disproportionately impact BAME communities and their physical, mental and emotional wellbeing.</i>	Cllr Akoto, Public Health & Community Safety	Caroline Bruce	Jin Lim
03	Health	<i>Recognise that discrimination can occur in many different ways from front line to backroom functions and adopt and embed organisation wide approaches to improve the experiences of BAME patients in health and care</i>	Cllr Akoto, Public Health & Community Safety Cllr Helen Dennis, Social Support & Homelessness	Caroline Bruce David Quirke-Thornton	Jin Lim Genette Laws
Ref	Work	Recommendations	Portfolio Holder(s)?	Strategic	Director Lead

Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
04	Culture	<i>Create a borough-wide programme, inspired by Arts Council England's Agents for Change model, that works with Southwark arts organisations to diversify their boards, thus ensuring that they represent the community and provide opportunities for growth and development for individuals in the sector.</i>	Cllr Cryan, Jobs, Culture & Skills	Caroline Bruce	Rebecca Towers
04	Culture	<i>Offer support to Southwark-based BAME artists for the research and development stages of creating new product, and work with local cultural organisations such as theatres and galleries to showcase this work; and increase the amount of artistic content commissioned from Black and culturally diverse artists</i>	Cllr Cryan, Jobs, Culture & Skills	Caroline Bruce	Rebecca Towers
05	Communities	<i>Work with our partners and participants in the Southwark Stands together listening activity, to develop a tool kit to improve our reach with BAME communities.</i>	Cllr Alice MacDonald, Communities & Equalities	Caroline Bruce	Stephen Douglass
05	Communities	<i>Review our grant making and commissioning processes to remove any barriers to equal access to funding and delivery opportunities; to consider:</i> <ul style="list-style-type: none"> • how targeted support can be offered to 	Cllr Alice MacDonald, Communities & Equalities	Caroline Bruce	Stephen Douglass

		<p><i>groups from BAME backgrounds, who have not previously accessed grant funding;</i></p> <ul style="list-style-type: none"> <i>• whether the way in which we structure our grant making enables or disables people to access these opportunities;</i> <i>• the support in place for people to access funding;</i> <i>• our grant making and commissioning processes and requirements and the barriers these may generate</i> 			
Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
06	Interaction with the Police (in brackets represents lead authority)	<p><u><i>Building Trust between the Police and the Community</i></u></p> <p><i>Look at existing positive engagement models and what works well and build on that model (e.g. police and schools officer). (Police/Council).</i></p>	<p>Cllr Akoto, Public Health & Community Safety</p> <p>Cllr Jasmine Ali, Children, Young People & Schools</p>	Caroline Bruce	Stephen Douglass
06	Interaction with the Police (in brackets represents lead authority)	<p><u><i>Police visibility and accessibility</i></u></p> <p><i>Improve communication strategy linked to Community Safety and Policing reporting good news stories as well as the negative ones. (Police/Council)</i></p>	Cllr Akoto, Public Health & Community Safety	Caroline Bruce	Stephen Douglass

Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
07	Renewing and Reinventing the Public Realm	<i>Review the naming, public art and built environment policies to ensure that they reflect and contribute to the community and council's vision for a diverse and inclusive public realm identifying future opportunities to ensure that our built environment celebrates the diversity of our communities.</i>	Cllr Catherine Rose, Leisure, Environment & Roads Cllr Cryan, Jobs, Culture & Skills	Caroline Bruce	Rebecca Towers
07	Renewing and Reinventing the Public Realm	<i>Use Peckham Library Square project as a pilot scheme to establish best practice for incorporating representation, inclusion and diversity in future public realm and capital projects.</i>	Cllr Catherine Rose, Leisure, Environment & Roads Cllr Cryan, Jobs, Culture & Skills Cllr Johnson Situ, Climate Emergency, Planning & Transport	Eleanor Kelly	Steve Platts
Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
08	Council staff engagement	<i>Renew our commitment to equality and anti-racism with refreshed and on-going internal communications and engagement activities. Themes will include but are not limited to ally-ship, white privilege, gas-lighting, micro aggressions and incivilities.</i>	Cllr Alice MacDonald, Communities & Equalities Cllr Rebecca Lury, Finance & Performance	Michael Scorer Eleanor Kelly	Emma Marinos Julie Foy
08	Council staff	<i>Embark upon an on-going re-training and re-</i>	Cllr Alice MacDonald,	Michael	Emma

Ref	Work stream	Recommendations	Portfolio Holder(s)?	Strategic Director	Director Lead
	engagement	<i>education programme of our leaders and managers so that they understand the critical role they play in addressing racism, structural racism and injustice in the workplace. We want to ensure our leaders are actively anti-racist.</i>	Communities & Equalities Cllr Rebecca Lury, Finance & Performance	Scorer Eleanor Kelly	Marinos Julie Foy

Item No. 10.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Update on Implementation of the Southwark Community Support Alliance	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, Social Support and Homelessness and Councillor Alice Macdonald, Communities and Equalities	

FOREWORD - COUNCILLOR HELEN DENNIS, CABINET MEMBER FOR SOCIAL SUPPORT & HOMELESSNESS AND COUNCILLOR ALICE MACDONALD, CABINET MEMBER FOR COMMUNITIES AND EQUALITIES

In response to the COVID-19 pandemic and resulting lockdown, the Southwark Community Hub was set up to provide support to many thousands of vulnerable Southwark residents. This included social and welfare support and access to essential food and other supplies. Initially a local authority initiative, the Southwark Community Hub rapidly developed to become a joint-initiative between council services, voluntary and community sector (VCS) and health providers. This was an incredible effort across the community and we are immensely grateful to partner organisations, charities and volunteers who all contributed to the collective response.

As reported at the September cabinet meeting a cross sector Review Group was set up to explore the future of the Hub, and how we capture benefits of the networks it established into the longer term. This review heard evidence from the council, voluntary organisations, NHS, mutual-aid groups, faith organisations and many others, including testimony on how this partnership has benefited Southwark on a fundamental level. The previous cabinet report outlined the intention to transform the Hub into the Southwark Community Support Alliance, not just an offer of emergency support, but also to achieve a long-term step change in the way we support those most in need in our community together.

This report updates on the implementation of the proposals since September and puts in place the building blocks for the creation of a Southwark Community Support Alliance moving forward over the next two years. The pandemic was a tragedy but saw an outpouring of community feeling and unprecedented collaboration that we can be rightly proud of. If the actions we take moving forward are to succeed we need to ensure that we build on this legacy and create the new alliance together with common goals. The report therefore commits us to working together with the partners to develop our plan for the future.

RECOMMENDATIONS

That the cabinet:

1. Agrees to the implementation and timescales of the 16 recommendations for the revised Community hub model / Southwark Community Support Alliance that are required as the first steps to addressing the short-term (by March 2021) and the long-term (by March 2022) needs of the Community Hub.
2. Notes that cabinet on 08 September 2020 instructed officers to test new ways of providing housing, employment, skills, money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.
3. Notes that this work will be overseen by an implementation review group made up of representatives across the voluntary and community sector, council and health partners and that membership will be agreed in consultation with the Cabinet Member for Social Support & Homelessness.

BACKGROUND INFORMATION

4. At the previous cabinet meeting on 8th September, officers were instructed to return with a further report in October 2020. This was to set out a plan for implementation of the council's response to the recommendations of the review-working group.

The Community Hub Review Group

5. A cross sector review group was established and chaired by Cllr Kieron Williams including representatives from the council, VCS and health. This group led the review, and took evidence from partners from across all sectors on the response. This included views on priorities for the future of the Community Hub and lessons learned on future partnership working.
6. The review group undertook an extensive programme of engagement and considered evidence from a wide range of sources that included:
 - The eight local community food hubs that formed part of the Community Hub
 - Funders like United St Saviours who had supported the response
 - Services dealing with people needing hardship support and accessing the Southwark Emergency Support Scheme
 - Mutual-aid groups who mobilised thousands of volunteers alongside other grassroots community groups like Tenants & Residents Associations
 - The Forum for Equalities and Human Rights in Southwark
 - Adult Social Care Providers
 - Health and Social Prescribing workers.
 - Public Health officers
 - Voluntary & Community Sector organisations across the borough who engaged in a wide-ranging series of events organised and facilitated by Community Southwark.

7. The review also has also drawn on a range of research into the impacts of the pandemic in Southwark and on the work of the Community Hub itself, including:
 - Survey of a representative sample of people supported by the current Hub arrangements
 - Survey of a representative sample of Southwark’s population
 - Survey of voluntary and community organisations
 - Analysis of people served by the current Community Hub arrangements,
 - Rapid needs assessment to understand the health and wellbeing impact of the pandemic.
8. A number of key findings have emerged through this evidence concerning the challenges and opportunities facing the borough that have helped to frame the recommendations on the development of the community hub.

KEY ISSUES FOR CONSIDERATION

Summary of key findings and recommendations of the review group

9. The review concludes that we need a clear framework to build on the lessons and opportunities of the community hub work over the longer-term. This requires clarity of vision, operating model and underlying principles. Taken together, this framework forms the governing recommendation of the report.
10. As set out in the key findings, the review process has touched on a number of wide-ranging issues that will require concerted work by partners over the longer-term. The review group identified a number of these contingencies and makes recommendations for how these areas of work can be aligned with the framework set out for the borough.

A Southwark Community Support Alliance

11. Moving forward the review recommended that we should develop a Southwark social/ community support alliance that is focused on providing social support that delivers long-term reductions in inequality, building on the successes of the Community Hub, and founded on the following outcomes and framework.
12. The high-level outcomes for the alliance are
 - To improve outcomes for Southwark residents in ways that reduce inequalities in:
 - Self-efficacy
 - Health & Wellbeing
 - Resilience
 - Income
 - Food security & nutrition
 - Employment
 - Education & skills
 - Debt
 - Homelessness

13. The proposed framework for the Southwark Community Support Alliance is:

- A borough wide access point – so people can find the support that is available for them.
 - Local community hubs/anchor organisations - providing advice and support in each part of the borough, with an agreed common role however provided by organisations each with their own unique mission and operating model. Including making best use of space and the collective estate within neighbourhoods to support delivery.
 - Grassroots community groups (MA groups & TRAs etc.) working to ensure support reaches those who need it.
 - Advice and support services (benefits, employment, housing, debt, immigration, social care etc.) provided by the voluntary and public sector, including independent advice.
 - Information and knowledge hub – provision of up to date information on central government policies, Southwark’s policies and procedures, changes in regulations and training support for advice providers.
 - Population group based ‘hubs’, providing access to specialist support:
 - Aging Well Hub
 - Wellbeing Hub
 - All-age Disabilities Hub
 - Children and Families Centres
 - Referral systems, including embedding the use of a CRM system and development of CRM system as a community platform for disseminating information to providers.
 - Data sharing, at a feasible and proportionate level between partners in the network.
 - Coordination & engagement, including an overall coordination group and one or more forums to ensure wider key partners are engaged and mechanisms to engage the wider voluntary sector (building on the current community hub arrangements).
 - Communications, so Southwark residents understand how to access the support and advice they need and are aware of how to volunteer and donate to crisis support.
14. The change came as a result of a recognition of the emerging scale of the crisis and the requirement to concentrate and coordinate resources to ensure that appropriate support could be provided to those most in need. Following on from the 16 recommendations that were within the previous cabinet paper these will be incorporated and delivered as described below with the more detailed implementation plan set out in Appendix 3:

Delivery and implementation of the Southwark Community Support Alliance

These are the 5 Short-term (October 2020 – March 2021) deliverables for the Southwark Community Support Alliance

- 1. Move the current model to a new revised model that incorporates the 16 recommendations** (Appendix 2 shows the draft model)

- a) Food poverty is often one of the most pressing issues people face but is rarely the root cause of their difficulties. To maximise their wellbeing, many people need to be able to address housing, employment, skills, money, social care, immigration and wider issues. However, people often find the support that is available hard to access.
- b) The aim is to better join up 'social prescribing' services that have developed organically in Southwark incl. PCN social prescribing link workers so that this best supports Community Hub partners, can assist with collaborative/cross working and improve outcomes for local residents.
- c) Collaboration and communication between partners will ensure a joined up, multi-disciplinary approach, which will reduce duplication and cater to the widest possible range of health and care needs.

2. Data CRM systems - Review IT systems

- a) Further, develop upon the current data sharing of referrals and data between public and VCS bodies. To embed this work and in so doing to reduce duplication of effort and achieve better outcomes for Southwark residents.
- b) To continue to develop and embed a social support referral system – building on the success of the work Community Southwark have been leading using the Airtable platform.
- c) To prioritise connecting digitally excluded people and identify how access to devices and data that can be improved for people who cannot currently afford them and strengthen their digital skills.

3. Food Delivery – To provide an improved food provision, that is more desirable for the Food hubs and residents and is sustainable (even during another lockdown) and at a better cost to all.

- a) COVID-19 has made starkly clear the levels of food insecurity in our borough. Continue to strengthen the collaboration and coordination between Southwark's foodbanks.
- b) Partners in Southwark share a long-term aim to end food insecurity and poverty and the need for foodbanks. As part of that aim there is strong interest in collaborating to develop more affordable community run food options.
- c) The review recommends scaling up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc), linked to the review of the food security plan.

4. Criteria for food access

- a) To develop a stronger common approach to emergency food provision – working through the Southwark Food Action Alliance, including establishing aligned

criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.

- b) Standardise monitoring criteria across food-aid organisations. Find ways to share intelligence across all food organisations in the borough.
- c) Work with those residents with personal experiences of food insecurity to inform service design and embed the dignity principles in all Community Hub work done in the borough.

5. Update all procedures, Standard Operating Procedures and governance

- a) Establishing good clear governing structures for key stakeholders and internal departments to ensure they are held accountable to the success of the Southwark Community Support Alliance.
- b) Developing wellbeing scripts and processes that are aligned with the vision, aims and outcomes of the Community hub.
- c) Enable all partners to work together to understand more about those groups that were identified as experiencing a disproportionately negative impact of COVID-19. By standardising the way they collect, use and act on data and understand how all partners can collectively work towards improving health outcomes. This will include a thorough analysis of all the data available within the council and key stakeholders. In particular, this would include a review of monitoring data on local residents accessing services both before and during lockdown to identify changing patterns of demand and emerging trends, especially since services have moved predominantly online.

The Long-term (March 2021 – March 2022) objectives for the Southwark Community Support Alliance

- 15. The partners will work with Community Southwark on a joint piece of work on encouraging and supporting volunteering. This will include how we can develop volunteers that reflect the demography of local communities, and what we can offer volunteers (e.g. functional skills training, career pathways for younger volunteers).
- 16. Throughout the review we have heard that a high proportion of people tipped into poverty by COVID-19 do not have full recourse to public funds. Without a welfare system to fall back on people in this situation have been left in acute financial hardship. There is an urgent need to better understand the scale of this issue and to make the case for a more humane immigration system.
- 17. Undertake research to better understand Southwark's population who do not have full recourse to public funds – to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.

Reviewing capacity building support

- 18. There is a strong desire across VCS organisations in Southwark to work together to improve social support. Almost all VCS organisations in the borough are small and need support to develop. There is strong interest in doing this in reciprocal ways that

link more established and emerging organisations so they can learn and improve support in their areas together.

19. The review recommends that the council work with Community Southwark to review how capacity building support in the borough can best support the development of Southwark social/ community support alliance.

The role of Funders

20. In the first phase of the response to the pandemic local and regional funders stepped forward to support the huge scale of community activity meeting the needs of vulnerable people impacted by Covid-19. Businesses and others also came forward with donations of food, other goods and services.
21. The review recommends that funders in Southwark should consider how they can best use their existing resources to support the delivery of these recommendations.

Policy implications

22. The Council Plan 2018-22 sets out the overall policy framework. This plan describes the commitments, measures and milestones to achieve the Council vision of a fairer future for all. It was adopted by Council Assembly in November 2018 and provides a council wide plan for delivery across all services to 2022. At its meeting on 5 May the cabinet agreed to instruct officers to review the Council Plan and medium term resources strategy in the light of the pandemic's impact on the borough and bring forward, where necessary, updated proposals to Cabinet by September 2020. The issues raised in this report will be factored into this work taking account of the broader policy and financial landscape as local and national recovery and renewal planning.

Community impact statement

23. COVID-19 continues to impact residents and partners across the borough. As has been previously noted by cabinet the issues raised demonstrate, the full impact of COVID-19 on the borough cannot yet be known. This will become clearer in the months ahead. Some impacts may not be clear for some years.
24. 53. The report notes the disproportionate impacts on vulnerable people and in particular on BAME groups. Cabinet is recommended to take forward a programme of work that responds to the inequalities exposed by COVID-19.
25. The wider social, environmental and economic impact on residents and the borough are significant. In considering, planning ahead for and mitigating the impact of COVID-19 on our borough the council, working with partners, will undertake the necessary work to more fully understand any specific implications on a particular group or groups of individuals in our community.
26. The Public Sector Equality Duty will be taken into account as we deliver services and respond to the continuing impact of COVID-19 on our borough as well as plan any changes to policy and operations arising from that impact. This will include more detailed identification of any vulnerable groups and individuals who may be in particular need of targeted support through the ongoing community support alliance.

Resource implications

27. The estimated cost to the council to the end of December for the work on the Community Hub is £1.2m (£935k to date) including food, staff costs and support for VCS partners. There will be additional costs of continuing this response to the pandemic, circa. £250k up to end of March, bringing the total estimated cost of the Community Hub to £1.45m.
28. This will be a call on the emergency funding from central government. Should the need to step up the response again because of the continued increase in the spread of covid-19 and further lockdowns these costs could be higher.
29. Beyond 31 March 2021, resource implications from this work will be met within existing resources, and if necessary considered through the process of agreeing the new Policy & Resources Strategy between November 2020 and February 2021.

Consultation

30. The review of the community hub has involved extensive consultation with partners in the VCS and health sectors and with residents impacted by Covid-19. It has also involved consultation with officers across the council. Moving forward co-design with partners and residents is a key principle of the approach to meeting the needs of vulnerable residents

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

31. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do. The establishment and ongoing development of the Community Hub as described in this paper is an exercise of those powers.
32. Under section 149 of the Equality Act 2010, in making this decision the Cabinet must comply with its public sector equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
33. The community impact statement set out in the report identifies relevant matters to be taken into account in discharging that duty and confirms that there will be ongoing consideration of this duty in the development of the proposals.
34. Whilst there is no legal duty on the council to carry out a consultation exercise in relation to formulating this approach, the report demonstrates how the council has appropriately taken account of the views of relevant groups and individuals in the community
35. The ongoing development of the community hub is an executive function reserved to Cabinet that includes the "approval of policy and procedures governing the Council's relationship with the voluntary sector".

36. Officers from legal services will be available to provide advice and assistance in the development of the various strands identified in the report including on data sharing and governance issues.

Strategic Director of Finance and Governance (H&M020/62)

37. This report sets out implementation and timescales of the recommendations required as the first steps to addressing the short-term (by March 2021) and the long-term (by March 2022) needs of the Community Hub.
38. As noted within the resource implications, the estimated cost of the Community hub is £1.2m to the end of December, with a further estimated amount of £250k to help with the short term deliverables (by March 2021), not including any additional costs should there be further lockdowns. The Strategic Director of Finance and Governance in consultation with the Cabinet member for Finance and Resources will determine the most appropriate allocation of Covid-19 emergency funding to council priorities.
39. Notwithstanding the government funding that has been made available to the council to mitigate the exceptional costs arising from Covid, it will be insufficient to meet the full financial impact on the council, therefore, careful consideration of the costs associated with the short term deliverables and the ability to continue this work within available resources beyond March 2021 will help minimise the financial burden on the council.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Previous Cabinet paper - Community Hub - supporting the needs of the most vulnerable	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
Link (please copy and paste into your browser):		
http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6662&Ver=4		
Papers of the review working group	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
Link (please copy and paste into your browser):		
https://www.communitysouthwark.org/southwark-community-hub-one-stop-support-during-the-covid-19-coronavirus-crisis		
Fairer Southwark Food Plan	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
Link (please copy and paste into your browser):		
https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-professionals?chapter=4		

APPENDICES

No.	Title
Appendix 1	Summary of the Review Recommendations
Appendix 2	Proposed Model for the Southwark Community Support Alliance
Appendix 3	Two Year Implementation Plan
Appendix 4	Proposed Governance Structure

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, Social Support & Homelessness and Councillor Alice Macdonald, Communities and Equalities	
Lead Officer	Michael Scorer, Strategic Director of Housing & Modernisation	
Report Authors	Stephen Douglass, Director of Communities Daniel Hooper, Community Hub Project Manager Isabelle Pearce, Community Hub Project Manager	
Version	Final	
Dated	9 October 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	9 October 2020	

Item No. 15.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Recommendation stop and close the QR4 programme to reconsider and test our approach	
Ward(s) or groups affected:		Nunhead and Queens Road / All	
Cabinet Member:		Councillor Rebecca Lury, Finance and Resources	

FOREWORD - COUNCILLOR REBECCA LURY, CABINET MEMBER FOR FINANCE AND RESOURCES

Covid-19 has had far-reaching and unexpected impacts throughout our Borough.

We have seen a fundamental shift in ways of working, with our staff adapting at great pace to working from home, or in a more flexible way. At the same time, we have been able to accelerate many of our digital approaches to service delivery, such as in Housing Solutions, which has meant less need for individuals to be physically present in our offices.

Before the pandemic, we had plans for Queens Road 4 (QR4), that would see the site delivering significant new space for our staff, but as we have seen the impact of Covid-19 on our Borough, we are now in a position to reconsider some of the previous options for the site that were previously deemed unviable based on what we expected to need the space for.

To ensure we are taking the right decision, given the complex and ever-changing situation that we find ourselves in, we want to explore the opportunity to redevelop the site to provide temporary accommodation alongside office space. Whilst ensuring we are not over-providing office space that may no longer be provided, we can also address some of the acute issues around the availability of temporary accommodation in the Borough.

We should be clear that adopting the recommendations within this report to stop the current QR4 programme does not remove the need for us to provide safe, modern and welcoming spaces for our frontline staff. However, it does provide us with the opportunity to look at other options for the development, which may have a wider beneficial impact in the long-term.

RECOMMENDATIONS

1. Cabinet to take the decision to formally stop and close the Queens Road 4 (QR4) programme (including terminating construction contracts),

following the impact of COVID-19 on the way in which services are delivered moving forward, and taking into account the considerable financial challenges forecast over the coming months.

2. Cabinet to approve officers in Regeneration and New Homes, in consultation with the cabinet member for housing, to appoint an architect, from the Southwark Architects Framework, to undertake a feasibility to explore the potential use of the site at 128-148 Asylum Road (QR4) as a housing redevelopment opportunity.
3. Cabinet to note the need to find alternative service delivery accommodation solutions for staff based in Talfourd Place (28 staff), Curlew House (90 staff), Sumner House (182 staff) and Bournemouth Road (95 staff).
4. Cabinet to note that this recommendation includes the termination of the Pre-Construction Services Agreement (PCSA) contract, leading to the need, if required, to reappoint contractors later, including potential redesign. The costs, timeline and scope would need to be picked up as a new programme with revised governance in place.
5. Cabinet to note that this recommendation may impact the council's ability to release the current candidate sites for redevelopment into new homes, impacting on Southwark's new homes target, as outlined in table 1.
6. Cabinet to note that the Pelican Estate redevelopment scheme cannot be delivered without the release of both Curlew House and Talfourd Place with these buildings intrinsically linked.
7. Cabinet to note that this recommendation may negatively impact the council's commitment to be net carbon neutral by 2030, by not disposing of inefficient old buildings and redeveloping these sites to be environmentally sustainable.
8. Cabinet to note that officers have started on the path towards developing a new staff accommodation strategy, developing new ways of working and establishing a clear vision for a future operating model moving forward.

BACKGROUND INFORMATION

9. The council's Workplace Strategy was agreed by Cabinet in November 2016 and included recommendations, in line with its two-centre model, to open a new building for targeted services, known as Queens Road 4 (QR4) and deliver a co-located depot known as the New Depot. In addition, it endorsed conducting a wider review of office accommodation and reducing satellite sites, with a commitment to a consistent office offer that supports increased remote working.

10. Following this a review was carried out by an external consultant in February and March 2017, which looked at all options available for Southwark's office accommodation and tested the recommendations made in the Workplace Strategy. The outcome confirmed that a two-centre model continued to be the right approach for Southwark with the expansion of the Queens Road campus. This review tested the existing estate capacity (Tooley Street and Queens Road), establishing there was a compelling need for an additional building to be located at Queens Road as well as options for a new headquarters elsewhere in the borough.
11. In December 2017, Cabinet authorised officers to undertake the development of QR4, subject to the council's governance processes for expenditure, procurement and statutory processes such as demolition, planning and consultation.
12. In June 2019, Cabinet granted approval to increase the programme budget by £5.35m, revising the overall capital budget to £19.75m. Following this, in March 2020, Cabinet approved the procurement strategy for the programme.
13. The spend to date for the programme is £2.017m and includes site demolition, feasibility and design costs and pre-construction costs including the cost of the Pre-Construction Services Agreement and withdrawal. Legacy costs are not expected to exceed £50k.

RATIONALE FOR RECONSIDERING THE APPROACH

14. Following the impact of the COVID-19 pandemic the QR4 programme has been reconsidered. The two key reasons for this recommendation are as follows:
 - the considerable financial challenges the council anticipates in the coming months and years, and;
 - the potential for the council to adjust its thinking on its office accommodation needs in light of the expedited move to new ways of working, resulting in the need for a check point to ensure that the council accommodation model is appropriately rationalised, whilst maintaining flexibility to best manage a number of outcomes as a result of the evolving situation.
15. COVID-19 has resulted in fundamental changes to how services are delivered, with an appetite to capitalise on these positive developments moving forward. The expedited move towards smart working means that staff are now more comfortable and willing to work remotely, meaning that the demand on office space is likely to be reduced. In addition, changes to the way in which services are delivered (e.g. Housing Solutions' move to a digital interface) mean that the amount of space required to see service users may also have changed. This fundamentally affects the amount of space required moving forward and means that options that were deemed unviable before may now be possible.

Queens Road 4 SITE

16. As a consequence of the decision to stop the QR4 programme, it is recommended that Cabinet grant officers approval to appoint an architect to conduct a feasibility study to explore an alternative use for the QR4 site for new homes and appropriate complimentary uses, in consultation with local residents.
17. It is important to note that as part of the QR4 programme the site was separated into two lots;
 - a. 128-148 Asylum Road (previously QR4)
 - b. 133-137 Queens Road SE15.
18. The lot on Queens Road will now be considered as part the new feasibility study.

KEY ISSUES FOR CONSIDERATION - ALTERNATIVE SOLUTIONS FOR SERVICES BASED AT CANDIDATE SITES

19. Stopping QR4 does not remove the need for safe, modern and welcoming spaces for staff in Homelessness and Children's Services. Staff in these locations are key to delivering essential frontline services to residents.
20. In light of this and as a result of the decision to stop the QR4 programme, Cabinet are asked to note that projects to find alternative solutions for staff based Sumner House, Talfourd Place, Curlew House and Bournemouth Road will need to be initiated with associated budgetary implications and potentially impacting redevelopment programmes associated with these sites. The estimated cost of relocating services will be dependent on the future accommodation solution, established via an options analysis completed as part of each project.
21. Work required will need to be further developed with the associated services and take into account any changes to working and or service delivery in light of COVID-19. Any changes to existing buildings, to make suitable for staff and frontline service delivery will have associated financial implications and logistical challenges.

Regeneration & delivery of new homes

22. The following redevelopment programmes are intrinsically linked and affected by decisions to stop the QR4 programme.

Table 1: Redevelopment Timeline

Building(s)	Redevelopment	Timeline	Impact of delay	Regeneration advice
Talfourd Place and Curlew House	Pelican Estate redevelopment, delivering approximately 50 new homes, with at least 25 (50%) for social rent, this project has also been selected as a pilot for a net zero carbon scheme	Current redevelopment project timeline requires both buildings to be vacant by Spring 2022	Resident support for the scheme would be risked if building decommissioning extends beyond 2022.	Both buildings to be decommissioned no later than December 2021

Building(s)	Redevelopment	Timeline	Impact of delay	Regeneration advice
Sumner House	Has planning permission to be converted into 48 homes for private sale (44 flats and 4 townhouses) – This forms part of a wider programme including the Flaxyard and Peckham Library Square developments which together will provide 102 social rented homes, 27 intermediate homes and 10 private sale homes. The redevelopment of Sumner House into private homes directly funds the rest of the Flaxyard development and associated social housing.	Current redevelopment project timeline requires building to be vacant by April 2021	The longer this is delayed the greater the cost to the council will be in terms of interest payable on the development costs for the Flaxyard scheme. If Sumner House cannot be released for sale (to fund the programme) it means that the council will need to invest significantly more from the capital programme than initially planned. The sale of Sumner House is predicted to generate between £6.5m-£10m. Planning consent is valid until May 2021. There is the possibility of extending consent by a year, with any further delays meaning that money spent on design work, for conversion and extension, to get planning permission will be abortive.	Ideally the building to be decommissioned by April 2021 however extension of the planning consent would enable release to be delayed up until April 2022

Building(s)	Redevelopment	Timeline	Impact of delay	Regeneration advice
Bournemouth Road	Integral in enabling the ongoing regeneration of the Peckham area. Regeneration North are confident that the site has significant potential for commercial office use.	TBC	A developer is interested in the site and it will be marketed once vacant date is known. Significant operational savings can be made if a decision is made to not reopen the building.	Vacate the site in 2021 once the service can be assured that the new operating model is effective, and the service delivery zone is no longer required

Longer term estate wide solution

23. While it is clear that the solutions for sites that were previously included in the QR4 programme need to be prioritised, especially at sites that no longer support service delivery and where integral redevelopment is imminent, it is clear that, as a result of COVID-19, a fundamental review of the office estate as a whole is also required. With a commitment to review surplus accommodation and generate capital receipts for the council.
24. Cabinet to note that officers have started on the path towards developing a new staff accommodation strategy, developing new ways of working and establishing a clear vision for a future operating model moving forward.
25. It is currently envisioned that work to review the accommodation strategy will be split into two parts;
 - a. Work conducted to establish some key principles moving forward ensuring that these take into account workforce views and are based on a working model that ensures that services are delivered in a way in which best supports our residents
 - b. Once these principles are agreed and the council has a clear vision for a future operating model moving forward, the next step will be to establish what application of these principles means in practice. With an estate wide review conducted to produce key recommendations and a number of options for consideration.
26. This programme around the future of work in our office estates will take into consideration the results of staff surveys, the needs of services and the needs of our residents and service users. This review will ensure we arrive at an approach to work that challenges our pre-pandemic approaches to work in a way that does not compromise our duty to deliver

our services and serve our residents and service users.

Policy implications

27. There are no specific policy implications as a result of the above recommendations.

Community impact statement

28. The recommendation to stop and close the QR4 programme states that ongoing work to find alternate solutions for staff based at our existing candidate sites will continue especially where these sites are part of regeneration schemes and the delivery of new homes.
29. The council is committed to the values of a fairer future for all and therefore is committed to narrowing social inequality and injustice. Equality and Health Impact Assessments were undertaken for both the community and for council staff in September and October 2017 as part of the proposal to develop the site and has been referred through throughout the progression of the programme. We will ensure that the needs identified within both Equality and Health Impact Assessments will be taken forward into the new programmes of work that follow on from this.
30. The community and service users have been engaged throughout the design process to ensure we were acknowledging and incorporating the needs of our diverse community of the borough into the design and service delivery.
31. Internally, with our workforce, the QR4 programme team have engaged with the Council's Equality lead, our recognised Trade Unions, Staff Networks and directly affected staff through engagement sessions, briefings, newsletters and other channels of communication to ensure the needs of our diverse workforce were also taken into account.
32. The recommendations to conduct further feasibility studies into the potential use of the site at 128-148 Asylum Road (QR4) as a housing redevelopment opportunity will require an equalities impact assessment as set out under the Equality Act 2010 and the Public Sector Equality Duty (PSED) before any final decision is made. Upon Cabinet's approval of this recommendation, all relevant council officers will incorporate this into their programme of work.
33. Similarly any decision on finding alternative service delivery accommodation solutions for staff and service users based in Talfourd Place (28 staff), Curlew House (90 staff), Sumner House (182) and Bournemouth Road (95 staff) will also require an equalities impact assessment and will be incorporated into this programme of work.

Resource implications

34. The impact on council resources have been detailed in the body of this report and following the approval of the above recommendations any future resource implications will be covered in future reports.

Legal implications

35. Please see the legal concurrent in paragraphs 40-44 below.

Financial implications

36. As set out in Paragraph 13 the QR4 spend to date has been costed against the QR4 budget. As a result of the recommendation's set out in this report any future development of the site at 128-148 Asylum Road will follow due process to be allocated a budget.

Consultation

37. As noted in the community impact statement above paragraphs 28-33 any future proposals for the use of the site at 128-148 Asylum Road will go through a full consultation process with all impacted stakeholders.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

38. This report seeks the cabinet's approval to a number of recommendations in relation to the closure of the QR4 programme as further detailed in paragraphs 1-8.
39. In considering these recommendations, the cabinet should have regard to the council's obligations to carry out its duties in accordance with the principles of best value. This requires Authorities 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. Paragraphs 14-18 set out the reasons why these recommendations are proposed, the possible alternate solutions and future work to be undertaken.
40. Paragraph 4 confirms that if the QR4 programme is closed then contracts for works already commissioned will need to be terminated. Subject to approval being obtained, officers have agreed with the contractor the terms of that termination, and once these recommendations are approved, officers from legal services will assist the project officers to document that agreement.
41. It is proposed that the Southwark ADS framework is used to appoint an architect to undertake a feasibility study for this project. Once this report is approved, the decision on who to appoint will be subject to the usual approval processes for use of the Southwark ADS framework.

42. The Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Cabinet is specifically referred to the community impact statement at paragraphs 28-33, setting out the consideration that has been given to equalities issues, and will note that a further equalities analysis will be undertaken. Paragraph 36 confirms the consultation which has taken place and which is now due to take place in respect of these recommendations, which must be undertaken at a time when proposals are still at a formative stage, must give sufficient reasons for any proposal to enable intelligent consideration and response, and must allow adequate time for consideration and response. There is also a legal requirement that the product of the consultation must be conscientiously taken into account when making decisions in relation to this project.

Strategic Director of Finance and Governance

43. This report seeks approval to formally stop and close the Queens Road 4 (QR4) programme following the impact the COVID-19 pandemic has had on the way services are now delivered and will be moving forward. It also recommends the appointment of an architect to explore the potential use of the site at 128-148 Asylum Road (QR4) as a redevelopment opportunity for temporary accommodation, with the incorporation of an office and associated service delivery space below for housing teams. As a result of these decisions approval is also sought for officers to commence projects to find alternate solutions for staff based in Talfourd Place, Curlew House, Sumner House and Bournemouth Road.
44. The financial implications of the future outcomes of these decisions will be addressed in the respective future decision reports. Formal approval to remove the balance of the QR4 capital programme budget for QR4 will be sought from Cabinet via the next capital monitoring and refresh report, which will also confirm the extent of any legacy costs incurred.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Workplace Strategy	Workplace Team 160 Tooley Street SE1 2QH	Lilian Brett Lilian.Brett@southwark.gov.uk
Link (please copy and paste into your browser): https://www.southwark.gov.uk/assets/attach/3931/southwarks_fairer_future_workplace_strategy.pdf		
Policy and Resources Strategy: capital monitoring report, including capital programme update 2019-20 (month 9)*	Finance Team 160 Tooley Street SE1 2QH	Ian Young Ian.Young@southwark.gov.uk
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s88140/Report%20M9%202019-20%20Capital.pdf		
GW1 Main Contractor Procurement: Queens Road 4	Regeneration Team 160 Tooley Street SE1 2QH	John Ryan John.ryan@southwark.gov.uk
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s88182/Report%20GW1%20-%20Main%20Contractor%20Procurement%20-%20Queens%20Road%204.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Rebecca Lury, Finance & Resources	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Lilian Brett, Head of Workplace Kamran Khan, Head of Organisation Transformation	
Version	Final	
Dated	8 October 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
Chief Officer Team Formal Meeting - CEO; Strategic Director of Housing & Modernisation; Strategic Director of Finance & Governance; Strategic Director of Environment & Leisure; Strategic Director of Children's & Adults Services	Yes	Yes
Director of Modernise	Yes	Yes
Director of Children's Services	Yes	Yes
Director of Customer Experience	Yes	Yes
Director of Regeneration	Yes	Yes
Cabinet Member for Finance & Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 October 2020

Item No. 16.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Leisure Management Contract –Management options from April 2021	
Wards or groups affected:		All	
Cabinet Member:		Cabinet Member for Leisure, Environment and Roads	

FOREWORD – COUNCILLOR CATHERINE ROSE – CABINET MEMBER FOR LEISURE, ENVIRONMENT AND ROADS

The past few months has made us reassess how and why we chose to exercise and the importance of recreational leisure, physical training and competitive sport at all levels. Our leisure facilities and services have learnt to adapt and respond to restrictions and controls like never before. Previous ways of working and traditional methods of delivery have led to innovation and adaption by those that deliver sport and leisure and all of us that participate. We are learning so much about what our future service, could and should be, so that it is responsive, inclusive and enriches the lives of as many of our residents, of all ages, as possible.

This report sets out how we as a council will work with our current leisure provider SLM to respond to the leisure needs of our communities until April 2021 and beyond. Both in terms of resolving contractual challenges identified prior to the Covid-19 restrictions and ensuring that moving forward we have the right model of delivery to provide a leisure infrastructure, the right range of activities and the ability to develop high quality services to meet the needs of our residents. We will work with SLM and potentially other key partner organisations to provide our borough with an enriched sports, exercise and leisure offer. Our driving ambition to deliver a world class leisure service and facilities for all.

RECOMMENDATIONS

Recommendations for Cabinet

That Cabinet:

1. Notes the findings of the evaluation of the two options available to the council for the management of the leisure centres from 1 April 2021, which is the end date for the current COVID-19 financial support agreement. The evaluation indicates that the preferred option is to continue in contract with the council’s leisure management contractor, Sports and Leisure Management Ltd (SLM) for cost and timing reasons until the end of the current contract in June 2023.

2. Notes that the continuation of the contract with SLM is likely to require negotiation and a contract variation and delegates approval of the detail of the contract variation to the Strategic Director of Environment and Leisure, in consultation with the Strategic Director of Finance and Governance, the Cabinet Member for Leisure, Environment and Roads and the Cabinet Member for Finance & Resources.
3. Notes that these negotiations will consider the impact on employees of SLM and the council will ensure appropriate consultation with recognised Trade Unions takes place in relation to this and in the consideration of any future options.
4. Notes that there is a need to evaluate and review the Free Swim and Gym scheme to ensure that any future scheme meets the needs of residents post COVID and is affordable. There is also a need to review the Leisure asset base in terms of sustainability and fitness for purpose. Findings from this evaluation will factor into negotiations and future options for the service; the detailed proposals for any service changes will be the subject of a report to the lead Cabinet Member later this year, and before the submission of a Gateway 3 report in connection with the contract variation referred to in recommendation 2.
5. Notes that a Gateway 0 (full options review) will be brought forward for Cabinet review in Spring 2021 which will set out the preferred option for delivery of leisure centre management beyond June 2023.

BACKGROUND INFORMATION

6. In 2016 the council entered into a seven year contract with an option to extend for a period or periods of up to a further seven years at the council's discretion with SLM for the management of the council's eight leisure facilities and for the operation of the sports booking service. SLM operate under the name of Everyone Active (EA).
7. Before the COVID-19 pandemic began the leisure contract was performing well operationally but was not achieving the income levels anticipated in line with the contract. The council and SLM were in discussion at that time about the best way to address this.
8. On Friday 20 March 2020 the government instructed that all public leisure centres should close the following day for public health reasons in relation to the Coronavirus pandemic.
9. At that point, the council entered into discussions with SLM in order to explore how the council could work with SLM during this period of extreme uncertainty to support the immediate needs of staff, buildings and the working relationship between the two organisations as best it could and agreed a series of support packages.

10. The first financial support package covered the period when the leisure centres were closed from 21 March to 31 July 2020 and covered:
 - A payment to make up the shortfall on sums received from government for staff on the furlough scheme, so that staff received 100% of their salary.
 - 100% of the salaries of a skeleton group of non-furloughed staff to maintain the sites and plant equipment.
 - Utilities, maintenance and incidental costs.
 - A waiver of the management fee for the period 21 March to 31 July 2020.
 - The net financial impact of the initial support package was up to £1.627m.
11. In July Cabinet agreed 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. This would enable 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.
12. Cabinet also agreed that officers should explore two options for the management of the council's leisure services from April 21, remaining with SLM or bringing the service in house. Cabinet also gave approval to undertake a further light touch consideration of other options that might be available to the council which were outlined in the July paper as being management models requiring considerable delivery lead in times (at least 2 years).
13. The second support package covers the period from the date on which the leisure centres reopened up until 31 March 2021 and established:
 - A capped sum of up to £2.6 million for the opening of all sites in the leisure management contract.
 - That any shortfall in income or increases above forecast expenditure will be the liability of SLM and no further monies will be requested from the council during the Support Period.
 - That the support packages assumes that there are no further major or sustained closures or changes as a result of COVID 19.
14. Centres opened for gym users on 1 August and then for swimming on 20 August. Visitor numbers are increasing and officers are monitoring, in close collaboration with SLM, the performance of the centres against projections.

KEY ISSUES FOR CONSIDERATION

15. The aim of this paper is to compare the options available to the council for the management of its leisure centres from April 2021. The paper focuses on the two that could possibly be in place for April 2021 and would cause the least service disruption to residents:
 - Continuing the contract with SLM;
 - Insourcing via direct management by the council.

16. Key considerations for these management options were:
 - Centres could remain open
 - Continued delivery of the Free Swim & Gym scheme;
 - Continued delivery of the Free Swimming Lessons scheme;
 - Continued delivery of public health programmes such as the GP exercise referral scheme.

17. The methodology used for assessing the two options was a financial analysis of the current contract using forecasts and preliminary actuals to assess the accuracy of modelling SLM's performance for the remainder of the contract. This was followed by creating a financial forecast for insourcing from April 2021 and assessing risks associated with the change in management from external contactor to a council run service.

18. The assessment process included the following:
 - An in-depth analysis by officers and advisors of the feasibility of bringing these services in-house;
 - Explorative discussions with other authorities across London to understand their future plans to determine any potential joint procurement opportunities;
 - Financial advice and industry advice on leisure contracts, procurement and the current leisure market.

19. The following assumptions were made for the purposes of comparison:
 - All centres will be open
 - All services will be resumed albeit subject to any social distancing measures required
 - Free Swim & Gym will be provided
 - Free swimming lessons scheme will be provided
 - The options will be assessed over the period to June 2023, when the contract with SLM is due to expire.

20. This report also summarises the longer term options available to the council which are;
 - Trust or Local Authority Controlled Company (LACC) Management

- Procurement
- Delivering the leisure service with another authority.

Key findings

21. Having considered the findings of the two main options (set out in paragraph 15) officers have concluded that it would be possible to insource the service by April 2021 but that this would be an accelerated process involving risk and costs which could be avoided if the process is conducted in a more measured way. Therefore officers recommend continuing the contract with SLM subject to a variation to take account of the legislation and mandatory guidance issued in relation to the pandemic.
22. In addition to this, operating an in-house service will incur additional cost.
23. The higher cost elements of the ongoing operation of an insourced service compared to continuing with SLM are.
 - Staffing costs - including higher pension contributions,
 - National Non Domestic Rates (NNDR) – Charitable Trusts benefit from NNDR relief whereas councils do not to the same extent.
 - VAT implications – the council would be liable for greater VAT payments than under the current contract arrangement.
24. Regardless of whether the service is insourced or the council remains in contract with SLM, the council will need to spend more on leisure provision given the ongoing COVID pandemic and the reduced income levels that result, and this will be subject to negotiation with SLM.
25. Insourcing would mean full loss of the management fee payable to the council; however, it must be assumed that the contract negotiations will substantially impact the management fee due for the next financial year 2021/22.
26. Industry experts are advising that if recovery assumptions are correct then a financial position that is closer to pre-COVID times could be possible by the financial year 2022/23. This would need to form part of the negotiations to vary the current contract.
27. Considering the significant high cost of insourcing with the risks around the timeframe involved along with the objective of minimum service disruption, the recommended way forward for residents and customers is to remain in contract with SLM. However, officers have been working on emergency arrangements that could be implemented relatively quickly, to bring the service in-house to maintain leisure provision for our residents.

Long term management model options – post June 2023

28. Continuing the contract with SLM allows sufficient time for officers to fully explore other options for the management of its leisure services post 2023. The options that have been outlined below require significant lead in times (at least 2 years) which is why officers are proposing as part of the recommendations, to go back to cabinet in 2021 with fully worked up options on the future management of the council's leisure services at the end of the current contract. The paper will explore the management models set out below in more detail.

- Insourcing – direct delivery by the council
- Set up a new organisation (Leisure Trust)
- Shared Services or Local Authority Controlled Company
- New outsourcing of service

Insourcing

29. Insourcing was explored in the context of completing the insourcing process as soon as possible. An indicative timeframe was April 2021. An alternative to this would be to explore a more realistic timeframe whereby the council could ensure the plan for insourcing managed the risk, maximised the opportunity for service improvement and development and ensure the service was fit for purpose in a competitive leisure market, all things that take considerable time and planning.

Creation of a New Leisure Trust

30. This type of arrangement is where a council would help establish an independent company or organisation to take on the operation and management of the leisure services. Under this arrangement, a council may be limited to the influence it has over the new organisation through leases and grant funding arrangements.

31. Key considerations

- A council will enter into a contract and specification for the management and operation of the sites and its facilities and services
- The sites will be transferred under leases to the new organisation
- In return for the services and management of the sites and its facilities, the new organisation will receive funding from the Council
- The operating risks of the sites and associated facilities and services would transfer to the new organisation. It is important that the new organisation has the financial resources to absorb unforeseen operational losses
- The new organisation may be a charity to take advantage of the fiscal benefits attached to charities including VAT and NNDR relief (legal advice required).

32. If a council establishes a new Non Profit Distribution Organisation (NPDO) (subject to legal advice around the legalities of doing this), the company would be independent from the Council and any trustees would be required to act in the best interests of the new company and not the Council.
33. One of the key issues around a council setting up its own Trust is whether this approach complies with the public procurement regulations and the value for money principles used by public bodies. Detailed legal advice would be needed on the optimum procurement, structure and tax arrangements.

Shared Services or Local Authority Controlled Company

34. Another option currently available to local authorities is the possibility of creating a leisure partnership with one or more additional Local Authority partners. This can be informal (as working in partnership with other public bodies) or more formal through a jointly owned Local Authority Controlled Company (LACC).
35. The key characteristics of the operation of services by a LACC are as follows:
 - It is its own legal entity owned by a council
 - It will have directors and shareholders
 - Directors are likely to be senior officers of a council depending upon scale, (can also be external Non-Executive Directors who will bring external expertise to the table)
 - It will have a contract and specification from a Council
 - The sites will be transferred under leases or licences, as is the case for outsourced options
 - All staff will be transferred to the new Company (terms and conditions to be agreed)
 - The income and operating risks will be the responsibility of the new Company, (although ultimately the risk reverts back to the Council as the shareholder)
 - The Company may need to use support services under an SLA or directly employ these resources depending upon scale, and
 - In return for the management of the facilities and services, a management fee to support the operating deficit will be paid (depends if the contract could be profitable).

Re-procurement of a new leisure service let by the council

36. The final alternative option available to local authorities is to go to market for a new private leisure service provider.
37. Key considerations are:

- There is a tendering market operating for these types of contracts at this time
- New tenders may come with investment in equipment and buildings.

Policy implications

38. The management of the leisure centres and delivery of excellent leisure services is directly linked to the council's commitment to a 'Fairer future for all' particularly in the area of:

- A healthy borough where your background doesn't determine your life chances.

39. The Council Plan 2018-19 – 2021-22 sets out a series of commitments across eight themes:

- A place to call home
- A place to belong
- A greener borough
- A full employment borough
- A healthier life
- A great start in life
- A safer community
- A vibrant Southwark

40. The improvement of residents' health and wellbeing through physical activity and sport flows clearly through a number of the themes in the council plan through specific commitments set out below related to the leisure centres. Leisure centres play a significant part in the delivery of physical activity opportunities for residents.

- Make free swim and gym more flexible with more choice about when you go
- Make swimming lessons free for all residents

41. As part of the service review officers will identify whether there will be any policy implications relating to the provision of the leisure services and any subsequent changes made to them. An equalities impact assessment will be carried out as part of the service review.

Community impact statement

42. The recommendation in the report will have limited impact on the community as it recommends maintaining the contract with the current contractor.

43. Potential areas of community impact would be in relation to any changes proposed in the contract variation and any recommendations made to

change the provision of any of the services as a result of the service review.

44. To minimize any impact on the community and residents with protected characteristics, an equalities impact assessment will be carried out as part of the service review and preparation of the report to the Cabinet referred to in recommendation 5.

Resource implications

45. Funding will be required for further development of the management options and for any subsequent decision to be implemented.
46. The amount of funding required long term is entirely dependent on the option chosen
47. Any other costs connected with the delivery of this project will be contained within existing departmental revenue budgets.

Legal implications

Please see the legal concurrent below.

Financial implications

48. The cost of the financial support package while the leisure centres were closed from March to July 2020 amounted to approximately £1.6m. The second financial support package from August 2020 to March 2021 is capped at £2.6m
49. In assessing the position following the current support package period after March 2021, Officers evaluated the two options for the management of the council's leisure services, continuing with SLM or bringing the service in- house.
50. The preliminary findings indicate that proposal to bring the service in-house by April 2021 would be an accelerated process involving risks and additional costs which could be avoided if the process was conducted in a more measured way. Furthermore, there would also be a loss of the management fee payable under the terms of the contract until the end of the contract. However, industry experts are predicting that the current COVID 19 situation will impact significantly on the management fee payable for 2021/22 before the situation improves for 2022/23.
51. The financial impact of the support package for the current financial year 2020/21 is being monitored and reported as part the council's revenue monitoring process. The impact on revenue budgets for future years will need to be incorporated as part of the council's annual budget setting process.

Consultation

52. N/A

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

Continuation and variation of the leisure contract

53. The report refers to the Government's order (made in the Health Protection (Coronavirus, Business Closure) (England) Regulations 2020) (the 'Regulations'), that all leisure centres should close in order to slow the spread of the covid 19 coronavirus. The Regulations were repealed and replaced shortly afterwards by the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 (the 'New Regulations'), which also contained closure requirements in relation to leisure centres. The New Regulations were also repealed and the centres were permitted to re-open with effect from 25 July 2020.
54. On 11 May 2020 central government published guidance for leisure centre operators to use once facilities were permitted to re-open, including social distancing requirements, in order to support operators in complying with their health and safety, employment and equalities obligations in light of the risks posed by covid 19.
55. The report notes that officers have negotiated a financial support package which enabled SLM to re-open the centres on 1 August 2020. This support will continue until 31st March 2021. As a condition of the council's agreement to provide that support, SLM has agreed that no 'force majeure' or other termination rights arise in connection with the pandemic. However the report notes that the impact of the ongoing social distancing requirements will be significant.
56. The report recommends that the council enter into negotiations for a variation to the leisure contract with SLM in response to these requirements, which may include an adjustment to the management fee, and changes to the council's service requirements such as the delivery of Free Swim and Gym, and/or a closure of certain centres on a temporary basis.
57. It is not yet clear what the value and scope of the contract variation would be. If the value was to exceed £4 million, or allowed for a significant change to the service, the decision would be reserved to cabinet by the council's contract standing orders.
58. To cater for this eventuality, delegated authority is sought for the variation to be approved by the Strategic Director of Environment and Leisure in consultation with the Strategic Director of Finance and Governance, the Cabinet Member for Leisure, Environment and Roads, and the Cabinet Member for Finance and Resources. A Gateway 3 report will need to be

prepared in connection with that agreement.

59. The report accurately describes the contractual framework for that discussion. The council and SLM are obliged reasonably to negotiate adjustments to the terms of the contract to reflect ongoing covid security legislation and requirements with which SLM is bound to comply, which constitute a 'qualifying change in law' as defined in the contract.
60. This proposal is consistent with the guidance from Government in its public procurement policy notes in response to the pandemic. PPN 02/20 encouraged local authorities to work on an open-book basis to support their suppliers, with a view to avoiding widespread insolvency and redundancies. PPN 04/20 requires that local authorities and suppliers work up individual transition plans to allow service delivery to resume on a sustainable basis.
61. The recommendation is also consistent with the provisions of the Public Contracts Regulations 2015 para 72, which deals with modification of contracts in accordance with their terms and in response to unforeseen changes in circumstances.
62. In the exercise of all its functions, the council must have due regard to the public sector equality duty in Section 149 of the Equality Act 2010. Specifically to have due regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics for this purpose are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.
63. The report notes that the equalities impacts of any proposed service changes will be considered and set out in the report to the Cabinet Member in relation to the proposed contract variation.
64. The report further recommends that officers will prepare a Gateway 1 report setting out the proposed strategy for the delivery of the service after the contract with SLM comes to an end in June 2023. This is likely to constitute a Strategic Procurement for the purposes of the council's contract standing orders: if so, the decision is reserved to cabinet. Detailed legal advice would be needed on the various alternatives to a market re-procurement outlined in this report.

Termination of the leisure contract by agreement

65. The council and SLM have agreed that there is not currently a legal right for either party to terminate the contract. Therefore if cabinet prefers that the contract should be insourced with effect from 1 April 2021, this would need to be negotiated by agreement between the parties. Under the council's contract standing orders, this can be agreed by a chief officer by the council after obtaining approval from the monitoring officer and strategic director of

finance and governance.

66. The contract contains a series of provisions dealing with the effects of early termination. The management fee would no longer be payable from the date of termination. In broad terms, the leases of the centres would terminate; information, manuals and membership data would be transferred to the council; the equipment which does not belong to the council would be offered to it at net book value; and SLM would be required to make good any defects in repairs and maintenance, or reimburse the council for the costs of doing so. SLM is required to provide reasonable co-operation in the handover.
67. The report notes that the council would be obliged to purchase computer software, computer hardware and equipment in order to take over the running of the centres. Where the council's standard procurement processes cannot be followed due to exceptional circumstances, written approval of an alternative course must be obtained in advance through a Gateway report to the relevant decision-maker.
68. The employees working solely or primarily at the Southwark centres would transfer to the council automatically under the Transfer of Undertakings (Protection of Employment) Regulations 2006. The council would be liable for ongoing salary / redundancy costs, but SLM would remain liable for sums owed to employees which arose before the transfer. The transferring employees would be eligible for admission to the Local Government Pension Scheme.

Strategic Director of Finance and Governance (FC20/010)

69. This report is recommending the plan to enter into negotiations and contract variation with the council's leisure management contractor, Sports and Leisure Management Ltd (SLM), following the findings from an options appraisal, in order for the council to fully evaluate the options available to it when the current contract ends in June 2023.
70. The strategic director of finance and governance notes that the financial implications for 2020/21 are being monitored and reflected in the council's revenue budget monitoring arrangements. The impact on revenue budgets for future years will need to be incorporated as part of the council's annual budget setting process.
71. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Leisure Management Contract – Post COVID review and management arrangements	160 Tooley street London SE1 2QH	Tara Quinn Tel: 020 7525 0875
Link (please copy and paste your your browser): http://modern.gov.southwark.gov.uk/documents/s89907/Report%20Leisure%20Management%20Contract%20Post%20COVID%20review%20and%20management%20arrangements.pdf		

APPENDICES

No.	Title
None.	

AUDIT TRAIL

Cabinet Member	Councillor Catherine Rose, Leisure, Environment and Roads	
Lead Officer	Rebecca Towers, Director of Leisure	
Report Author	Ashoke Chaudhury, Group Manager - Physical Activity	
Version	Final	
Dated	9 October 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
Head of Procurement	Yes	No
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 October 20/20	

Item No. 17.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Government's Consultation on the Planning White Paper's "Planning For The Future"	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Johnson Situ ,Climate Emergency, Planning and Transport	

FOREWORD – COUNCILLOR JOHNSON SITU - CABINET MEMBER FOR CLIMATE EMERGENCY, PLANNING AND TRANSPORT

Southwark is committed to improving the lives of our communities through providing genuinely affordable homes, green accessible spaces, affordable work space and reducing health and income inequalities. Our planning policies are also at the heart of our approach to ensure the benefits of growth in the borough benefit all. Consequently, we are incredibly proud that in recent years we have seen major increases in the number of social and genuinely affordable housing units approved, with the last financial year seeing Southwark top the list of London boroughs with social housing starts on site. We have also placed our response to the Climate Emergency at the heart of our vision for the borough, which we have already started introducing into planning policy.

However, all of our gains are now under threat with the current Government consultation on the Planning White Paper, which has been criticised by planning experts, community groups and politicians across the political spectrum. This Government will have the public believe that these proposals will enable more homes to be built, that another reform of the planning system will unlock the a wave of construction. We disagree and we point to a study by the LGA that found only half of homes consented in recent years have actually been built. We are clear, these proposals are flawed and will not provide the conditions in which we can improve the wellbeing of our residents. Our concerns are that these proposals are a threat to local democracy, a threat to delivery of genuinely affordable homes and they barely mention the biggest threat to our way of life in the coming decades, the Climate Emergency. These proposed reforms to the planning system are not based on evidence.

In short, this administration will not stand by as this Government introduces planning policies, which will risk the gains we have achieved in recent years. We acknowledge the planning system is not perfect and we will support changes that are considered, seek to retain the voice of local democracy and enable local authorities to continue to deliver for our residents. We will join our

community groups, local authorities across the country and planning experts in continuing to campaign against these regressive proposals.

RECOMMENDATIONS

1. To note the response to the Planning White Paper.

BACKGROUND INFORMATION

2. The Government are proposing to make regressive changes to the Planning System which they have set out in a White Paper. The Government makes the argument that the planning system is not working and that improvement is not an option as the transformation required is so radical. We consider the planning system to require improvement, however we have delivered very successfully in granting the planning permissions required to deliver our Fairer Future Promises. Our Planning Service focuses on Delivery, Diversity, Digital and Democracy.
3. Planning is supporting the hard work being done by our communities to transform our town centres and improve our successful neighbourhoods with considerable community engagement.
4. We are working with the Government at the forefront of digital technological improvements in planning, plan making and design exemplars to speed up decision making and make our services more accessible to all of our communities.
5. Whilst we are leading on these improvements and we embrace change and improvements we consider the White Paper to have missed the point. It does not need to be discarded and replaced with a new system. We are improving and delivering extremely successful development and that proves that incremental improvements rather than wholesale change are required.
6. Planning can be improved and modernised so that the essential aims of significant delivery of new homes and businesses, affordable homes and businesses, town centres that serve local communities, successful schools, healthy living facilities, and movement for everyone without using the car can be delivered. Key improvements are:
 - Jobs increase of 41% (74000) from 2000 to 2013 with a forecast of 84000 between 2011 and 2036,
 - Net retail space built of 30,775 sqm since 2011 adoption of the Core Strategy,
 - Protection of 660ha of Metropolitan Open Land, Borough Open Land and Other Open Space,
 - Community Facilities approvals of 44,536 sqm including health, education and religious facilities,
 - Leisure and entertainment including sports facilities approvals of

- 62,727 sqm since 2011,
 - Approvals of 43,107 housing units including 10,542 affordable units since 2004,
 - Completions of 22,516 housing units including 6,416 affordable housing units since 2004,
7. Our priorities for social rented housing and affordable business space that are developed as part of local communities with accessible, successful places can only be delivered by a democratic, representative process that fully involves local communities. Local development will not be successful without involving those who know the local areas and those who will use the developments
 8. In order to achieve this we need efficient digital services, for sharing information, consultation, plan preparation and planning applications. We are committed to improving our planning service for all of our citizens so that our borough delivers the most effective digital offer possible. This should improve democracy rather than take away the opportunity of our citizens to contribute to the development that will have such significant impacts on their lives. Our local teams understand the issues and we have a new Statement of Community Involvement and Development Consultation Charter launched in 2019 to ensure that we fully understand all of the different equalities, health impacts and other impacts fully of anyone who is impacted by each development. The diversity of proposals and applications and the people who consider and use them is a significant contribution to the improvements within Southwark.

KEY ISSUES FOR CONSIDERATION

9. The broad proposals are summarised as follows:
 - Streamline the planning process
 - Digital first planning process
 - A new focus on design and sustainability
 - Improve infrastructure delivery
 - Make more land available for homes and development people and communities need.
10. The reform to the planning system is not based on evidence or consideration of local democracy. Wide ranging suggestions are made to streamline the planning process to speed it up. However the focus is not on the processes which slow down development such as delivery and instead place emphasis on the consultation and local provision of policy and decisions on planning applications which are delivering significant permissions for new development every year with considerable involvement from our local communities. The proposed reforms would significantly slow down delivery of new development, reduce the number of homes and affordable homes and business and all of the improvements to our town centres and neighbourhoods. Where development does take

place this would be of an inferior standard and would not integrate with the current communities who live in Southwark. In order to speed up regeneration we need direct Government funding to back plans and reduce risks for developers. The market works better when the state provides the infrastructure and consistent policy support with a local focus.

11. Southwark Council's planning team are at the forefront of improving services for citizens. They are carrying out a digital transformation so that everyone can access the services easily, simply and efficiently. This includes how residents and local businesses apply for planning permission, information on policy, and data to inform policy making and decisions by the Council. We recognize that the MHCLG have been supporting us and other councils to take forward these changes to improve our service. We value this support and we will continue to work in partnership to improve planning services for all of our citizens.
12. However this is in stark contrast to the changes suggested for consultation, local policy making and decision making on planning applications. The measures with the most significant impact for Southwark would negatively impact on all of our citizens and would have considerable equalities impacts. The most marginalized people in our society who are in most need of affordable housing and support services would have their opportunities severely reduced with far reaching consequences particularly for many families.
13. The most significant impact would be the threshold for affordable housing changing from 10 to 40 or 50 units. This would reduce the number of affordable homes built over the next 10 years by 37% or 3050.
14. The new housing targets would increase from 2,736 to 3,547 per annum. This is not based on any evidence and uses new measures based on affordability which would have significant negative impacts for affordable housing and the quality of new housing with reductions in standards for our residents and tenants. The securing of First Homes sold at a discount to market price for first time buyers would reduce the opportunity to provide affordable housing and affordable rent where there is the most acute need for citizens in Southwark.
15. Introducing Growth, Renewal and Protection zones which do not fit with the complex local urban environment in London would damage our historic environment and allow development that is out of place and poor with substandard accommodation. This would ignore the presence of buildings and places and would just focus on land use reinforcing spatial inequalities. Along with extending the Permission in Principle to major development so landowners and developers have a fast route to secure the principle of development without working up detailed plans. This would take away local democracy and the ability of the council to secure affordable housing, affordable rent, measures to deal with the Climate

Emergency and many other measures. The significant importance of the Windfall category would also be missed reducing flexibility and opportunities for new development.

16. Changes to the policies allowed in development plans may reduce the ability to negotiate affordable housing, affordable business space, infrastructure to improve places and town centres.
17. Changes to the way Community Infrastructure Levy is calculated and abolishing section 106 would reduce local democracy, the opportunity to raise money for local priorities, reduce the overall amount raised despite the measures suggesting that more money will be raised. This would be compounded by the suggestions that planning is stifling growth rather than the recommendations as set out in the Letwin report which was the Government's review. This White Paper completely ignores the fact that the issue is about delivery and if there was a national system of support and infrastructure and barriers to building are reduced then that would solve the issue. A useful improvement to the current planning system would be to introduce a clear, national standard for assessing the viability of developments to remove from the system all the unhelpful uncertainty that the current system causes which is, in itself, a cause of delay in planning decisions.
18. The White Paper proposes the introduction of Design Codes which would replace the ability for design frameworks that set out how design will be negotiated locally and how design should be presented. This would reduce the vibrancy and opportunity to maximize development's contributions to local areas. Development plans should be setting out how design and land use work together to influence places rather than treating them as separate entities. The shape of the site and size of development can be changed and improved as detailed local issues are taken into consideration and this approach completely removes the opportunities for local communities to be involved and for democracy to take place.
19. The White Paper proposes taking a radical, digital first approach to modernise planning to move from a process based on paper to based on data. Local Plans should be visual and map based, with interactive maps and technology and standardised templates based on the latest digital technology and supported by a new standard template. Development management systems should be digital with shorter, standardised applications. Decision making should be more certain with greater use of technology. Monitoring, using data with digital systems and a streamlined approach, will be introduced. We are already working on clearer, better laid out plans and decision making based on the newest technology. Southwark will be the first borough as far as we are aware to have a digital website with simplified data tools for all the different planning systems and data searches in 2021. This needs to be alongside the consideration of local planning issues, democracy and design of places.

The digital transformation can improve the application, consultation and decision process. However it cannot be a substitute for consideration of larger and complex sites and smaller sites where there are local planning issues. Digital services need to enhance local consideration of planning issues and not remove the careful balancing and understanding of complex environments and issues.

Community impact statement

20. Views are being asked for views on the potential on proposals raised in this consultation on people with protected characteristics and whether further reforms could broaden access to planning for people in diverse groups. The most significant impact would be the reduction in affordable housing and affordable business space.
21. Along with the lack of local democracy and opportunity to be involved in planning decisions that impact on local communities.

Consultation

22. There has been no consultation on this response to the Government consultation.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC20/012)

23. This report is requesting cabinet to note the response to the Planning White Paper.
24. The strategic director of finance and governance notes that there are no financial implications arising from this report.
25. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Planning for the Future White Paper	Planning Policy	Planpol@southwark.gov.uk
https://www.gov.uk/government/consultations/planning-for-the-future		

APPENDICES

No.	Title
Appendix 1	Planning for the Future consultation – response letter

AUDIT TRAIL

Cabinet Member	Councillor Situ	
Lead Officer	Eleanor Kelly	
Report Author	Juliet Seymour	
Version	Cabinet version Final	
Dated	12 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	No
Strategic Director of Finance and Governance	Yes	Yes
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	12/10/2020	

Item No. 18.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Southwark Skills Strategy – Delivery Plan Progress Update	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Stephanie Cryan, Jobs, Culture and Skills	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, JOBS, CULTURE AND SKILLS

Now more than ever, in the face of the COVID-19 pandemic, a hard hitting recession and Brexit looming on the horizon, the importance of ensuring Southwark residents are able to gain the skills they need to succeed and be able to access and make the most of the range of opportunities available across the Borough is paramount.

The Southwark Skills Strategy was approved by Cabinet in 2017 which led to the establishment of the Southwark Skills Partnership which brings together an array of local partners from schools, colleges, universities, businesses and employment support partners to ensure that the delivery of the Southwark Skills Strategy continues to meet the needs of residents and employers.

This report is the annual update on the progress that has been made and the priorities going forward. COVID has meant that some of our focus has had to change, in particular with our plans for hospitality skills provision where the industry has been adversely impacted by the economic consequences of the pandemic.

However the report also outlines areas where we can focus on opportunities that will be available particularly in health and social care. We also commit to looking at opportunities within our own housing delivery programme and our ongoing housing maintenance programmes and we also have an exciting opportunity for local skills development in the marine sector with the proposed upgrade of South Dock Marina.

Our commitment to Economic Renewal and a Green New Deal will also form the focus on where we can deliver skills provision and opportunities and the Southwark Skills Strategy sits front and centre in our priorities to ensure that Southwark residents continue to have access to good quality jobs, apprenticeships and internships.

RECOMMENDATIONS:

Recommendations for the cabinet:

1. That the Cabinet note the progress made in delivering the Skills Strategy since June 2019.
2. That the Cabinet note the impact of COVID-19 on the delivery of the Skills Strategy and the need to align with Southwark's Economic Renewal Plan.

BACKGROUND INFORMATION

3. The Southwark Skills Strategy was formally adopted by the council following approval by Cabinet in December 2017. It was recommended that officers develop a delivery plan to set a framework for the implementation of the strategy. The delivery plan was developed in partnership with key local stakeholders and was approved by Cabinet in June 2018.
4. The vision of Southwark's Skills Strategy is that "by 2022 Southwark will have a high quality skills offer that is accessible and responsive to learner and employer needs" and that "the offer will support all learners to build resilience and develop valuable skills for a strong local economy now and in the future."
5. The Skills Strategy comprises three priority aims to deliver this vision:
 - Residents have the opportunity to gain the type and level of skills they need to access local opportunities and progress in the labour market
 - Employers invest in their workforce and have access to training provision that responds to their needs and allows them to recruit locally
 - Employers and providers work collaboratively to develop a local skills offer that is responsive to the needs of the local economy.
6. Cabinet received an update in June 2019, setting out progress made since June 2018. Key developments and milestones over this time included:
 - The establishment of the Southwark Skills Partnership to oversee the delivery of the Skills Strategy
 - The opening of the Passmore Centre at London South Bank University to provide high quality apprenticeship training
 - Improved integration of skills development into council services such as Adult & Community Learning and Southwark Works
 - Increased engagement with schools careers leaders.
7. A further update was expected in June 2020 and postponed to October 2020 due to the council's urgent COVID-19 response.

KEY ISSUES FOR CONSIDERATION

8. This report sets out progress made against the Skills Strategy delivery plan since June 2019. The overarching priorities between June 2019 and June 2020

were:

- Promoting apprenticeships
 - Meeting sector specific skills needs
 - Shaping essential skills provision
 - Improving all age careers advice and guidance.
9. These priorities were shaped and defined by the Southwark Skills Partnership, which was set up in August 2018 and comprises a range of local partners including education and training organisations, developer partners, employers and Business Improvement Districts. Chaired by the Cabinet Member for Jobs, Culture and Skills, the Skills Partnership oversees and reviews progress of delivery.
 10. The reprioritisation of resources needed for the council's urgent response to the COVID-19 pandemic and the impact on partner organisations, necessitated a pause in Skills Strategy delivery between March and July 2020.
 11. The pandemic has already had an unprecedented impact on the local, regional and national economy and the longer-term impacts will be far reaching. The pandemic has affected certain sectors disproportionately and we are likely to see sustained job losses, particularly as the national Coronavirus Job Retention Scheme comes to a close at the end of October. The economic impact of the pandemic on central London and London as a whole has significant implications for the borough and its residents, who have also strongly felt the impact locally.
 12. While the overarching aims of the Southwark Skills Strategy remain appropriate, delivery will need to be recalibrated to respond effectively to new economic challenges, in order to support residents to achieve the skills they need to access current and future opportunities.
 13. This work forms part of the council's wider approach to economic renewal as set out in Southwark's Economic Renewal Plan (ERP). The ERP sets out immediate, short, medium and long-term priorities for the local economy and will continue to evolve to respond to new developments. The Cabinet Member for Jobs, Culture and Skills will maintain oversight of the ERP.
 14. The ERP also recognises the need to take account of the risks to the local economy posed by Brexit. The ERP will therefore evolve in tandem with the council's wider Brexit planning. It is considered likely that the potential reduction in EU citizens working in the UK will have an adverse impact on existing skills shortages particularly in key local sectors such as construction and health and social care. These economic impacts will be monitored and future delivery of the Skills Strategy will seek to respond to these challenges.
 15. Following the onset of the pandemic and the nationwide lockdown, the Skills Partnership met in July 2020 to discuss the impact of COVID-19 on Skills Strategy delivery and to feed into the ERP, providing an initial review of existing skills projects. The Partnership agreed refreshed priorities for the Partnership's work going forward, as detailed in the body of this report, and this review will be

ongoing as the ERP evolves.

16. The review of Skills Strategy delivery will also be aligned with Southwark Stands Together, the borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic communities, and the inequalities exposed by COVID-19. A range of listening exercises with communities, key stakeholders, partners and staff took place over the summer to hear about experiences of racism, discrimination and inequality, and to identify solutions. Cabinet received a summary of this activity in September 2020 and agreed a set of emerging recommendations grouped by specific work streams including employment and business, education, culture, communities, health and policing. The ongoing delivery of the Skills Strategy will be aligned to the recommendations specifically under the employment and education works streams. In particular, it will support the Southwark Stands Together recommendation to support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.
17. The paragraphs below therefore summarise:
 - Progress made against the delivery plan priorities between June 2019 and March 2020, when work needed to be paused due to the impact of COVID-19
 - The likely impact of COVID-19 on these skills projects
 - Planned next steps for each priority area.

Promoting apprenticeships

18. The Skills Strategy delivery plan sought to support the council's aims of promoting apprenticeships as a pathway into sustainable employment and career progression by:
 - Encouraging apprenticeship creation
 - Continuing to build local provision of high quality apprenticeships
 - Driving quality and strengthening support for employers
 - Supporting learners to access apprenticeships.
19. Further to meeting the Council Plan commitment to create 2,000 apprenticeships between 2014 and 2018, the council has worked with partners and employers to create an additional 1,300 apprenticeships between 2018 and 2020.
20. Established in partnership with the council in November 2018, London South Bank University's Institute of Professional and Technical Education, known as the Passmore Centre, offers higher and degree level apprenticeships across a range of sectors. The council is continuing to work closely with London South Bank University as it continues to develop its offering and to support Southwark residents to access these courses.
21. In 2019, the council carried out a review of the long-standing and respected

Southwark Apprenticeship Standard to ensure that it continues to promote the creation of quality apprenticeships while also providing the necessary support to employers. The council consulted with employers signed up to the Standard to better understand current challenges, support needs and ways to continue to drive up the quality of apprenticeships. Based on this engagement work, the council refreshed the Standard in early 2020 by expanding the criteria for a good quality apprenticeship and committing to create additional networking opportunities for employers and apprentices. Work is planned to consider how the Standard can remain relevant and of benefit to employers in light of the impact of the pandemic.

22. In order to support more residents to access apprenticeships, the council started development of a dedicated pre-apprenticeship support offer in autumn 2019. Engagement with training and employment support providers revealed that an intensive support programme, comprising access to qualifications, employability skills, and work placements, would support residents to overcome the most common barriers to accessing apprenticeship opportunities. A specification was developed and the tender process was due to launch in mid-March 2020. This process was placed on hold following the onset of COVID-19 as suppliers prioritised resources to switch to remote delivery. A pre-apprenticeship support offer will be reviewed and procured as part of the delivery of the ERP.
23. The impact of the pandemic is likely to create challenges across the apprenticeship landscape in Southwark and in London as many businesses, particularly smaller employers, may be more reluctant to keep on or hire apprentices during an economic downturn. A rise in unemployment is also likely to increase competition for opportunities with those furthest away from the labour market being most at risk.
24. Through the ERP, the council will continue to promote apprenticeships and work with key partners to shape the role that apprenticeships can play in economic recovery. The council will also carefully monitor the impact on creation and take-up of apprenticeships and collaborate with partners to inform a coordinated approach to future support. Apprenticeship delivery will also be in line with the objectives of Southwark Stands Together to ensure that opportunities are accessible to residents from diverse backgrounds.
25. The council will also support apprenticeship delivery directly by continuing to create new apprenticeship opportunities within our internal apprenticeship programme, which will include new opportunities within our housing investment and maintenance programmes.
26. The Skills Partnership will continue to contribute to this work and is due to meet in late 2020 to further define where partners can best support promotion and delivery of apprenticeships.
27. In response to the challenges in delivering apprenticeships nationally, the government has announced a 'Youth Opportunity Guarantee', pledging a work placement or apprenticeship for 16 – 24 year olds, and a bonus scheme for

employers hiring new young apprentices between August 2020 and January 2021. The council will work closely with employers, training providers and support organisations to ensure that the new national policies and programmes are incorporated into local apprenticeship delivery programmes.

Meeting sector specific skills needs

28. The Skills Strategy recognises the need to improve local provision of sector specific skills training to meet the needs of local employers and to improve access to career opportunities for Southwark residents. This builds on the council's successful skills offer for employers in the construction sector delivered through the Southwark Construction Skills Centre. A key objective within the delivery plan was to test the feasibility of a hospitality skills offer.

Hospitality

29. The Southwark Skills Partnership agreed to focus its sector specific work initially on hospitality as this key growth sector presented an immediate opportunity to strengthen local skills provision and help meet the significant shortages experienced by local employers. It was agreed that a skills study would allow the Partnership to better understand the employment and skills needs of this sector and identify the most effective ways to address key challenges with provision. A working group including employers and training providers was convened to design a specification for the study.
30. As an identified area of joint need, the study was commissioned with the neighbouring boroughs of Lambeth, Lewisham and Wandsworth to pool resources. The Skills Centre and London South Bank University won a tender to jointly conduct the research and develop a set of recommendations.
31. Completed in January 2020, the study showed continued strong employment growth in the local hospitality sector with a large recruitment gap that was not being met locally. Research carried out with employers and providers showed that there was a notable gap between employers' skills needs and the current offer from learning providers. The study also identified further work required on the part of hospitality employers to improve pay and conditions to improve the attractiveness of the sector to prospective employees, as well as existing employees seeking to progress.
32. The study identified an opportunity to help local employers meet a greater proportion of their skills and labour needs from local residents, ensure training is better aligned to employers' needs and to support the sector to offer high quality, sustainable careers. The following recommendations were made:
1. Set an ambitious vision to develop world class hospitality skills in South London
 2. Develop and implement a localised hospitality skills framework to support the sector to create a clear plan for meeting skills needs

3. Establish a governance structure that ensures stakeholder voices are represented in skills delivery
 4. Create a delivery vehicle to improve local provision and deliver high quality careers through one or both of:
 - a) a new employer-led hospitality training centre, using a progression-focused skills model
 - b) a 'hub and spoke' model where a small delivery organisation provides the final stage of skills development and job brokerage for students leaving existing provision.
33. The Skills Partnership agreed the recommendations in late January 2020 and agreed to move forward with developing options to establish a skills training centre. Work was subsequently started to identify a potential site for a centre.
34. This work was placed on hold at the onset of the COVID-19 pandemic with hospitality being one of the most adversely affected sectors. Despite some re-opening of the sector in more recent months, there is likely to be a significant impact on skills demand in the sector at least into the medium term. The Skills Partnership has agreed to return to this work in early 2021 to consider how to proceed once the lasting impact on the sector and employment opportunities is likely to be clearer.

Health & social care

35. Work was started in 2019 to define the key skills challenges in the local health care sectors, map current referral pathways and routes into the sector for local residents, and identify any required interventions. The council has continued to engage with key partners and Skills Partnership members in this sector including Guys & St Thomas NHS Trust, London South Bank University and Southwark College. The Skills Partnership was due to meet in April 2020 to discuss next steps in this area.
36. Due to the impact of COVID-19 on the health care system locally, regionally and nationally, this sector has seen increased skills demand as well as a consistently high vacancy rate which presents a clear opportunity for skills and jobs delivery. The Skills Partnership has agreed to focus on this sector as an immediate priority.

Digital

37. Southwark is a member of the Stride partnership with Lambeth, Lewisham and Wandsworth which is delivering a number of programmes to address the underrepresentation of black and minority ethnic people, women, people with disabilities and people from lower income backgrounds in the creative and digital industries. Stride has commissioned talent development activities to tackle the lack of diversity in these sectors, focusing on innovative programmes that trial new approaches to increasing diversity.

38. The Skills Partnership has also explored wider challenges and opportunities for skills development within the local digital sector and further work was initially planned for 2020. Many businesses within this sector are experiencing increased skills demand and this presents an opportunity for skills and jobs delivery. This area will be revisited in 2021.

The Green Economy

39. The ERP identifies the opportunity to root the council's existing climate change commitments in the local economy and business growth, by supporting a green new deal that creates jobs, cuts emissions and generates a new wave of profitable environmental innovation. The delivery of the Skills Strategy will support this work to identify and support emerging skills needs in this sector.
40. The proposed upgrade of the South Dock Marina boatyard also presents an opportunity for local skills development within the marine sector.
41. All sector specific skills initiatives will be developed in line with Southwark Stands Together to ensure that opportunities are accessible to residents from diverse backgrounds.

Shaping essential skills provision

42. The Skills Partnership has continued to support the council's aims of ensuring that residents have a basic qualification in English and maths and are able to access the essential digital skills required for everyday life and for work.

English & maths

43. The council commissioned an external organisation to conduct a review of learning provision provided by the Southwark Adult Learning Service at the Thomas Calton Centre. This included reviewing the service's role in providing essential skills provision to residents. Recommendations included setting up a governing body for the service and working more closely with local partners to deliver programmes of learning.
44. The governing body is now established, chaired by the Cabinet Member for Jobs, Culture and Skills. The body will support and challenge Southwark Adult Learning Service to meet residents' current and future skills well as helping to facilitate joint working with a range of local partners.
45. The council's Education department has defined a basic qualification in English and maths as a Level 2 qualification and new targets have been set for the number of learners starting, sustaining and completing Level 2 English and maths qualifications through the Southwark Adult Learning Service.

Essential digital skills

46. Over the course of 2019, the council developed a two year Essential Digital Skills Action Plan in partnership with education providers, broadband

companies, the DWP, the NHS, the voluntary sector and a wide cross-section of council teams and services. The plan seeks to establish a common approach provision across the borough to ensure all residents can develop the essential digital skills they need for their daily lives and work.

47. The plan sets out the following objectives:
1. A shared understanding of need and demand for essential digital skills in Southwark
 2. Collectively deliver sufficient, accessible provision that responds to learner needs
 3. A collaborative approach to innovation.
48. The impact of the pandemic has meant that essential digital skills have become more needed than ever for everyday life and work. The action plan objectives remain appropriate and the Southwark Essential Digital Skills Group has reviewed the draft plan to capture issues and priorities brought to the fore during the pandemic.
49. A planned launch event in March 2020 will be rescheduled. The Essential Digital Skills Group will monitor progress and undertake an annual refresh of the action plan, to ensure it reflects changes in the local policy and delivery landscape, and incorporates learning from the previous year's delivery.

Improving all-age careers advice and guidance

50. The delivery plan included priorities of developing an all-age careers advice and guidance framework to improve the effectiveness and coordination of local careers provision for people of all ages. The framework will also explore a more collaborative approach to delivery in the borough.
51. A draft all-age careers advice and guidance framework for the borough began development in early 2020. The framework will set out ambitions for high quality, coordinated delivery across the borough and identifies key gaps for future development. The draft framework requires further development in light of the impact of COVID-19 and emerging Southwark Stands Together recommendations to support residents from diverse backgrounds to access high quality careers advice and guidance. The framework will be reviewed and approved by the Skills Partnership in 2021.
52. The Skills Partnership has also worked with Better Placed, a partnership with Lambeth and Lewisham, to map the careers advice and guidance services available to residents of these boroughs. This exercise found that while there are a large number of disparate sources of information, advice and guidance across the three boroughs, provision is inconsistent and concentrated in the north of Lambeth and Southwark. This presents challenges to residents in being able to easily identify where best to access support. This work has also been incorporated into the draft careers advice and guidance framework.
53. To help address the issues identified by the mapping exercise, Better Placed

has started development of 'Skillbot', an AI careers adviser, in partnership with London South Bank University. This will be a digital platform to signpost residents to the most suitable sources of careers, advice and guidance, and locally will be embedded into the Southwark Works website. This will provide a mechanism for managing high volumes of low intensity careers support and will help to tackle the challenges of a patchy careers advice landscape. Pilot testing is currently due to take place in the spring of 2021 with a launch expected in the autumn of 2021.

54. The council is also continuing to support entry into employment and career progression through the long standing Southwark Works employment support programme and through partnering with Beam, a social enterprise supporting people experiencing homelessness to access skills, training and employment opportunities.

Governance

55. The Southwark Skills Partnership will remain in place going forward to oversee the delivery of the Skills Strategy in the borough and linking it to ongoing economic renewal activity. This is particularly important in the current context to ensure that skills projects respond effectively to current economic challenges as experienced locally. The Partnership will also work to link local skills delivery into wider economic renewal activity across London.
56. Progress will be tracked through the ERP, ensuring alignment to wider economic renewal and recovery work.

Policy implications

57. The Southwark Skills Strategy delivery plan is in line with the 2018-2022 Council Plan, in particular the aim of achieving a full employment borough.
58. The planned next steps for Skills Strategy delivery, as outlined above, are in line with the council's Economic Renewal Plan which sets out immediate, short, medium and long-term priorities for the local economy. Skills projects will be developed as part of the ERP to ensure alignment.

Southwark Stands Together

59. The council has launched Southwark Stands Together, a borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic communities and to the inequalities exposed by COVID-19. Listening exercises with communities, key stakeholders, partners and staff took place over the summer to hear about experiences of racism, discrimination and inequality, and to identify solutions. Cabinet received a summary of this activity in September 2020 and agreed a set of emerging recommendations grouped by specific work streams including employment and business, education, culture, communities, health and policing. A road map and action plan with measures and metrics to deliver the programme will be presented to Cabinet in October 2020.

60. The Skills Strategy is aligned to the overall objectives of objectives of Southwark Stands Together and Skills Strategy projects will also support the delivery of specific emerging Southwark Stands Together recommendations. The table below sets out how Skills Strategy delivery will support these recommendations.

Work stream	Emerging Southwark Stands Together recommendation	Alignment to Skills Strategy delivery
Employment & Business	<i>a. Support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.</i>	Ensuring accessibility for residents from diverse backgrounds is central to all Skills Strategy projects. In particular, apprenticeship delivery, sector specific skills offers and careers advice and guidance projects, will help to support residents from diverse backgrounds into sustainable careers.
	<i>b. Implement a structured work experience programme for young residents</i>	The development of this programme will be aligned to the Skills Strategy careers advice and guidance work stream.
	<i>c. Work with employers to support them to adopt more inclusive recruitment and employment practices, aligning to the Good Work Standard; and to support delivery of this recommendation, work through key partnerships including employers that are linked with Southwark Works, Jobcentre Plus and others.</i>	The development of sector specific skills offers will include working closely with employers to ensure inclusive recruitment and employment practices as part of any new skills and employment initiatives.
Education	<i>e. Improve the experience of young people with respect to meaningful work experience; develop networks within and beyond school that provide advice and guidance and exposure to opportunities that helps them develop their aspirations and confidence and understanding linked to the world of work.</i>	The Skills Strategy's careers advice and guidance work stream will help to deliver this recommendation by improving the effectiveness and coordination of local careers provision.

Sub-regional policy implications

61. The Southwark Skills Strategy is in line with the Central London Forward Skills Strategy which was approved by the Central London Employment and Skills Board in February 2019. This strategy aims to rebuild the skills system for central London to be more responsive to employer needs, focusing on shaping skills delivery to more closely match key sectoral needs and deliver more and higher quality apprenticeships. It aims to influence the GLA commissioning of the Adult Education Budget to support residents and employees to develop the skills that will increase productivity and progression, particularly among the most disadvantaged and hard-to-reach learners.
62. The aims of the strategy are that:
- Residents and workers access the skills, jobs and support to thrive in Central London's dynamic economy. There is a specific focus on developing skills for vulnerable groups and those that are currently furthest from the labour market.
 - Employers secure growth through access to a more diverse and better-skilled workforce, who are trained in the types of skills that employers need, in fields with skills gaps.
 - Providers access information around the labour market and local needs, to improve the quality and relevance of courses that are offered.
 - Boroughs take a leadership role in reforming the sub-regional skills system, through collaborating with partners and each other, to ensure that skills commissioning and provision is of a high and consistent quality across the sub-region.
63. The Southwark Skills Strategy echoes sub-regional ambitions by aiming to address skills shortages in specific sectors and encourage apprenticeship creation locally.
64. The council is participating in Central London Forward's review of skills and employment strategy in response to the economic impact of COVID-19 and will ensure that future delivery of the Southwark Skills Strategy is aligned.

Regional policy implications

65. The Mayor's Skills Strategy for London was published in June 2018. The key priorities are as follows:
- Empower all Londoners to access the education and skills to participate in society and progress in education and work
 - Meet the needs of London's economy and employers now and in the future
 - Deliver a strategic city-wide technical skills and adult education offer
66. In December 2017 the council contributed to the consultation process

endorsing the London wide strategy given its alignment to our local strategy. In particular the council endorsed the following:

- The focus on vulnerable learners and those with low to mid skills.
- The pan-London review of SEND
- Focus on the quality of work through the Good Work Standard, payment of the London Living Wage and in-work progression initiative
- Improving basic skills delivery through the devolved AEB.
- 16+ pathways research
- Proposed improvements to an all-age careers advice service
- Proposals for the devolution of the Apprenticeship Levy and the creation of a skills levy
- A Skills Sector focus providing better integration of employer needs in the skills system and the potential to develop a Skills Index for London
- Focus on improving the technical skills and adult education offer in London
- To ensure quality learning, employability skills and progression underpin the delivery of the devolved AEB.

67. The Southwark Skills Strategy is aligned to regional ambitions, supporting the Mayor's aims to boost the technical and adult education offer and emphasising the need for good work and the ability to progress in the labour market.

68. The London Recovery Board has been established to co-ordinate planning for London's future following the impact of COVID-19. The Board is co-chaired by the Mayor of London and the Chair of London Councils and is supported by a Recovery Taskforce, which will coordinate actions to meet these challenges, working in partnership with local authorities, health and care bodies, business groups, trade unions, the voluntary sector, academia, national Government and other bodies. Southwark Council is represented in sub-groups feeding into this work. Future delivery of the Skills Strategy will be aligned to London-wide renewal and recovery activity.

Adult Education Budget

69. In 2016 it was announced that London's Adult Education Budget (AEB) would be delegated to the Mayor of London from 1 August 2019 under a devolution arrangement. Through this arrangement the Mayor will be responsible for the commissioning, delivering and management of London's AEB. The principal purpose of the AEB is to provide the skills and learning that adults need to equip themselves for work, an apprenticeship or further learning. Devolution is also intended to enable more tailored programmes of learning to be made available, which do not need to include a qualification, to help those furthest from learning or employment.

70. The GLA consults annually on the delivery of the AEB. The council's responses published in April 2019 and April 2020 are available as background papers.

National policy implications

71. The Southwark Skills Strategy is in line with a range of national policies related to skills delivery as detailed below.

National Careers Strategy

72. In December 2017 the government published the National Careers Strategy, an all-age strategy, which includes new Ofsted requirements for schools and recommendations for schools to follow Gatsby benchmarks in the delivery of careers advice and guidance. The aim of improving local delivery of careers advice and guidance within the Southwark Skills Strategy is aligned with the National Careers Strategy.
73. In April 2019 the government announced new national standards for adult basic digital skills, including new essential digital skills qualifications and a new national entitlement to fully fund adults with no or low digital skills to undertake the new qualifications. The Southwark Essential Digital Skills Action Plan is aligned with the national standards and supports local delivery of qualifications.

COVID-19 response

74. In response to the economic impact of COVID-19, the government has announced a number of skills and employment interventions including:
- A 'Youth Opportunity Guarantee', pledging a work placement or apprenticeship for anyone aged 16 – 24
 - The 'Kickstart' job creation scheme for under 25s, funding 6 month work placements
 - A bonus scheme for businesses to employ apprentices
 - Tripling funding for traineeships and offering employer incentives
 - Additional funding for the National Careers Service, with the aim of supporting an additional 270,000 people with bespoke careers advice
 - Tripling funding for sector-based work academy placements in 2020-21.
75. The council is working to ensure that national initiatives are integrated into local skills delivery and that the impact of these are maximised locally.

Community impact statement

76. The June 2018 Skills Strategy Delivery plan approved by cabinet provides an overview of the assessment of impacts on the community and includes the equality analysis carried out in 2017, and reviewed in April 2018. Specific measures and actions to address inequalities and assessment of the impact on protected characteristics in line with the Equality Duty will be developed as part of the delivery of individual projects relevant. The analysis will therefore be ongoing. It is the role of the Skills Partnership to consider ongoing equalities implications at a strategic level.
77. The Skills Strategy has an impact on the whole community in all wards, including the borough's business community. A core aim of the strategy is to

identify what actions the council and partners can take to create a local skills offer that responds to the needs of local people and the local economy.

78. The delivery of the Skills Strategy will be adapted to ensure that it responds effectively to economic impact of COVID-19 and supports residents to develop the skills they need to access opportunities during a time of financial hardship.
79. The strategy encourages employers to offer good quality work and it also supports the adoption of the London Living Wage, as set by the Living Wage Foundation.
80. Project monitoring arrangements for skills projects continue to follow the council's equalities monitoring guidance to ensure it captures information about impact on intended target groups and protected characteristics.

Resource Implications

81. The council's contribution to the delivery of the Skills Strategy will be met from within existing resources. This includes a range of sources where funding is specifically tied to objectives to promote vocational training and education related to job and career opportunities. Agreement of any redirection of existing funding will be undertaken in line with the council's normal resource setting processes.
82. Proposals outlined in this report may require future commitment of resources. Section 106 funds have been identified which could contribute towards funding future skills initiatives.

Staffing issues

83. Officer time to effect the proposals and work streams outlined in this report will be contained within existing resources and any Section 106 funds that are allocated.

Consultation

84. A range of external and internal stakeholders have been consulted during the process of developing the Skills Strategy and its associated delivery plan. Consultation has taken place at three key stages following the formal adoption of the Skills Strategy in December 2017. Firstly an initial scoping session in January 2018 developed shared solutions to the areas the strategy needed to focus on. This then informed a second session in March 2018 to further consider the solutions, to discuss resources and assets as well as identifying and managing risks. Finally, the third session in May 2018 sought feedback on a draft delivery plan.
85. External consultation with partners included: Department of Work and Pensions, Southwark Business Forum, Better Bankside Business Improvement District (BID), Blue Bermondsey BID, Southbank BID, Team London Bridge BID, We Are Waterloo BID, Southwark Chamber of Commerce & Industry,

Federation of Small Businesses, Guys and St Thomas' Hospital, London South Bank University, schools, Southwark Youth Forum, adult education providers and further education Colleges, Southwark Association of the School Governors, Central London Forward and delivery partners on the Southwark Works Framework.

86. The Southwark Skills Partnership was established in August 2018 to bring together a range of local partners including education and training organisations, developer partners, employers and Business Improvement Districts. The Skills Partnership reviewed and agreed the first delivery plan in June 2018 and the updated version in June 2019.
87. The Skills Partnership is collaborative by nature, allowing ongoing consultation and discussion with a range of partners to understand future skills priorities and adapt delivery as required in order to deliver solutions to best meet these needs and challenges.
88. The Partnership structure allows members to bring forward the views of their clients and stakeholders, allowing a broad range of perspectives to be incorporated into delivery.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

89. This report is requesting cabinet to note the progress made in delivering the Skills Strategy since June 2019 and to also note the impact of COVID-19 on the delivery of the skills strategy and the need to align with Southwark's Economic Renewal Plan.
90. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.
91. The strategic director of finance and governance expects that financial appraisals will be carried out as any new plans are developed and will be subject to future reports, including identifying the suitable financial resources for any new commitments.
92. Staffing and any other costs connected with this report are to be contained within existing business unit revenue budgets.

Director of Law and Democracy

93. This report sets out the progress made in delivering the Skills Strategy since the last cabinet update report in June 2019. This report also details the impact of COVID-19 on the delivery of Skills Strategy, and the need to align with Southwark's Economic Renewal Plan. In addition, paragraph 16 and paragraphs 59-60 confirm that Skills Strategy delivery will also be aligned with Southwark Stands Together, the borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic

communities, and the inequalities exposed by COVID-19.

94. As this report is for noting, there are no legal implications.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Web links below: (please copy and paste into your browser):		
Southwark Skills Strategy and Skills Strategy Equalities Analysis	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=6366	Susan du Toit 020 7525 2970
Southwark Skills Strategy Delivery plan	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=6525	
Southwark Skills Strategy Update	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?AllId=53347	
Draft Skills for Londoners Strategy Consultation Response	http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50017874&Opt=0	
Skills for Londoners Framework AEB Consultation Year 2 (2020/21) Response	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6820	
Skills for Londoners Framework AEB Consultation Year 3 (2021/22) Response	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7035	

APPENDICES

No.	Title
Appendix 1	Hospitality skills study summary report

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Jobs, Culture and Skills	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Susan Du Toit, Senior Strategy Officer	
Version	Final	
Dated	8 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	8 October 2020	

Item No. 19.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Pupil Place Planning Report for 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader & Cabinet Member for Children, Young People & Schools	

FOREWORD - COUNCILLOR JASMINE ALI, DEPUTY LEADER & CABINET LEAD FOR CHILDREN, YOUNG PEOPLE AND SCHOOLS

Southwark Council has a duty under the Education Act 1996 to ensure that sufficient capacity of school places exists for children of statutory school age. The attached report provides an overview of school place capacity and forward place planning for Southwark.

The Covid-19 pandemic has had a profound impact on education. While the majority of schools remained open for keyworker and vulnerable pupils, the majority of pupils did not attend school for six months. Pupils due to take exams this year faced a great deal of uncertainty and disruption. It is in this context that Southwark Council is working closely with head teachers to make sure our schools are as safe as possible.

Even with the uncertainty of the pandemic, Southwark continues to be seen as a great place to bring up children, with lovely schools where children attain good educational outcomes. We have a firm commitment to ensure that even further development across schools and education, in line with the council's Southwark Stands Together movement is achieved.

Our programme of school building and refurbishment has transformed many of our schools into educational landmarks. Each year our education team helps our schools get closer and closer to our target of 100 per cent good or outstanding schools. At the time of writing, we are at 94% good or outstanding; with Ofsted currently in the borough, we have high hopes for the remaining 6 per cent.

School sufficiency is positive— while this year we have an oversupply of primary places, we have not had to change the Pupil Admission Numbers at any further schools. At secondary level, we can report that there are enough places. We can offer a primary or secondary place to all Southwark applicants and are covered for any late applicants, who we will be able to accommodate.

There is also good news for families requiring special needs provision. We have opened the new SPA School in Camberwell, augmenting our quality education offer to pupils with special education needs at primary and secondary level.

There is capacity for a new education facility in the Old Kent Road 25-year plan. This is exciting, as it will allow us to be creative with the space. The proposed education facility could take a fresh shape such as a combined facility that includes a secondary school as well as new further education provision.

At the other end of the spectrum areas like Elephant and Castle have witnessed a steeper decline in demand for school places at primary level. The Council recognises the need for a redesign of schools to meet demand in this, which may include the repurposing of some of the schools' estate.

Looking forward we can see that GLA projections anticipate that primary reception demand overall will continue to decline until September 2023, but will slowly increase thereafter. Projections show that primary demand will increase by 2028/29, with demand for secondary places remaining steady and increasing from 2029 onwards. Last year we were informed that secondary school roll projections would not exceed supply between now and September 2032. The GLA project that this situation will probably not arise until September 2034.

In Southwark, we will continue to work strategically with primary schools to cope with the issue of falling demand. We will also consider appropriate ways to reconfigure existing schools and enable new schools where needed.

Executive Summary for Pupil Place Planning Report

As a local authority providing education services, Southwark Council has a duty under the Education Act 1996 to ensure that a sufficient capacity of school places exist for children of statutory school age. Continuous monitoring, as well as an analysis of data and trends are carried out by officers in order to produce an annual report on place planning to ensure that appropriate capacity exists. This report therefore aims to provide Cabinet with a detailed overview of school place capacity, and forward place planning for Southwark.

The highlights from the report for 2020/21 are as follows

- Southwark presently has sufficient pupil places to meet existing demand in both primary and secondary phases of education in Southwark. The authority is able to offer a primary or secondary school place to all Southwark applicants, and has sufficient provision for 2020/21 to enable late and in year applicants to be accommodated
- GLA projections anticipate that primary reception demand overall will continue to decline till September 2023, but will slowly increase thereafter, when demand may, unless we take action, exceed capacity from September 2028 onwards.
- Southwark is also anticipating that secondary demand will remain steady and increase slowly from 2029 onwards. We do not anticipate borough wide secondary capacity will be exceeded by demand at present. The number of applicants is decreasing
- There are areas of Southwark where a steeper decline in primary demand has been observed, centred around the Elephant & Castle. In the short to medium term, the authority may need to redesign provision to meet demand in this area, including the repurposing of some of the schools' estate
- To allow Southwark to more closely match demand with supply at primary level, in 2019 Southwark undertook a programme of primary school reception provision reduction in areas where this was justified, and where schools supported it. This process will remain under constant review and continue, where appropriate and necessary
- There are identified areas of current and projected growth for primary and secondary in Southwark linked to regeneration programmes in the borough – these are centred on the Canada Water, and the Old Kent Road growth area. The authority will consider appropriate ways to reconfigure existing schools and enable new schools.
- Southwark continues to, where necessary, expand and enhance our SEND provision, to ensure that children are, where possible, educated in-borough, and the authority is better able to manage its resources.
- The 2019 report to Cabinet stated that the demand for primary reception places was projected to exceed the supply in September 2030. As a result of more accurate housing figures (particularly with regard to Canada Water

and the Old Kent Road), we now expect this scenario to be reached 2 years earlier, in September 2028.

- Members were also informed at that time that secondary school roll projections would not exceed supply between now and September 2032. Although the profile of the projections has changed since last year, the same scenario applies for October 2020 - that we do not expect secondary Y7 supply to be exceeded by demand in the next 12 years. The GLA project that this situation will probably not arise now until September 2034.

RECOMMENDATIONS

1. That cabinet notes the updated forecasts of primary and secondary school places from 2020-2021 onwards set out in paragraphs 39 to 44 (primary) and paragraph 49 (secondary) of this report.
2. That cabinet notes the existing supply of primary and secondary places across the Council area, and our actions to monitor supply and demand.
3. That cabinet notes a review of Place Planning areas to support primary and secondary school place planning which is underway as set out in paragraphs 7 to 10.

BACKGROUND INFORMATION

4. The Pupil Place Planning Strategy Update was last reported to cabinet in October 2019. The annual update describes the demand for primary and secondary school places in the Council area and steps being taken to manage that demand. The Council has a number of statutory duties under the Education Act 1996 (as amended by the Education and Inspections Act 2006), which this report goes some way to providing.
5. This duty includes ensuring projected demand is met with sufficient supply, and determining whether an increase or decrease in demand is temporary or permanent. Based on this evidence, the Council will either request schools that have the potential to expand to admit additional pupils or an additional form of entry for a fixed period of time, to expand permanently, or, if demand is falling, to reduce their Published Admissions Number (PAN).
6. The Council monitors and predicts demand for school places using a variety of methods. This is undertaken by:
 - *using projections provided by external bodies for school places and births – in our case, the Greater London Authority (GLA) undertake this role*
 - *looking at the numbers of historical applications made*
 - *looking at the numbers of births in a given area, both borough-wide and in particular localities*
 - *examining the cross border flow of primary and secondary pupils into and out of Southwark – children resident in other authorities attending schools in Southwark and vice versa.*

KEY ISSUES FOR CONSIDERATION FOR FUTURE ACTION

Approach to primary and secondary pupil place planning

7. Southwark's pupil place planning figures are based on GLA projections, commissioned by the Council annually. These are informed by: current school rolls, birth rates, underlying population projections, migration, and new housing developments. A detailed methodology is outlined in **Appendix 4**. In primary place planning, the Council is presently split into 5 Planning Areas ("PAs") detailed in **Appendix 1**. These broadly align with the Council's former "Community Council" (now "Multi-ward Forum" areas). A list of primary schools by planning area is included at **Appendix 1**; a map is attached at **Appendix 2**; and a list of schools by old and new

wards is attached as **Appendix 2a**

8. Revision of these areas to a finer level of geography i.e. reducing the size and increasing the number of planning areas, would be desirable from a Council perspective, as this would assist us in making a more accurate assessment of need and capacity at a finer level of geography. DfE guidance suggests that a local authority the size of Southwark should have around 10 planning areas, twice the number we have presently. Work on this has commenced and will be explored with the Cabinet Member concerned, and any recommendations resulting from this will be brought to the appropriate level of decision-maker.
9. Secondary school planning is carried out on a borough-wide basis because “catchment areas” for some secondary schools extend some way beyond borough boundaries, and secondary age pupils are able to travel to schools inside and outside the Council area.
10. A map of secondary school locations is attached at **Appendix 3**. Similar consideration is being given to splitting the Council into 2 or 3 planning areas for secondary place planning in line with the same DfE guidance as for primary. Work on this has also commenced and will be explored with the Cabinet Member, and recommendations resulting from this will be brought to the appropriate level of decision-maker

Academy freedoms for primary and secondary schools

11. Place planning has been impacted by the academy presumption outlined in the Academies Act 2010, which requires local authorities to facilitate academies or free schools, rather than providing new schools themselves.
12. To bring in new (rather than expanded) provision, councils can
 - i) run a competition to facilitate an academy, or*
 - ii) identify a sponsor/free school group who can apply to the ESFA with a proposal for a school for their approval.*
13. The ESFA consults with but does not require the approval of, the Council when academies or free schools are proposed. This structure can also sometimes introduce a delay in the planning and provision of additional places. The ESFA and DfE can also theoretically ‘impose’ a school against the local authority’s will, although in more recent years, local authority support (or lack of it) has been an important factor in the DfE deciding whether an academy or free school proposal goes ahead.
14. There are 35 mainstream schools in Southwark which are free schools or academies (18 primaries, 16 secondaries and one all through (4-18) school) are able to increase their Published Admission Number (PAN) by simply by placing a notice on their website, and notifying the Council. These schools are not required to undergo statutory processes or to seek the Council’s approval, as community and voluntary-aided schools must, which makes long term planning challenging, if the Council is not made aware of PAN amendments. A list of the 35 academies and their 18 sponsors in Southwark is given at **Appendix 13**.

KEY FACTORS AFFECTING PRIMARY SCHOOLS

Headline figures for primary

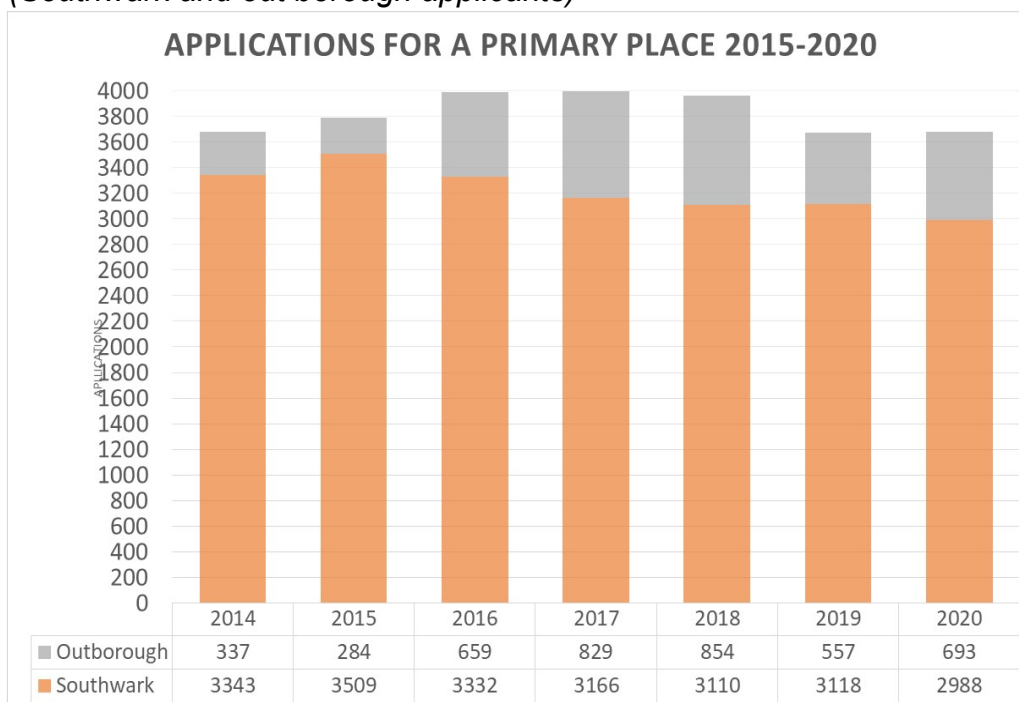
15. Graphs and tables of primary reception projections are given with paragraphs 39 to 44. Some highlights of the overall figures are given below
 - In September 2020, there were 3,716 available primary reception places in Southwark, and 26,926 year R to 6 primary places. The take up of primary reception places across Southwark presently shows a vacancy rate for September 2020 of around 555 places (19FE) - 15% overall). The vacancy figure was 740 (19%) in September 2018, and PAN reductions were agreed by Cabinet in October 2019 to address

- this. Rolls have continued to fall, however
- By September 2028, it is projected there will be greater demand for reception places than supply – there is sufficient time for us to be able to add provision previously deleted or to be able to source new provision, as appropriate
 - There has been a *significant* drop in the demand for denominational places, with VA schools showing a 18% drop in reception numbers since September 2014, against an 11% boroughwide and 9% community schools fall over the same timescale. The Council is engaging with the Southwark Diocesan Board of Education (SDBE) and the Catholic Education Commission, in the reduction of PANs, and repurposing, federation, or merger of some VA schools in Southwark discussed with the respective diocesan authorities. More details on vacancies by school type are given in **Appendix 9**
- This falling population around the Elephant & Castle presents one of the greatest challenges to schools in the planning area. Within a mile of the shopping centre, the vacancy rate stands at 27% of available places, double the borough vacancy rate
16. We anticipate the greatest need for additional places in the short to medium term to fall into two discreet areas, located mainly in Planning Area 2 (Bermondsey and Rotherhithe), and in the longer term in Planning Areas 3 (Peckham & Nunhead). This derives mainly from 2 areas presently being developed.
- *Around the Rotherhithe peninsula (as part of the Canada Water development)*
 - *along the Old Kent Road as part of the Bakerloo Line extension (BLE) development)*
17. If the proposed development is delivered on the Old Kent Road, additional provision may be required in the medium to long term (from 2024 onwards). Work has been undertaken to assess the current primary school estate and the potential or expansion of existing schools.
18. Any proposals for amendment to school capacities resulting from the Old Kent Road or Canada Water developments would be reported to Members and concrete proposals to reduce excess capacity brought to Lead Member scrutiny and, where appropriate, Cabinet approval.

Primary reception place applications

19. Another method of tracking demand for primary places outside of population led projections is to look at trends in the levels of applications for reception places. The level of demand for primary reception places since 2008 is in line with most London boroughs, showing an increase in demand for primary places from 2008 to 2016 and a reduction thereafter. From 2015 to 2020, there has been a drop in primary school applications from Southwark residents (see below, Table 1)
20. This year's (2020) numbers of applications have plateaued overall, but dropped for Southwark residents (4% since 2019, and 10% less applicants than 2016) There are 8% less applicants to Southwark primaries overall than in 2016, compared to a 6% drop in London as a whole. The proportion of out-borough applicants for a primary place has more than doubled – from 7% in 2015 to 18% in 2020, which has hidden a steeper drop in Southwark applicants.

Table 1 – Graph of Primary Reception Applications 2014-2020 (Southwark and out borough applicants)



Applications and preferences to primary schools by school type

21. Applicants are allowed to make up to six preferences for a primary school when they apply for a primary reception place, though a majority of applicants do not do this. Around 60-100 primary applicants per year (0.5-1% of applicants) are allocated a school they did not choose, mainly because they selected only one or two choices of school, often also not meeting the distance or entry criteria. On average, applicants choose two to three schools per application. Preferences per application are presently showing a downward trend in the number of preferences made in applications

Births

22. Birth rates in Southwark increased from 2002 to 2011, but from 2011 to 2019, there has been a decline (21%) in the number of births, which feeds into reception places four years later. A rise (9%) in births is projected from 2020-2024 onwards (around 1.8% per annum), which *may* impact on reception figures for 2024-2028. Detailed figures for births and projections into the future are given in **Appendix 7**.
23. Whilst births across Southwark dropped from 2011-2019, births have increased more recently in specific areas Southwark, notably in the North West from 2016 to 2018 in PA1 (+7%) and PA2 (+4%). PA2 covers a substantial geographical area of the borough, and contains a wide variety of different communities and localities, some of which are in the process of expansion and regeneration, and some not. This mitigates against the growth observed in specific localities, such as the Rotherhithe Peninsula or the Old Kent Road, and may conceal a larger concentration of growth
24. The GLA has so far only produced comprehensive birth and population projections at (pre 2018) ward level. The GLA have been approached and commented that projections using new ward boundaries will not be produced until 2022/23 – therefore the projections we use will, for the time

being, be based on old ward boundaries. Some references in the text and individual planning area analyses therefore may refer to pre-2018 wards no longer in existence, or with revised borders.

Primary cross border flows

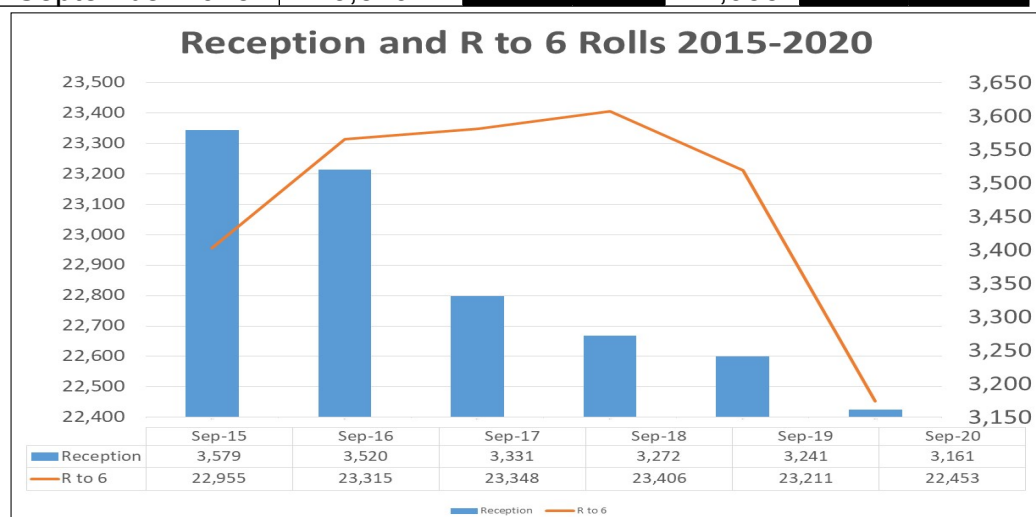
25. Children are free to attend schools in other authorities, and indeed, for some pupils living on the border to another LA, the nearest school may not be in Southwark. Admissions authorities' must cannot prioritise pupils from a local authority area, and must admit children applying for the school irrespective of in which LA they reside. There has always therefore been a degree of 'cross border traffic' of pupils resident in one borough attending schools in another. Projections presume that there remains a similar level of cross border flows in and out of Southwark from neighbouring LAs from year to year. Southwark exchanges pupils with up to 30 authorities inside and outside of London at primary level, but the broad effect is marginally positive for Southwark (that we receive more primary age pupils from other LAs than those that leave Southwark to attend schools in other LAs). The main LAs we "swap" pupils with are Lewisham and Lambeth, with pupils in the east and the west of the borough more likely to take up places in these boroughs than others. These two LAs make up around 85% of our cross border traffic for primary age pupils.
26. 8% of primary school age Southwark residents attend primary schools outside Southwark. Conversely, our primary roll includes around 11% non-Southwark pupils. This is a "net gain" of around 3-4%. This is similar to the last few years, and inflows/outflows are examined more closely in the planning area summaries - a variable percentage of Southwark primary age children attend schools out-borough, and out-borough children attend our schools within the planning areas. Some planning areas see a greater percentage of inflows and outflow, and/or net gains or losses of pupils to neighbouring LAs – PA3 sees a net loss (to Lewisham), and PA2 a net gain (mainly from Lewisham and Lambeth). Notwithstanding the 11% of our primary pupils coming from outside Southwark, around 24% of primary applicants come from outside Southwark, perhaps reflecting the popularity of Southwark primary schools.

Falling rolls in primary schools

27. Southwark has seen a reduction since September 2015 in primary reception and whole school rolls. Reception rolls have fallen by 13 forms of entry (13FE) and by 11% overall in 5 years since September 2015. Whole school rolls have decreased by 502 pupils over the same period – equivalent to 17 classes or 2% overall. We would expect overall number (R to 6) to continue to decrease as the decrease in reception works its way through the year groups.

Table 2: Primary rolls September 2015-2020 (reception and whole school)

Year	Reception	+/-	%	R to 6	+/-	%
September 2015	3,579			22,955		



September 2016	3,520	-59	-2%	23,315	+360	+2%
September 2017	3,331	-189	-5%	23,348	+33	+0.1%
September 2018	3,272	-59	-2%	23,406	+58	+0.2%
September 2019	3,241	-31	-1%	23,211	-195	-1%
September 2020	3,199	-42	-1%	22,453	-758	-3%
Change 2015-2020	-380	-11%	-502	-2%		

28. Reception vacancies in specific areas of Southwark - in PA1 (Borough, Bankside & Walworth) have decreased in the last 5 years by a double the boroughwide percentage since September 2015. A substantial amount of development occurred in the locality, and the purchasers/lessors of the properties in PA1 have generally not been residents with children. Consequently, there has been a considerable drop in enrolment at schools in this area. Projected population growth for Southwark (including school age children) for this area and elsewhere were predicated on pre-Brexit projected levels of inward-migration and economic growth, as well as rent levels remaining affordable. These scenarios not occurring have had a downwards effect on pupil numbers
29. Prior to this, from around 2008 to 2016 onwards, Southwark (and London) experienced a surge in demand for primary and secondary places. The Council worked to support community schools to expand, as well as working to enable free schools to open, to meet demand (where expansion of community schools was not possible). As a result, a £200m programme of investment in Southwark primary, secondary and special schools to increase numbers and address capacity issues was undertaken.
30. The excess spare capacity caused by falling rolls caused financial pressure on schools and the authority, and so the “rightsizing” of our provision was necessary to ensure that resources were concentrated where they were required. Schools with low recruitment of pupils to reception are likely to experience some level of financial pressure.
31. By merging or federating, schools can generate saving by pooling resources, which leads to long-term financial stability. Space created by a reduced intake of children, can be used for income generation or to facilitate alternative provision such as for under-fives, SEND/alternative provision, or appropriate community use. Schools with falling rolls schools typically tend to operate in challenging financial circumstances due to low numbers.
32. The Council began to take proactive steps in 2018 to address oversupply by reducing primary provision where it was no longer needed, and continues to do so. The Council has approached, and has been approached by a number of schools with suggestions that their PANs be reduced.
33. The Council has also met with the Diocesan Authorities – both from the Church of England (the Southwark Diocesan Board of Education (SDBE)) and the Roman Catholic Church (the Catholic Education Commission for Southwark) to discuss the overprovision in their voluntary aided schools. Discussions with the SDBE and the Catholic Education Commission are ongoing.
34. Southwark successfully sought to amend (or to enable the amendment) of the PANs of its primary schools. This action reduced the excess places at primary reception from 19% in 2018 to 14% in 2020. Two more schools in Peckham will have reduced their PANs for 2021. **Appendix 12** outlines which schools have and will reduced their PANs since 2019, and in which planning areas they are situated.

35. The Ofsted target is for LAs to have between 5% to 10% spare places to allow for an element of choice, and for late and in-year applications. The Council therefore continues work to close this gap, and will be continuing to identify areas where provision can be rationalised and/or repurposed to meet demand. We still have an overall over provision of primary reception year places across the borough, as well as concentrations of excess capacity in 2 areas (PA1 and PA3) - work on the further reduction of reception places continues. We will be working on a programme of further rationalisation of provision for September 2021, which may include the merger of some schools, as well as PAN reductions. These will, of course, be brought to Cabinet as decision makers after appropriate consultation has been undertaken.

Old Kent Road Area Action Plan (OKRAAP) and its effect on primary rolls

36. Consideration also needs to be given to the Old Kent Road Area Action Plan (OKRAAP). The plan will guide and manage new development and growth in the area over the next 20 years and will provide a vision and objectives on infrastructure needed to support growth. Suitable sites to expand or provide new schools have been identified, as and when they will be required. The Council will support schemes for schools that are located close to the area of need and offer good quality internal and external teaching areas, in accordance with DfE/Council design guidance. For the primary phase in particular, design guidance will recommend that these should be stand-alone sites, to ensure good quality internal and external areas can be achieved. The objective is to ensure that pupils attending schools in all parts of Southwark have access to environments for teaching and learning of comparable standard.

Primary reductions and expansions in adjacent boroughs

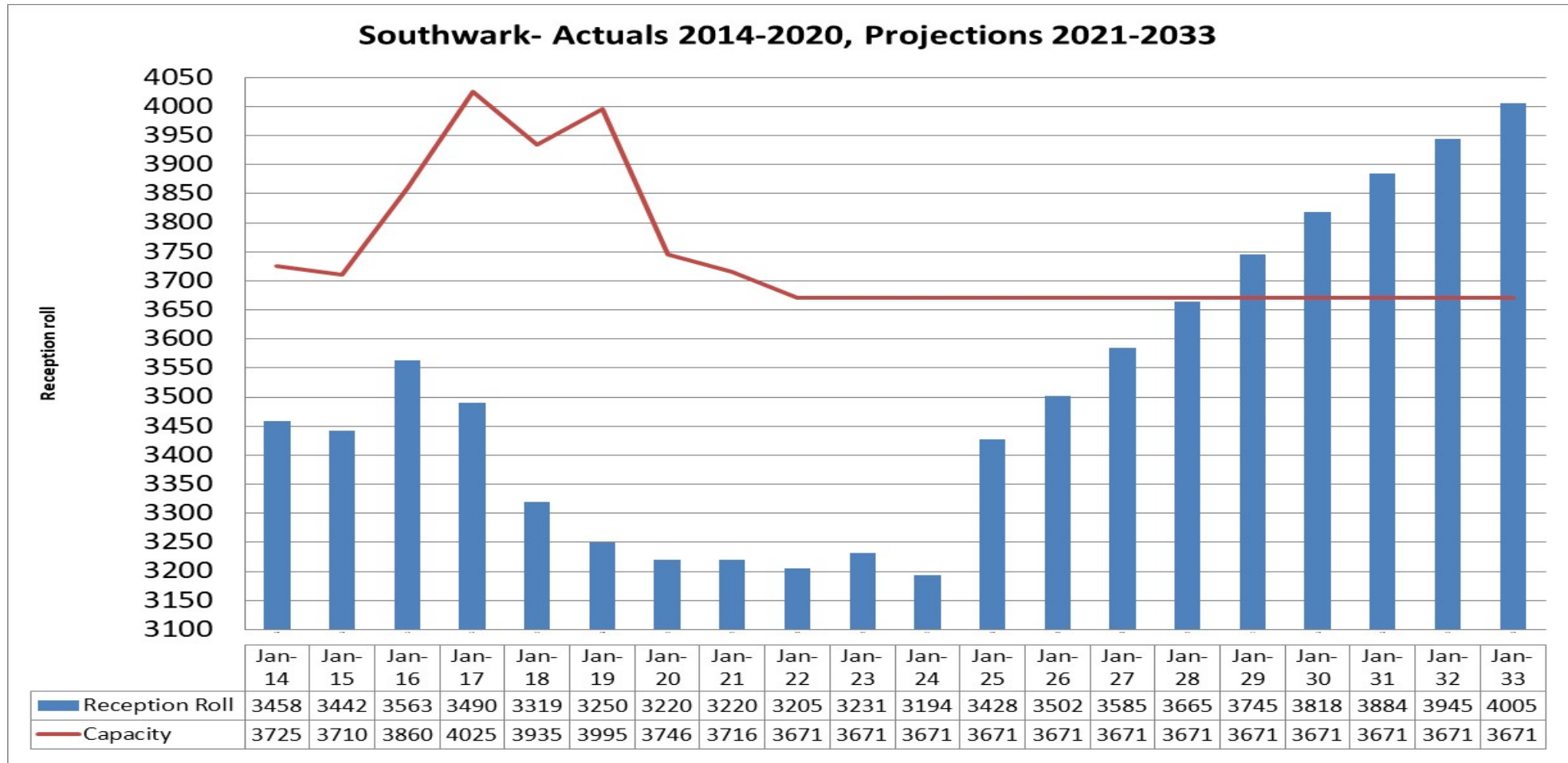
37. Where expansions or indeed reductions have occurred in our schools that are on or near Southwark's boundaries, or in schools in neighbouring boroughs, this may have a material effect on recruitment to Southwark primary schools. The appropriate outborough expansions are detailed by borough in **Appendix 5**. Lambeth Council have reduced the PANs of five schools this academic year, although only two of them have historically taken Southwark pupils.

Private primary schooling and home education

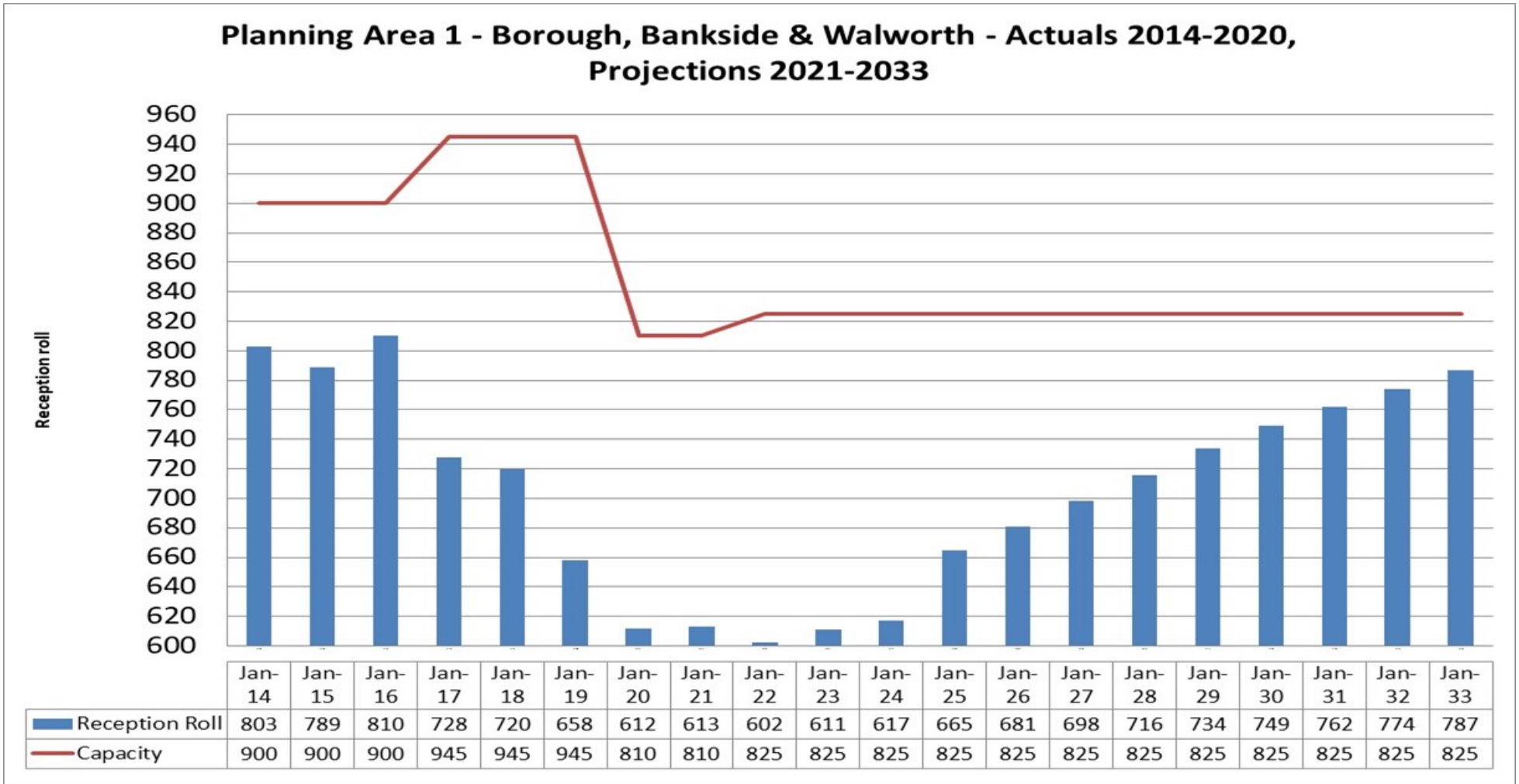
38. Projections assume historically similar proportions of children are home educated or attend private schools inside or outside Southwark. Whilst the number of primary age home-educated children has increased to around 100 pupils, this amounts to less than 0.4% of all primary pupils in Southwark and is unlikely to affect projections. Similarly, the percentage of privately educated primary pupils (8%) in Southwark in September 2020 at the five registered private primary schools has not altered significantly in recent years, although this has increased from around 7% five years ago. This amounts to around 1,732 FTE pupils of all primary ages (years R to 6) - the equivalent to around 57 classes worth of children. We are unable to ascertain how many of these pupils are Southwark residents. The proportion of private school places in the borough is slightly higher than the countrywide figure (of 7%) for private primary schooling.

39. **Primary Planning area summary**

Pupil rolls to date and projections are shown below for all of Southwark below, then by planning area, together with a commentary for each. A planning area summary for each of the authority's five planning areas are given below, together with remarks on the factors affecting provision in the planning area – births, existing vacancies, where the planning area takes children from and projections for the future.



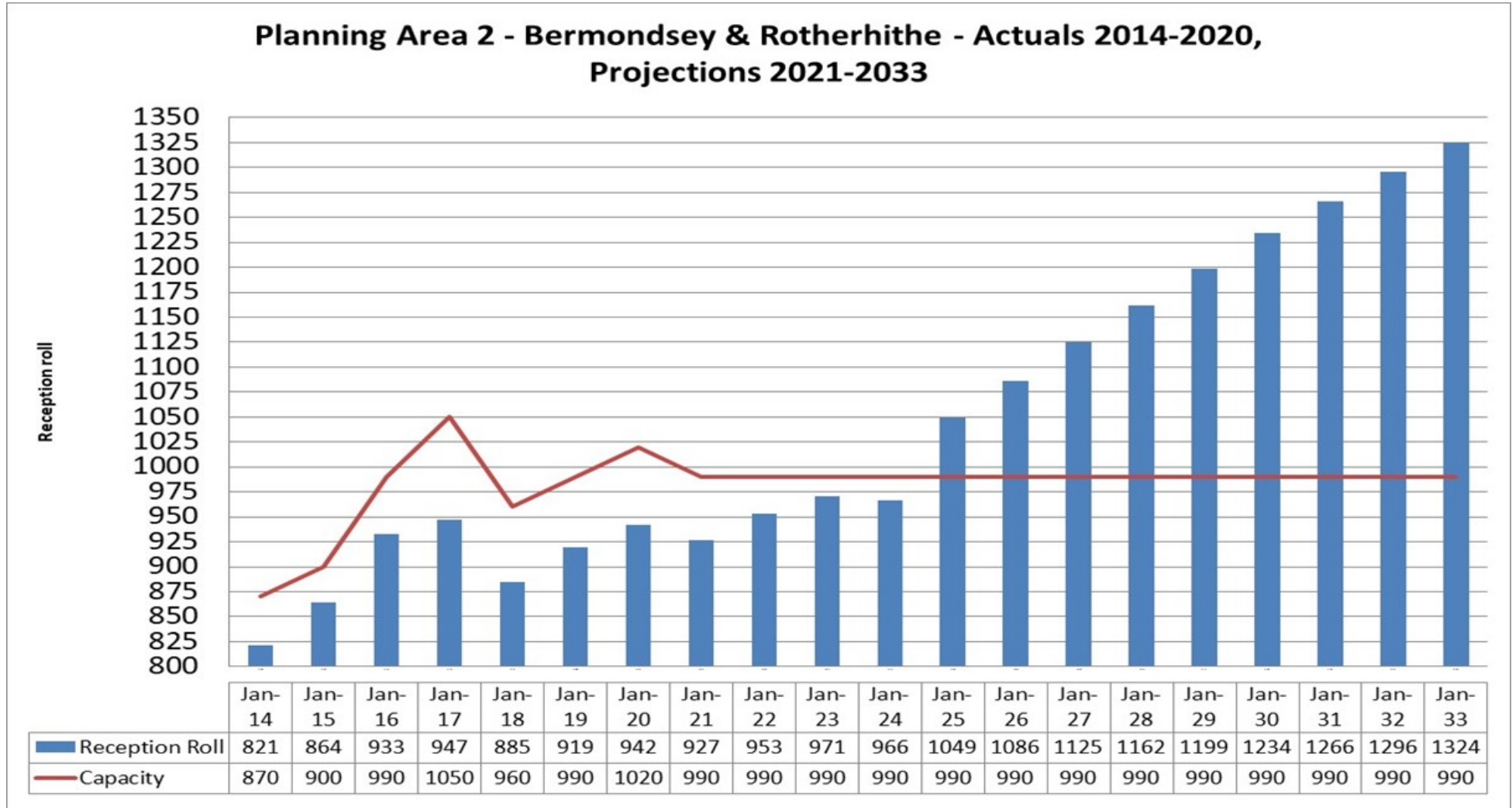
40. Planning area 1 has seen the steepest fall in demand, but remains an area where growth is possible in the long term.



PA1– Borough, Bankside & Walworth	
Old Wards	•Cathedrals, Chaucer, East Walworth, Faraday, Newington
New Wards	•Borough & Bankside, Chaucer, Faraday, Newington, North Walworth, Old Kent Road (part), St George's
Provision	19 schools: 7 Community Primaries, 4 Academies (1 all through), 2 Foundation Primaries, 4 VA CE Primaries, 3 VA RC Primaries
Changes since the last report	<ul style="list-style-type: none"> •The previous report drew a scenario where supply was expected to be exceeded by demand in September 2025 – this is now not scheduled to happen until at least 2035, after new housing data has been interpolated into the GLA population projections that feed into the school roll projections
Births	<ul style="list-style-type: none"> •Births in the planning area reduced by 28% from 2008-16, increased slightly (3%) in 2017, and fell by 2% in 2018 •Births are projected to increase by 10% (+2% per annum) by 2023, which could potentially feed through to increased reception rolls from 2023 onwards, if the parents choose to send their children to schools in the locality •At (former) ward level, an increase in births has been projected from 2018 to 2023, specifically for the former Cathedrals (+12%), Newington (+17%), Chaucer (+17%) and East Walworth (+30%) wards. This is as a result of proposed developments in the areas concerned, and could conceivably feed through to higher reception rolls in these areas towards the end of the decade .There is a projected decrease in the Faraday ward (-20%), resulting from the redevelopment of the Aylesbury Estate.
Reception Vacancies	<ul style="list-style-type: none"> •There are presently around 185 spare reception places (6FE) across PA1 – 23% of all reception places – this is very high •Reductions in published admissions numbers reduced the reception capacity of this planning area by 135 (4.5FE) – 14% of reception places - to more closely match supply and demand a 10% vacancy figure would be around 75 pupils, and projections do not show this being reached until September 2028 on present trends •The GLA project 197 reception vacancies (7FE) in January 2021 (24%). •Presently, across all PA1 schools, there are 1,551 empty places from years R to 6 – 22% of PA1's primary capacity. This is projected to reduce steadily to around 10% in September 2032, nearer to a countrywide average of 'spare' provision
Pupil intake by area	<ul style="list-style-type: none"> •Approximately 30% of pupils attending schools in this planning area come from outside the planning area, mainly from other planning areas within Southwark and a small number from outside Southwark. •Conversely, nearly 20% % of PA1 resident children attending state schools attend a school in another planning area or a school outside Southwark •PA1 is a net importer of pupils, gaining just under 800 pupils across all age groups, the equivalent of around two form entry (2FE) primaries. St Joseph's Borough RC Primary, Boutcher and Cobourg all schools in PA1, all take a significant proportion (more than 75%) of their pupils from outside the PA in which they are situated. John Ruskin Primary School, situated in PA4, takes 65% of its pupils from PA1
Projections	<ul style="list-style-type: none"> •Projections show that there is sufficient reception capacity for the medium to long term future. The graph at Appendix 8 shows reception capacity against projected demand up to 2033. Capacity is not expected to be exceed by demand until 2036 •As we deleted 120 places (4FE) in 2018, it would be relatively easy to reinsert the deleted provision at short notice, should demand materialise, as we have not physically removed the provision

• We have additional 4FE capacity from the PAN reductions in 2019 in reserve to see us through to at least 2033 in this eventuality. Detailed projections are shown above

41. Planning Area 2, the largest PA in terms of schools and area covered, remains the only planning area in Southwark where there is existing growth and this is anticipated for the future. Further details of factors affecting the provision in this area are given below.



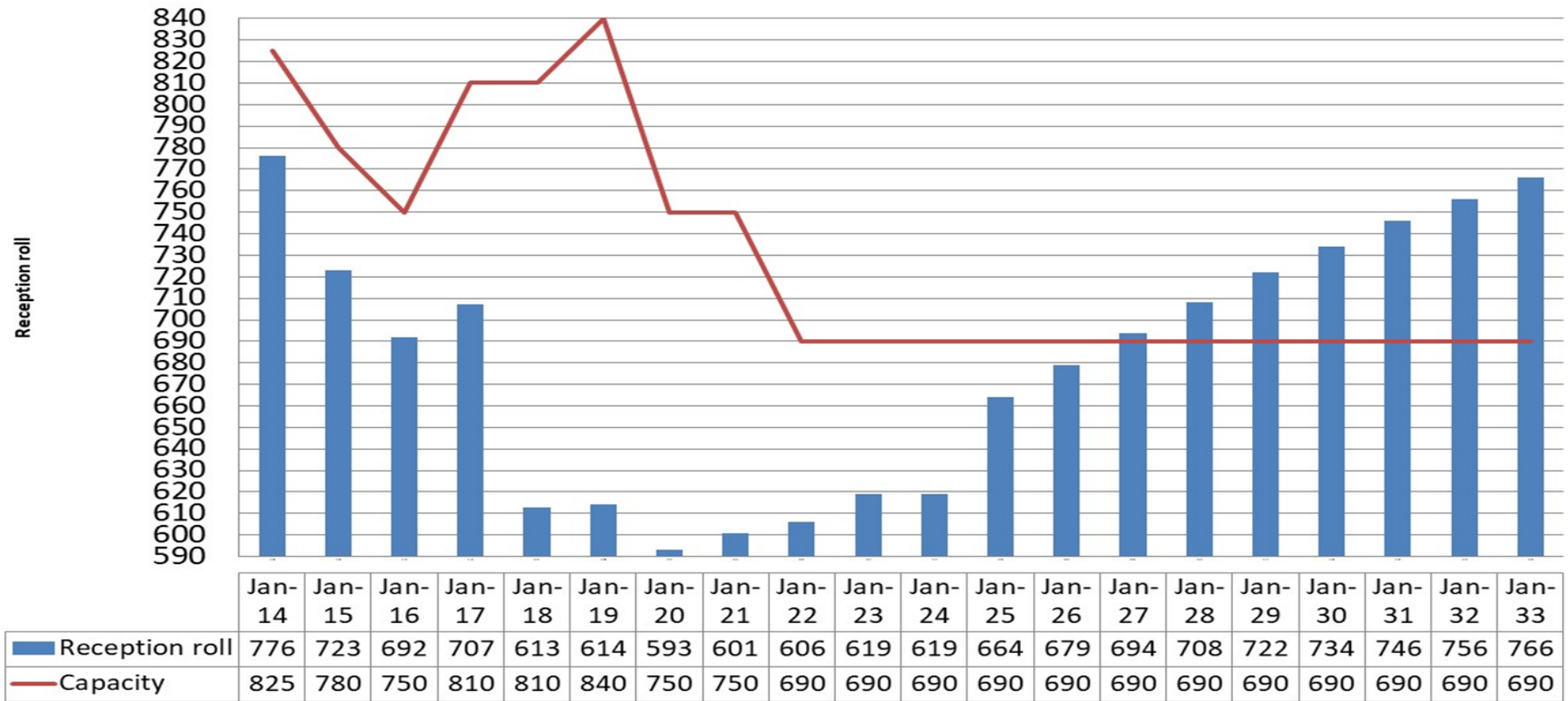
PA2 – Bermondsey & Rotherhithe	
Old Wards	<ul style="list-style-type: none"> • Grange, Livesey (part), Riverside, Rotherhithe, South Bermondsey, Surrey Docks
New Wards	<ul style="list-style-type: none"> • London Bridge & West Bermondsey, North Bermondsey, Old Kent Road (part), Rotherhithe, South Bermondsey, Surrey Docks
Provision	19 schools: 11 Community Primaries, 1 Academy, 2 Free Schools, 3 VA CE Primaries, 3 VA RC Primaries
Changes since the last report	<ul style="list-style-type: none"> • Supply is projected to be exceeded by demand at the same time as projected last year - in September 2024, but the rate of demand thereafter has increased, due to new figures from the Canada Water and Old Kent Road Area Action Plans coming forward
Births	<ul style="list-style-type: none"> • Births from 2009-2018 in the planning area remained more or less static, but are projected to increase from 2019 onward. From 2018 to 2023, births are projected to increase by 20% from 2018 onwards (+1% per annum). • Increases are projected to occur in all but one part of the planning area, the former Riverside (+7%) Livesey (+59%) South Bermondsey (+17%), Surrey Docks (+13%) and Rotherhithe (+36%) wards, as a result of the Canada Water and Old Kent Road developments. Birth figures are projected to remain static in the Grange ward
Reception Vacancies	<ul style="list-style-type: none"> • There are presently around 106 spare reception places (4FE) across PA2 – 11% of all reception places - the GLA project 79 vacancies in January 2021 (8%). Projections show that demand will grow, and capacity will exceed supply by September 2024, and grow to a 11FE deficit by September 2034 • Across PA2 schools, there are 657 empty places from years R to 6 – 10% of PA2's primary capacity • Unlike in PA1, we are not able to reinsert deleted provision to cope with increased demand; however, we have established that there are at least 4 schools in the planning area with the capacity to expand if additional provision is required, particularly with regard to the Canada Water and Rotherhithe peninsula regeneration area. There are also schools on the PA1 border with vacancies
Pupil intake by area	<ul style="list-style-type: none"> • Around 20% of pupils attending schools in this planning area come from outside the planning area mainly from within Southwark with a small percentage from outside Southwark • Conversely, nearly 25% of PA2 resident children attending state schools attend a school in another Southwark planning area or a school outside Southwark. • This means PA2 is a net exporter of pupils, losing around 180 pupils across all age groups. Pilgrim's Way Primary, situated in PA2, takes most of its pupils from PA3. Snowsfield Primary, despite being situated in PA2, takes 65% of its pupils from PA1.
Projections/Additional Capacity	<ul style="list-style-type: none"> • A total of 4.5FE of additional provision opened from September 2016, and included expansions at Albion (+1FE), Phoenix (+1FE), and Grange (+0.5FE) primaries, and the opening of the Galleywall Primary in September 2016 with a PAN of 60 (+2FE). John Keats Primary Academy opened in 2018 with a 1FE reception roll, which increased to 2FE from September 2019 onwards • With regard to projected future need, reception capacity is due to be exceeded by demand in September 2024, and school capacity by September 2027. Sufficient capacity exists in neighbouring planning areas to be able to absorb demand. Some expansion may be necessary if the Old Kent Road Area Action Plan

proceeds as projected - a number of schools suitable for expansion have already been identified

- Rotherhithe Primary School is a 2FE school housed in a variety of temporary buildings in a poor state of repair. The school is being rebuilt in such a way that an expansion to 3FE would be achievable at low cost. Were this to occur, then the expansion would be brought to Cabinet for decision. Detailed projections are shown above

42. Planning area 3 has had a considerable number of vacancies, which the PAN reduction programme addressed. In the medium to long term, we expect regrowth in this area. Further details of factors affecting the provision in this area are given below.

Planning Area 3 - Peckham & Nunhead- Actuals 2014-2020, Projections 2021-2033

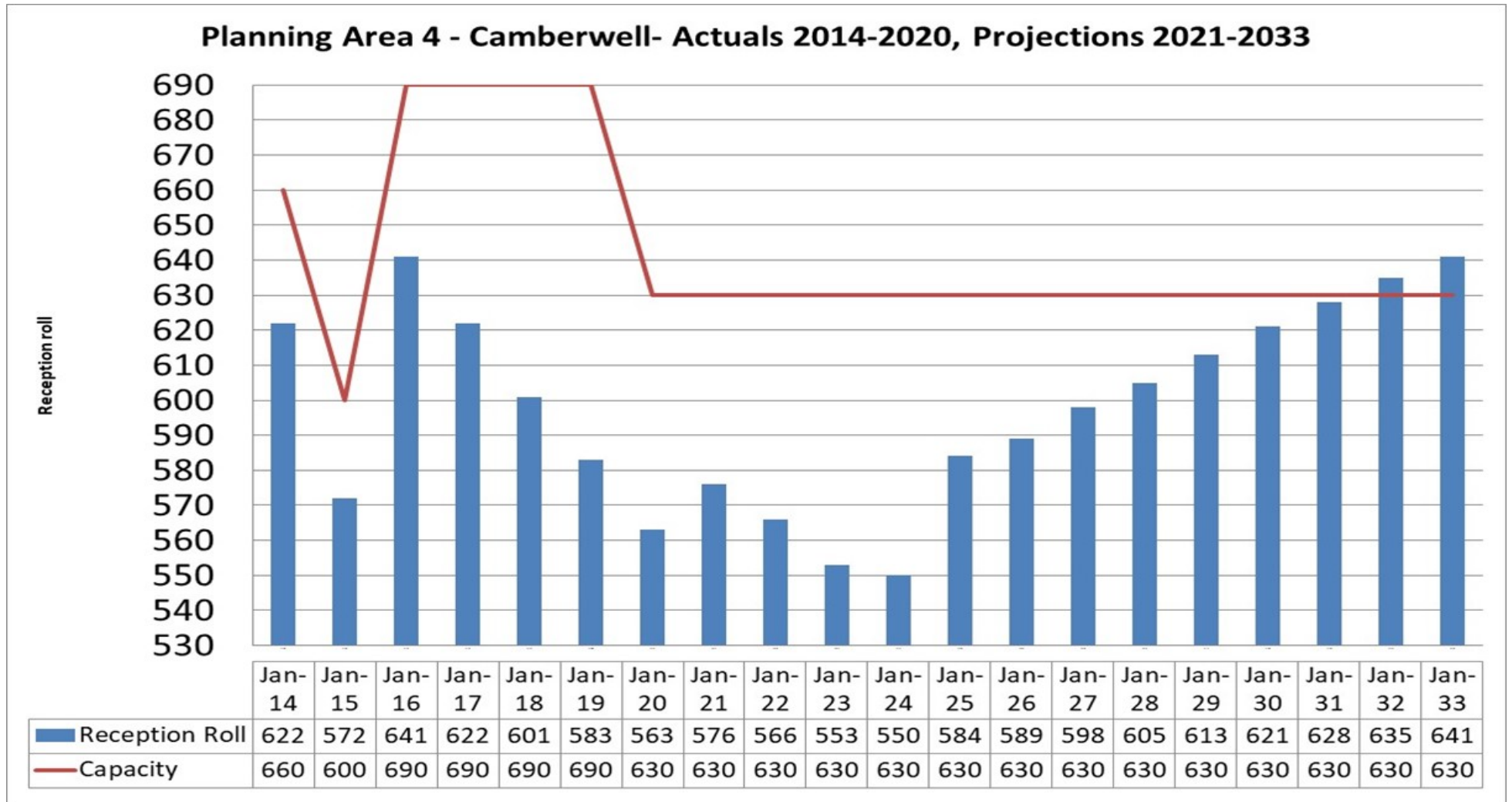


PA3 – Peckham & Nunhead	
Old Wards	<ul style="list-style-type: none"> • Livesey (part), Nunhead, Peckham, Peckham Rye, The Lane
New Wards	<ul style="list-style-type: none"> • Goose Green (part), Old Kent Road (part), Peckham, Peckham Rye, Rye Lane (part)
Provision	14 schools: 5 Community Primaries, 3 Academies. 1 Free School, 2 VA CE Primaries, 3 VA RC Primaries
Changes since the last report	<ul style="list-style-type: none"> • For this planning area deriving mainly from Old Kent Road development, the projected 'supply exceeded by demand' date has now advanced from September 2030 to September 2026
Births	<ul style="list-style-type: none"> • Births in the area have decreased by 14% from 2008-2017 and are projected to remain steady until 2022, and increase thereafter to 2029 (by 15%) to the level they were at in 2008 (the equivalent of +2% per annum). The former Livesey ward (shared with PA2) will see a substantial increase in births (+26%), as well as the former Peckham (+18%) and Peckham Rye (+26%) wards. The former is driven in part by the Old Kent Road developments, the latter by in-migration. However, birth rates will fall slightly in the former Nunhead ward (-3%) and only increase slightly in the former The Lane (+3%) ward, over the same time frame.
Reception Vacancies	<ul style="list-style-type: none"> • There are presently around 174 spare reception places (6FE) across PA3 - 23% of all reception places. • With the PAN reductions of 120 reception places, the GLA now project 147 vacancies in January 2021 (20%). • Across PA3 schools, there are 1,224 empty places from years R to 6 – 22% of PA3's primary capacity. This is projected to reduce to around 407 vacancies (9%) by September 2027, closer to the national average, and within Ofsted acceptable boundaries to enable parental choice. Three schools in the Peckham and Nunhead planning area (Planning Area 3) have notified the Council that they are consulting on reducing their PANs - all of the schools in question are their own admissions authorities. The schools are Harris Primary Free School Peckham, Harris Peckham Park Primary School, and St Francesca Cabrini RC Primary School. All the schools re 2FE schools, reducing their intakes to 1FE, making this a net reduction of 90 reception places (3FE) These will be interpolated into the projections when the PAN reduction is approved by the relevant authorities
Pupil intake by area	<ul style="list-style-type: none"> • Around 20% of pupils in this planning area come from outside the planning area • Conversely, around 35% of PA3 resident children attending state schools attend a school in another Southwark planning area, or a school outside Southwark – about equally divided between the two. This means PA3 is a net exporter of pupils, losing around 943 pupils across all age groups, the equivalent of around 2 and a half two form entry primaries. The net import/export of pupils from within Southwark is a net loss of around 5% • St Francesca Cabrini Primary in PA3 has around half of pupils from outside the planning area, the majority of which come from Lewisham. Conversely, Pilgrims Way in PA2, the Belham Primary Free School (PA4), Harris East Dulwich (PA5), St George's CE Primary (PA4), and Oliver Goldsmith (PA4) all take a majority of pupils from PA3.

Projections/Additional Capacity

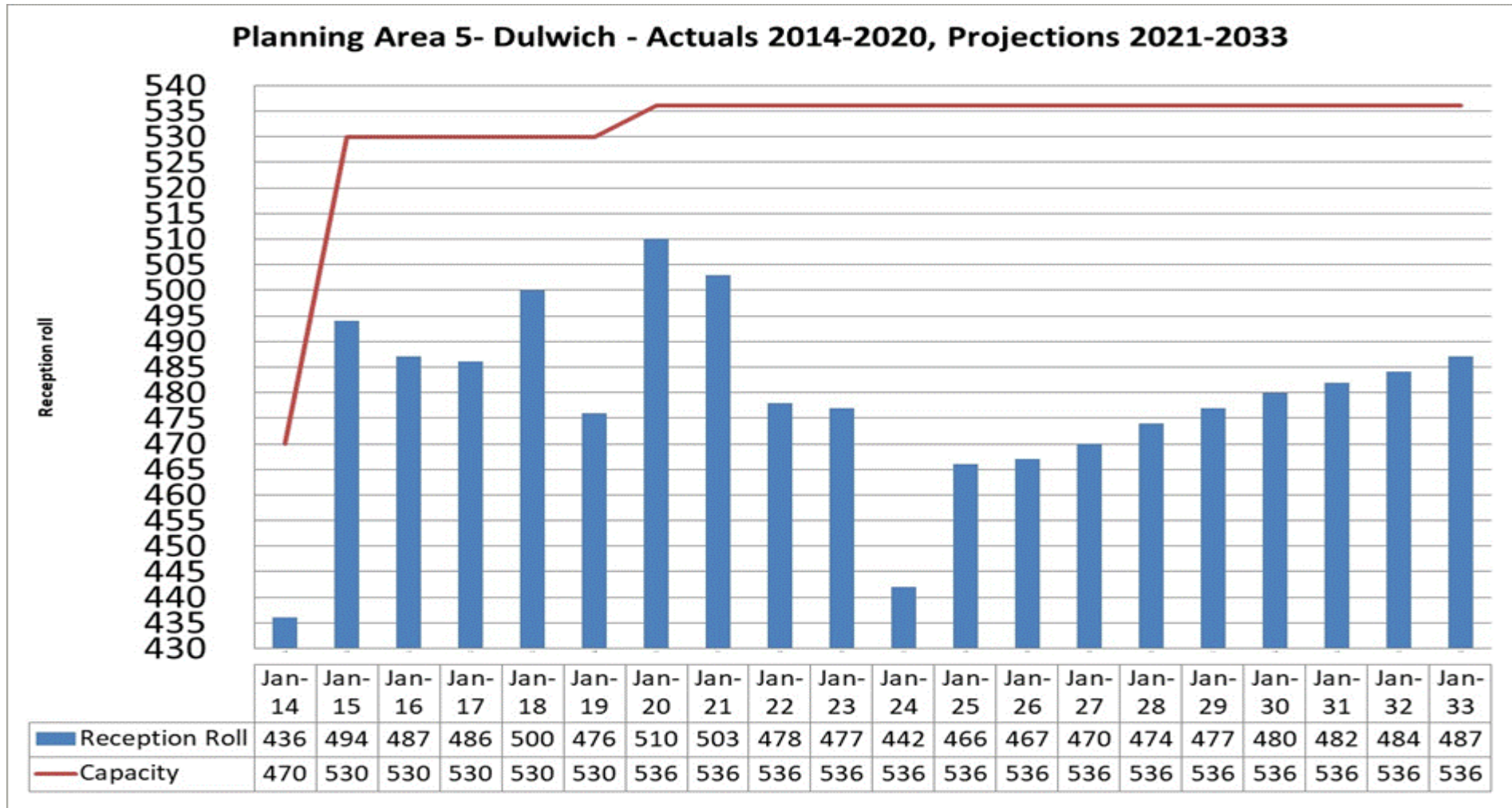
• Projections received from the GLA in May 2020 show there is an anticipated (small) shortfall for this planning area is scheduled to occur by September 2028 for reception and in September 2030 overall. This will in part be driven by the Old Kent Road development in the north part of the planning area. The 4FE of provision deleted in 2019 could easily be reinserted if the anticipated growth in primary place demand materialises, and would see the area covered for reception place up to September 2035. Detailed projections are shown above

43. Planning area 4 had a number of vacancies, which the 2018 PAN reduction programme addressed. In the long term, we expect a small amount of growth in the area. Further details of factors affecting the provision in this area are given below.



PA4 – Camberwell	
Old Wards	<ul style="list-style-type: none"> • Brunswick Park, Camberwell Green, South Camberwell
New Wards	<ul style="list-style-type: none"> • Camberwell Green, Champion Hill, Rye Lane (part), St Giles
Provision	12 schools: 8 Community Primaries, 1 Free School, 1 VA RC Primary, 1 VA RC Infant and 1 VA RC Junior School
Changes since the last report	<ul style="list-style-type: none"> • PA4 (Camberwell) sees a similar situation as in PA3 arising in September 2031, where demand may exceed supply at this time
Births	<ul style="list-style-type: none"> • Births in the area have decreased 19% from 2008 to 2017 and are projected to bottom out from 2017 to 2019, and slowly increase from 2019 to 2029 by 3% (0.3% per annum), This is as a result of “indigenous growth” resulting from families being created by population growth
Reception Vacancies	<ul style="list-style-type: none"> • There is presently around 2FE excess of places (64 – 10% of the reception total) this year, with a slow increase of demand thereafter. The GLA project 63 vacancies (2FE) in January 2021 (10%). • Across PA4 schools, there are 627 empty places from years R to 6 – 12% of PA4’s primary capacity • As a consequence of falling rolls, PAN reductions reduced the capacity of this planning area by 30 places from 2019 onwards – 1FE.
Pupil intake by area	<ul style="list-style-type: none"> • Around 35% of pupils in this planning area come from outside the planning area, mainly from within Southwark • Conversely, around 35% of PA4 resident children attending state schools attend a school mainly from within another Southwark planning area • PA4 is a net importer of pupils, gaining around 195 pupils across all age groups, the equivalent of just under a one-form entry primary. • Goose Green Primary in PA5 takes just over a quarter of its pupils from PA4. • Conversely, of schools in PA4 taking pupils from other planning areas, the Belham Primary Free School accommodates over 80% of its pupils from outside PA4, as do John Ruskin Primary (over 70%), St George’s CE and Oliver Goldsmith primaries (both over 60%),.
Projections/Additional Capacity	<ul style="list-style-type: none"> • In September 2015, 60 reception places were added to the area total (+2FE) with the opening of the Belham Primary School (though this school also serves PA3 residents, as it is situated on the PA3/PA4 border). • The Council also added 2FE from September 2016 onwards, with a 1FE increase at Bessemer Grange and Crawford Primary schools • There is presently sufficient capacity within the planning area and a permanent expansion of places is therefore not envisaged to be required until September 2031. • Provision deleted in 2019 could be reinserted if the demand for places manifested itself prior to this date • Detailed projections are shown above

44. Planning area 5 remains as was in previous place planning reports. Details of factors affecting the provision in this area are given below. Growth is not expected to the population, but as the number of children in the locality reduce, we expect schools to fill with children from elsewhere.



PA5 – Dulwich	
Old Wards	<ul style="list-style-type: none"> • College, East Dulwich, Village
New Wards	<ul style="list-style-type: none"> • Dulwich Hill, Dulwich Village, Dulwich Wood, Goose Green (part)
Provision	9 schools: 3 Community Primaries, 2 Academies (1 Junior Academy), 2 Free Schools, 1 VA RC and 1 VA CE Infant
Changes since the last report	<ul style="list-style-type: none"> • No substantive changes to the projections for PA5 (Dulwich) are noted and capacity is not projected to be exceeded by demand until 2049
Births	<ul style="list-style-type: none"> • Births in the area have decreased 15% from 2008-17, and are projected to reduce further by 7% from 2018-29 (-0.6% per annum). Housing affordability has contributed to the decrease in births in this area. • Conversely, reception pupil numbers increased by 32% from 2009-16 and have increased a further 5% up to 2018. • Therefore birth figures are not a reliable indicator of demand, and the percentage of Dulwich resident parents attending Dulwich schools is reducing
Reception Vacancies	<ul style="list-style-type: none"> • There are presently around 27 spare reception places (1FE) across PA5, 5% of all reception places. • The GLA project 44 vacancies in January 2021 (8%). • Across PA5 schools, there are 383 empty places from years R to 6 – 10% of PA5's primary capacity, this is projected to increase to 442 in January 2021 (12% of the primary capacity)
Pupil intake by area	<ul style="list-style-type: none"> • Schools in the Dulwich planning area remain extremely popular with applicants from adjoining planning areas – this is evidenced by the 15% drop in births outlined above, but a 32% increase in demand for reception places over the same time frame • There is a high risk that providing any additional capacity in this area would be abstractive of other planning areas and schools from neighbouring boroughs, and would actually not meet demand from local residents – indeed, it may reduce the percentage of local children attending schools in Dulwich • Around 30% of pupils in this planning area come from outside the planning area, mainly from within Southwark and a small percentage from outside Southwark • The net percentage inflow of Southwark children from other planning areas is (+15%) the highest in Southwark • Conversely, around 30% of PA5 resident children attend state primary schools attend a school in another Southwark planning area or a school outside Southwark, about equally divided between the two. • PA5 is a net importer of pupils, gaining around 80 pupils across all age groups. Harris East Dulwich and Judith Kerr Primary Free School take a majority of its pupils from outside PA5, the latter mainly from Lambeth • Conversely, Bessemer Grange Primary in PA4 takes around 30% of its pupils from PA5 residents.
Projections/Additional Capacity	<ul style="list-style-type: none"> • In September 2014, 3.8FE reception places were added to the area total with the opening of the 2FE Harris Primary Free School East Dulwich and the 1.8FE Judith Kerr Primary Free School. • There is no permanent expansion of places in Planning Area 5 likely to be required for the near future, given

	<p>the likelihood that this would in all probability <i>not</i> meet local demand and be more likely to abstract pupils from other schools</p> <ul style="list-style-type: none">• Detailed projections are shown above.• <u>Local</u> demand is likely to reduce as a consequence of birth rates falling, but demand from out of planning area children will remain high
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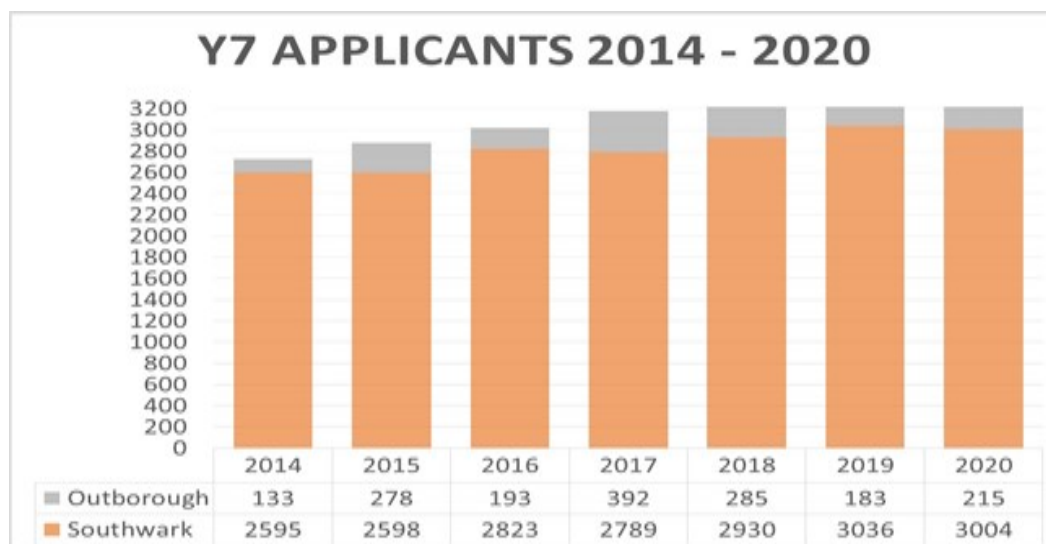
KEY FACTORS AFFECTING SECONDARY SCHOOLS

Headline figures for secondary

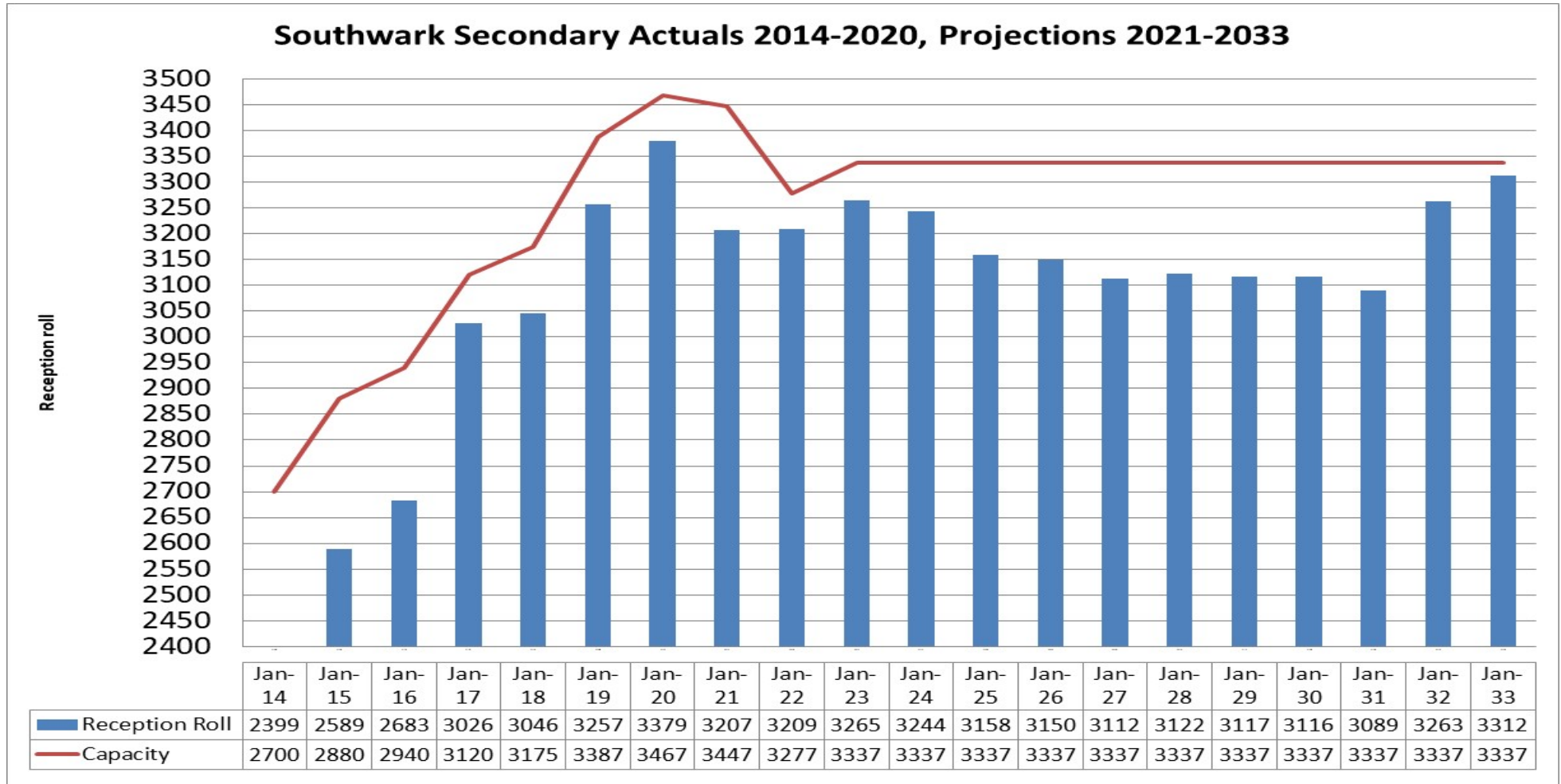
45. The Council worked with the ESFA and Free School sponsors to add a total of 14FE to the provision that was in place in 2016 by September 2022. By 2026, this will have added an additional 2,545 secondary places from 2016 – an increase of 18%.
46. A secondary free school, the Charter School East Dulwich opened in September 2016 on a temporary site at LeSoCo's former Camberwell campus. For space reasons, it operated with a smaller intake of 4FE in 2016/17 and 2017/18, and took an intake of 6FE for 2018/19 before moving onto its permanent site on the former Dulwich Hospital campus in 2019. Charter East Dulwich is scheduled to operate at 8FE from September 2022, when the works at the permanent site are scheduled to complete. Another free secondary school, the (6FE) Haberdashers' Borough School on the old Fire Station site on Southwark Bridge Road, opened on a temporary site in September 2019, and has taken 2 cohorts of 180 pupils, and will have added 900 additional secondary years 7-11 places by September 2023
47. In the October 2019 report, cabinet were advised that overall there was sufficient capacity within Southwark schools to meet the demand for year 7 for that academic year and a shortage of places was forecast from September 2019 onwards. This year's enrolment and the latest GLA 2020 projections (see **Appendix 10**) show that there is not now a projected shortfall and that demand will fall back from this year onwards, reduce and stabilise thereafter. In these circumstances, it would be inadvisable for Southwark to commit presently to expanding any further secondary provision, unless additional demand manifests itself. Indeed, falling rolls in primary schools would seem to indicate that, in the future, secondary demand should ease off consequential to this reduction.

Secondary Y7 place applications

48. Y7 applications overall have plateaued over the last 4 years (an increase of 1% over this time), whereas secondary applications from Southwark residents have increased over 4 years by 8%, though they fell this year. Non-Southwark residents making Y7 applications has increased slightly from 5% in 2014 to 7% in 2020, though this marks a reduction from 12% in 2017. This plateauing of demand would underwrite the projected reduction in demand for Y7 places predicted in the GLA projections.
Table 3 –Secondary Y7 Applications 2014-2020 (Southwark and outborough)



49. Y7 places predicted in the GLA projections are shown in the table below, along with the expected capacity to accommodate them. This shows that demand is unlikely to exceed supply until after 2033



Applications and expressed preferences for Secondary Schools

50. A considerable variation in the popularity of secondary schools within Southwark exists in the 20 secondary schools. This means that the balance between demand and the availability of places is not evenly distributed across the borough. Table 19 gives the number of preferences from per Y7 place from all applicants and Southwark applicants only. For all applicants, the average was 4.2 preferences per Y7 place (without Kingsdale, 3.5 preferences per Y7 place). For Southwark applicants only, the average was 2.7 preferences per year 7 place (without Kingsdale this was also 2.7 preferences per Y7 place). This shows how the considerable number of outborough preferences (particularly for Kingsdale) distorts the figures.

Secondary cross border flows

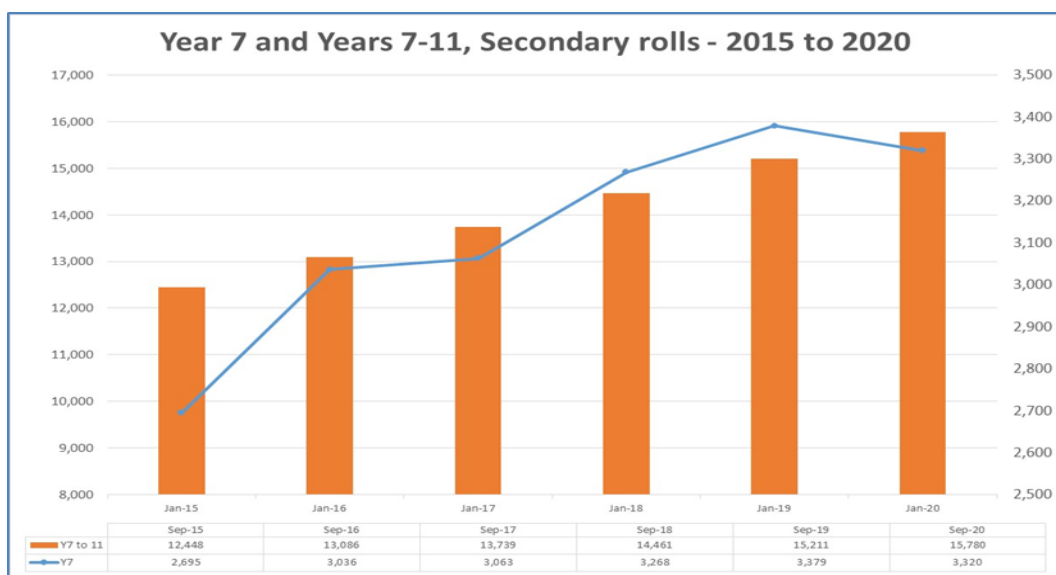
51. Around 21% of Southwark residents of secondary school age attending state funded secondary mainstream schools attend outside Southwark. Pupils from neighbouring boroughs, (mainly Lewisham and Lambeth) total around 26% of the Southwark school population, so there is a net gain of around +7% of pupils – the equivalent of a whole secondary school. This has grown considerably in the last few years, from a previous position seven years ago of their being equal numbers of pupils entering and leaving the borough. The increasing popularity of our secondary schools – all of which are Ofsted “good” or “outstanding” rated, may perhaps also explain why the Council has underestimated secondary demand.

Increasing (and decreasing) rolls in secondary schools

52. Southwark has seen a considerable increase in secondary place demand since September 2015 in Y7 and secondary places as a whole. Y7 rolls have increased by 21FE – the equivalent of 3 secondary school Y7s - a 23% increase overall in 5 years. However, the rate of increase is decreasing, and Y7s fell this year for the first time since 2012. For whole school figures, the rate of increase is higher by 3,332 pupils – 27% over the same time period – equivalent to 112 classes or four 6FE secondary schools. This rate is also decreasing.

Table 4: Secondary rolls September 2015-2020 (Y7 and whole school)

Year	Y7	+/-	%	Y7 to 11	+/-	%
September 2015	2,695			12,448		
September 2016	3,036	+341	+13%	13,086	+638	+5%
September 2017	3,063	+27	+1%	13,739	+653	+5%
September 2018	3,268	+205	+7%	14,461	+722	+5%
September 2019	3,379	+111	+3%	15,211	+750	+5%
September 2020	3,320	-59	-2%	15,780	+569	+4%



Change 2015-2020	+625	+23%	+3,332	+27%
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53. In September 2020, 3,447 Year 7 places (the equivalent of 115FE) were available for secondary pupils in Southwark. There was an uptake of around 3,320, leaving 127 places (5FE) - a surplus of 4% - of Y7 places).
54. Whilst this is ostensibly sufficient, there are normally around this number late applications per annum, which will in all probability take most all these places, leaving little or no leeway for (later) in year admissions of children moving to the area, or transferring schools. Given this anticipated number of late applications, the Council has previously liaised with secondary schools to ascertain their willingness and capacity to take Y7 pupils over PAN.
55. Two schools already do this on their own initiative (Compass and Kingsdale), and 3 more schools have regularly taken above their admissions limit - Harris Boys and Harris Girls East Dulwich, as well as ARK All Saints. In addition to this, Charter North Dulwich increased their PAN from 2019 onwards. With these extensions, the Admissions team are confident that they can accommodate late applicants and in year admissions for 2020.
56. Overall, there are 16,596 11-16 secondary places (the equivalent of 554 classes) with a take up of around 15,780 (526 classes), leaving 818 vacancies (equivalent to 27 classes) across secondary school years 7-11, a 4% vacancy rate overall, slightly lower than the recommended 5-10% cushion recommended by Ofsted.

Old Kent Road Area Action Plan (OKRAAP) and its effect on secondary rolls

57. As with primary consideration also needs be given to the Old Kent Road Area Action Plan (OKRAAP). Suitable sites to expand (or, if needed provide) a new school have been identified, as and when required. As with primary, the Council would support schemes for schools that are located close to the area of need and offer good quality internal and external teaching areas, in accordance with DfE/Council design guidance.

Secondary private schooling and home education

58. Whilst the number of secondary age home-educated children has increased to around 113 pupils, this amounts to less than 0.7% of all secondary pupils in Southwark and so is unlikely to affect our projections.
59. Pupil projections also assume that a similar proportion of children attend private schools inside and outside Southwark, and or are home educated. The number of private secondary pupils in the local authority area at the nine registered private secondaries has not altered significantly (4,810 secondary age pupils, or around 160 classes), nor those receiving education at home.
60. Private secondary school pupils account for approximately 16% of all secondary school pupils in the local authority area, a 1% increase on the figures from 2018/19. The Council are unable to establish, however, how many of these pupils are actually Southwark residents.

Secondary expansions in adjacent boroughs

61. Paragraph 51 draws attention to the fact that approximately a fifth of Southwark-resident children of secondary school age attend schools out-borough and conversely out-borough children attend our secondary schools. Where secondary expansions or closures have occurred in schools in neighbouring boroughs, this could potentially have a material effect on recruitment to Southwark secondary schools. Therefore, appropriate expansions are detailed, borough by borough, in **Appendix 5**.

ACCURACY OF PROJECTIONS (PRIMARY AND SECONDARY)

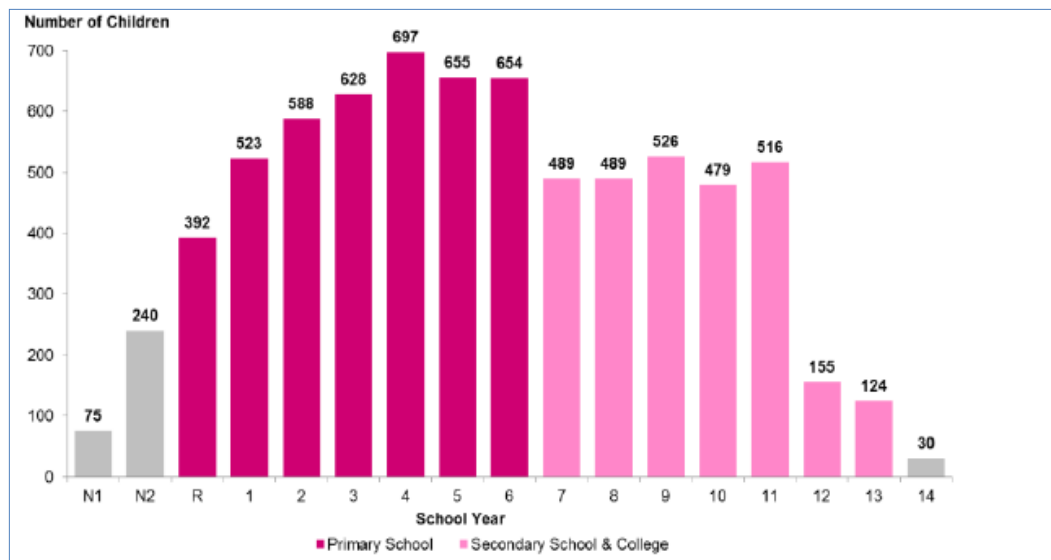
62. A detailed analysis of the accuracy of the GLA primary and secondary projections used by Southwark from 2016-19 is attached as **Appendix 11**. DfE guidelines aim for these to be $\pm 1.5\%$ maximum. This has been achieved overall for primary schools
63. The accuracy of projections depends very much on any changes to the social makeup and demographics of Southwark and London being gradual and that the economic outlook remaining broadly similar. In both cases, this has not happened in Southwark, and indeed, the rest of London. An accuracy check shows that:
- there has been an average overestimation of primary reception projections since January 2016, of $+2.9\%$ since 2015
 - Overall, for YR-Y6, the Council slightly overestimated demand by $+0.9\%$ on average since 2015
 - Possible reasons for the overestimation of primary reception derives from the effects of estate decants, welfare reform and Brexit on the 0-4 years of age population, therefore the demand and consequently the number of applications for a primary reception places are less than previously anticipated
 - The figure for Year 7 projections at secondary level has been underestimated by -4.5% on average since 2015
 - Overall, the Council underestimated secondary demand by around -3.5% since 2015
64. The reasons for underestimation for secondary feasibly derive from a greater than anticipated number of outborough students attending our schools - this has risen considerably in the last 5 years, in part due to our relatively high performance of our schools in KS4 assessments, in comparison to schools in neighbouring authorities contributing to Southwark secondary school popularity

SEND Schools Update (Primary, Secondary and 16 plus)

65. The latest figures from the 2018 Southwark Joint Strategic Needs Assessment (JSNA) show that the percentage of children in Southwark with SEND stands at 17.0% , and with an EHCP (formerly 'statement'), at 2.8% , both at or higher than the London and UK averages. This equates to around 8,150 children with SEND. The number of children with the most complex needs (those with EHCPs), has been increasing. This is particularly true at primary age and the need for specialist provision is therefore greater. Whilst the percentage of children with EHCPs has been stable in recent years, the number of these complex children has increased due to a rising population. Furthermore, the increase in the age range of pupils with statutory plans from 5-19 to 0-25 will also continue to drive up the numbers of young people with EHCPs for the next two years.
66. The number of children attending school in Southwark with SEND is significantly higher in mainstream primary schools compared to secondary schools. There are around 4,100 children in primary school with SEND compared to almost 2,800 children in secondary schools and post-16 combined. The majority of these children have high incidence SEN - schools identify them at SEN Support without EHCPs.

Figures by year group are given in the table overleaf.

Table 5 – SEND Prevalence by school age year group



67. The lower number of SEND pupils in secondary schools is principally because of impact of interventions in primary, with up to 60% of SEND pupils achieving the expected standard by age 11. Consequently, they are no longer classed as SEND when they move to secondary.
68. Some pupils with EHCPs who attend mainstream primary schools move on to secondary special schools or out of Southwark. The percentage of pupils attending Southwark SEND schools but living in another LA is around 11%. The percentage of pupils living in LA but attending state-funded schools in other LAs is 19%, making Southwark a net exporter of pupils of 54 pupils - around 9% of cohort. The increase of Southwark provision outlined below is in part driven by a wish to educate more children in borough.
69. There are considerable financial implications in sending pupils (between the ages of 5 to 25) out-borough for SEND education, in addition to an increase in the demand for local SEND. The Council is embarking on a rigorous programme to increase the scope (to meet varying needs) and capacity of SEND places in Southwark.
70. Plans and proposals for the expansion of other SEND provision are given below in table 6. Proposals will add additional 296 SEN places in Southwark, an increase of 25% overall.

Table 6 SEND proposal progress

School	Proposal	Capacity	New	Status
City of London Academy (COLA)	Expansion of ASD provision	0	20	Work completed Sep 2020
Cherry Garden School	Increase standard number and relocation to Peckham	46	72	Completed & Opened Oct 2018
Spa Camberwell	ASD 4-16 free school on the former site of LeSoCo, with Spa Bermondsey as sponsor	0	120	Works completed – opened Sep 2020
Beormund Primary	Redevelopment of Beormund site for SILS4 and relocation to former site Bellenden Primary School site	40	50	Gateway 2 approved

School	Proposal	Capacity	New	Status
Charter School East Dulwich Secondary	ASD resource base as part of new build at Dulwich Hospital site	0	10	Work underway – completes Sep 2022
Park College	Use of part of former Bishop's House site for 19-25 SEND provision	0	12	Completed & Opened October 2018
TOTAL		86	382	Net gain of 296 places

Policy implications and Council Plan commitments

71. School place planning and investment strategies are aligned to local planning and policy frameworks, including the Council Plan. These outline the council's commitment to support schools to be outstanding, with children and young people able to achieve their full potential, and parents able to exercise choice in a high-performing schools' system. When assessing the demand for primary and secondary places, the Council considers the suitability of all schools in Southwark and the risks and advantages of altering the PAN for each, as well as the risks of overprovision or not meeting demand. The Council has limited scope to expand existing provision, but not expanding the schools were demand exists leaves the Council vulnerable to legal action for not meeting its legal duty to provide sufficient primary school places.
72. The Council Plan for 2018-22 was passed by Cabinet in June 2018 and presents commitments, which will guide the Council in delivering the Majority Party's manifesto vision of "a fairer future for all". It is a requirement that reports to Cabinet now refer to the Council Plan and how the report and or the actions outlined will help deliver key aspects of the plan.
73. The Council Plan states: "*Southwark schools have improved significantly in recently years and we have been meeting high demand for school places by refurbishing and expanding popular schools and working with local parents to support new schools. We believe every child has the right to a good education, which is why we have campaigned alongside local parents for fair funding and worked with schools to drive up standards*". The Council Plan lists targets that the Council aims to meet from 2018-22. One of the commitments for the future is "Open a new secondary school at Borough by 2019" – paragraph 46 above states "*the (6FE) Haberdashers' Borough School on the old Fire Station site on Southwark Bridge Road, opened in September 2019*". The school opened in September 2019 in temporary accommodation - the Council is therefore on track to meet this Council Plan commitment, as the build will have completed prior to May 2022.
74. In the Council's 2018-19 report back of the Council plan, the Council also reported that they had "...delivered the first phase of the new Charter East Dulwich school buildings". With a short delay due to the COVID 19 epidemic, the latter build is still on track to complete by September 2022, with some pupils housed in temporary accommodation adjacent to the school until then.

Community impact statement

75. The Public Sector Equality Duty, at section 149 of the Equality Act, requires public bodies to consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees. Public bodies need to have due regard when carrying out their activities to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. The Council's

“Approach to Equality” commits the Council to ensuring equality is an integral part of our day-to-day business. “Protected characteristics” are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender and sexual orientation. In this case, the characteristics covering gender reassignment, marriage and civil partnership, pregnancy and maternity, and sexual orientation are unlikely to be issues to consider in terms of place planning. In terms of age, disability, race, religion or belief, any concrete proposals that emanate from the consultations with stakeholders will naturally be equality impact assessed.

Consultation

76. If concrete proposals require statutory proceedings to alter PANs of non-academy schools are, the required statutory consultation procedures will be carried with stakeholders, including individual schools, including meetings with parents/carers, staff and governors. At the formal stage, statutory notices will be issued and Southwark councillors and MPs, neighbouring councils, and the Diocesan Board authorities will all be contacted to request their views.

Resource and risk implications

77. It is clearly in the interest of the Council to ensure that demand is as closely matched to supply as possible. Reducing the PANs of the schools concerned has therefore potentially contributed to savings in the departmental and Council budget. Although, the reduction of primary rolls would marginally impact on the Dedicated Schools’ Grant (DSG) authorities receive from the DfE and would therefore indirectly reduce the amount available for the Council to spend on supporting schools, as the “top slice” the Council retains would proportionately reduce.
78. There is a small risk last year that amending the school’s capacities where there is increased demand could potentially leave the Council vulnerable to legal action for not meeting its target duty to provide sufficient primary school places. As outlined in paragraph 4, section 14 of the Education Act 1996 places a duty on local authorities to “*secure that there are sufficient primary and secondary school places in their area as well as working to [...] increas[e] opportunities for parental choice*”. However, the large level of vacancies and compact nature of Southwark’s geography mitigate considerably against this risk.

Legal implications

79. The report clearly states the Council’s duty to provide sufficiency of school places and the Education and Inspections Act 2006 and School Admissions Code 2014 in undertaking any changes to pupil admission numbers. Chapter 3, Paragraph 13 Subsection 1A of the EaIA 2006 states that Councils shall:
- *(so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary education, and secondary education [...] are available to meet the needs of the population of their area*
Paragraph 14 Subsection 1A states that a Council shall
 - *“secure that sufficient schools for providing (a) primary education, and (b) education that is secondary education [...] are available for their area”*
- It also states in subsection 3A that the council shall:
- *“exercise their functions under this section with a view to (a) securing diversity in the provision of schools, and (b) increasing opportunities for parental choice”*

80. Supplementary advice from the council's director of law and democracy is covered in paragraphs 81 to 83.

Finance implications

81. The responsibilities for funding and the sources for that funding pertinent to this report are clearly set out in the relevant funding and grant regulations. A reduction in cost of out of borough placements for children and young people with Special Educational Needs and Disabilities is to be achieved through growth in provision within Southwark.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

82. As set out above, the council has a general duty to secure that there are sufficient school places in its area to meet the needs of the population. The report sets out the legal issues that inhibit the establishment by the Council of new maintained schools (the presumption that new provision will be made through an academy), and its functions in relation to altering its existing maintained schools.
83. Where the Council is considering a proposal to alter a maintained school, Cabinet is reminded that certain proposals will be subject to statutory notification and consultation procedures under Education and Inspections Act 2006 and regulations and guidance issued under that Act.
84. Cabinet is reminded that the public sector equality duty under section 149 Equality Act 2010, as set out in the Community Impact section of the report, applies to the exercise of these functions.

Strategic Director of Finance and Governance (23TJ202021)

85. This report seeks to inform cabinet of the updated forecasts of primary and secondary school places.
86. Paragraph 29 details the budget contained within the council's approved capital programme for school expansion, and explains that the revenue implications surrounding any expansion of schools will be met from the Dedicated Schools' Grant via the "growth fund". The responsibilities for funding and the sources for that funding pertinent to this report are clearly set out in the relevant funding and grant regulations.
87. The responsibility for the sufficiency of places is a statutory duty of the Local Authority and the funding source is a combination of general fund and funding sources that replaced the former Education Services Grant. The admissions function of the Local Authority is funded from the Central Block of the Dedicated Schools Grant.
88. The potential revenue consequences to schools flowing from changes in pupil admissions numbers contained within this report flow to and from the Dedicated Schools Grant and the Schools Block, which is ring fenced for funding mainstream schools. These arrangements are supplemented further within the Dedicated Schools Grant by a growth and falling rolls fund (as noted above) which is set aside by Schools Forum to assist in managing flexibility to variation in pupil numbers and also a Schools in Financial Difficulty Fund (de-delegated from maintained schools and accessible only to maintained schools) which has set criteria for use.
89. Schools governing bodies have a responsibility to manage their delegated budgets in accordance with the Southwark Scheme for Financing Schools, the latest version of which applies from April 2018. Therefore, any revenue consequences flowing from the changes contained within the report to individual schools delegated budgets will need to be managed closely and carefully by schools having due regard to the provisions set

out in that document and any existing financial arrangements agreed with the Local Authority set out under those provisions.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Making significant changes ('prescribed alterations') to maintained schools - Statutory guidance for proposers and decision-makers October 2018	Children's & Adults' Services, Education Directorate, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link (please copy and paste into your browser):		
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756572/Maintained_schools_prescribed_alterations_guidance.pdf		
Council Plan 2018-2022 and Progress report 2018/9	Children's & Adults' Services, Education Directorate, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link (please copy and paste into your browser):		
https://www.southwark.gov.uk/assets/attach/3659/Council-Plan-2018-19-2021-22.pdf https://www.southwark.gov.uk/assets/attach/10191/Council-Plan-2018-19-Progress-report.pdf		
School Admissions Code - Statutory guidance for admission authorities, governing bodies, local authorities, schools' adjudicators and admission appeals panels. December 2014 – DfE	Children's & Adults' Services, Education Directorate, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link (please copy and paste into your browser):		
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/389388/School Admissions Code 2014 - 19 Dec.pdf		
Health and wellbeing in Southwark Joint Strategic Needs Assessment (JSNA) - Children with Special Educational Needs and Disabilities	Children's & Adults' Services, Education Directorate, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link (please copy and paste into your browser):		
https://www.southwark.gov.uk/assets/attach/7745/JSNA-2018-SEND.pdf		
The Essential Guide to the Public Sector Equality Duty – EHRC July 2014	Children's & Adults' Services, Education Directorate, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link (please copy and paste into your browser):		
https://www.equalityhumanrights.com/sites/default/files/psed_essential_guide_-_guidance_for_english_public_bodies.pdf		

APPENDICES

Number	Title
Appendix 1	List of primary schools by planning area
Appendix 2	Map of Primary Schools in Southwark
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Appendix 3	Map of Secondary Schools in Southwark
Appendix 4	GLA - School Roll Forecast Methodology
Appendix 5	Expansions in neighbouring boroughs
Appendix 6	Primary & Secondary Applications - Southwark/London residents
Appendix 7	Births by calendar year in Southwark
Appendix 8	GLA Primary reception projections (Overall and by PA)
Appendix 9a to c	Reception vacancies and preferences by school type
Appendix 10	Preference by Secondary School
Appendix 11	Accuracy of GLA Primary and Secondary Projections
Appendix 12	PAN reductions for September 2019 and beyond
Appendix 13	Academies in Southwark and their sponsors

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People & Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's & Adults' Services	
Report Author	Ric Euteneuer, Principal Strategy Officer (<i>School Place Planning</i>)	
Version	Final	
Dated	8 October 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 & Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 October 2020

APPENDIX 1: List of schools by Planning Area

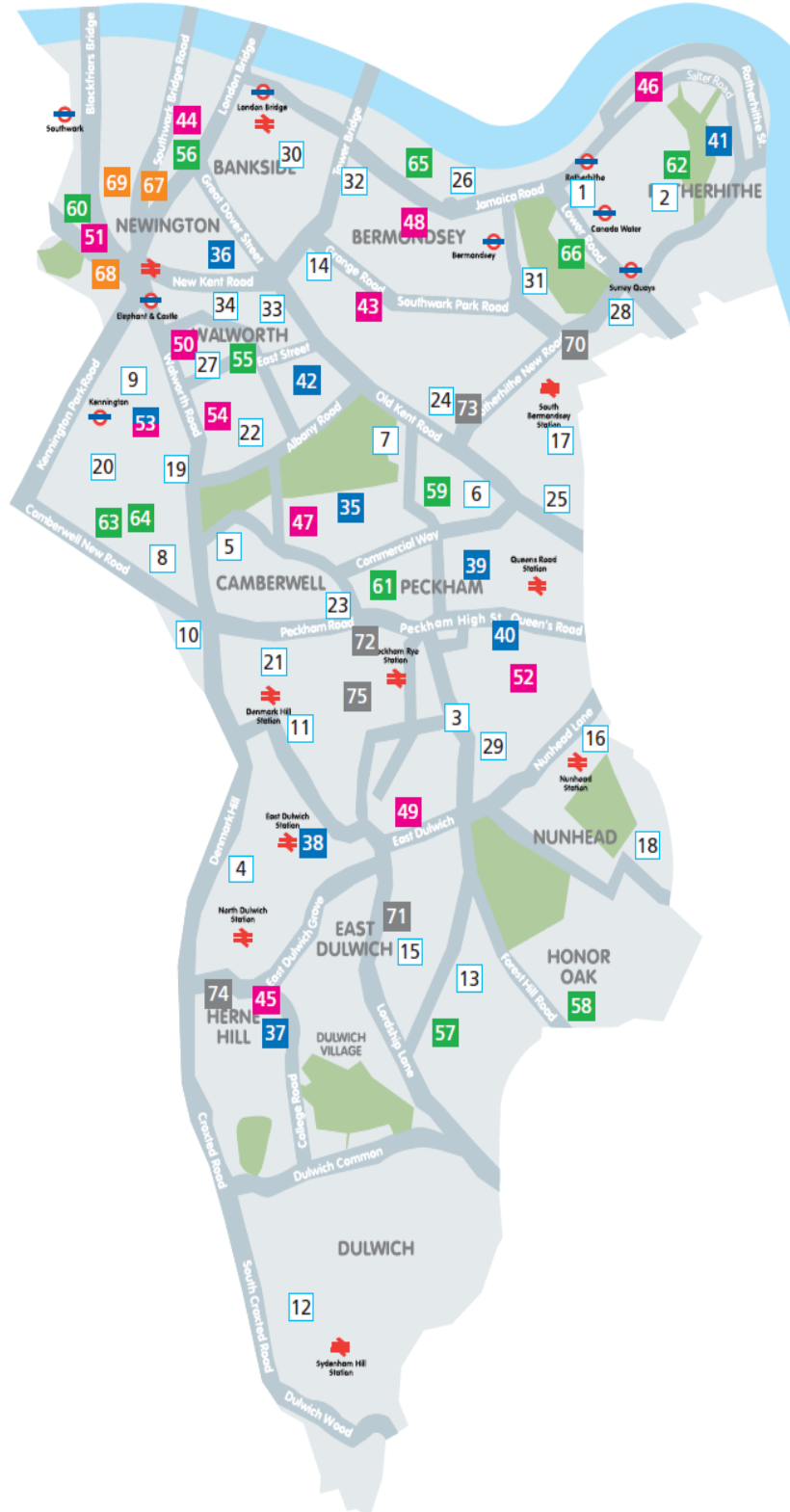
Community Schools *in italics*
 Free Schools **in bold black**
 Foundation Schools **in bold red**
 Academies **in bold green**
 VA CE Schools **in bold turquoise**
 VA RC Schools **in bold blue**

Name of Planning area (PA)	Primary Schools in PA	
1. Borough, Bankside & Walworth	Cathedral School of St Mary Overie CE Charles Dickens Academy Charlotte Sharman <i>Cobourg</i> <i>Crampton</i> English Martyrs RC Friars <i>Keyworth</i> <i>Michael Faraday</i> <i>Robert Browning</i>	St Georges Cathedral RC St Johns Walworth CE St Joseph's (Borough) St Jude's CE St Paul's C of E Academy St Peters CE Surrey Square Academy The Globe Academy <i>Townsend</i> <i>Victory</i>
2. Bermondsey & Rotherhithe	<i>Albion</i> <i>Alfred Salter</i> Boutcher CE Galleywall City of London <i>Grange</i> <i>Ilderton</i> John Keats Peter Hills with St Mary's & St. Paul's CE <i>Phoenix</i> <i>Pilgrims Way</i>	Redriff <i>Riverside</i> <i>Rotherhithe</i> <i>Snowsfields</i> <i>Southwark Park</i> St James CE St Johns RC St Joseph's RC 014B St Joseph's RC 026 <i>Tower Bridge</i>
3. Peckham & Nunhead	Angel Oak Academy <i>Bellenden</i> <i>Camelot</i> Harris Peckham Park Harris Free School Peckham <i>Hollydale</i> <i>Ivydale</i>	John Donne <i>Rye Oak</i> St Francesca Cabrini RC St Francis RC St James the Great RC St John's & St Clements CE St Mary Magdalene CE
4. Camberwell	Belham <i>Bessemer Grange</i> <i>Brunswick Park</i> <i>Comber Grove</i> <i>Crawford</i> <i>Dog Kennel Hill</i>	<i>John Ruskin</i> <i>Lyndhurst</i> <i>Oliver Goldsmith</i> St George's CE St Joseph's Infants RC St Joseph's Junior RC
5. Dulwich	<i>Dulwich Wood</i> Dulwich Hamlet Junior Dulwich Village Infants (CE) <i>Goodrich</i>	Goose Green <i>Heber</i> Harris Primary Free East Dulwich Judith Kerr Free School St Anthony's RC

APPENDIX 2: MAP OF ALL STATED FUNDED MAINSTREAM PRIMARY SCHOOLS IN SOUTHWARK

Map of primary schools in Southwark

Map of primary schools in Southwark



Community primary schools

- 1 Albion Primary School
- 2 Alfred Salter Primary School
- 3 Bellenden Primary School
- 4 Bessemer Grange Primary School
- 5 Brunswick Park Primary School
- 6 Camelot Primary School
- 7 Cobourg Primary School
- 8 Comber Grove Primary School
- 9 Crampton Primary School
- 10 Crawford Primary School
- 11 Dog Kennel Hill Primary School
- 12 Dulwich Wood Primary School
- 13 Goodrich Primary School
- 14 Grange Primary School
- 15 Heber Primary School
- 16 Hollydale Primary School
- 17 Ilderton Primary School
- 18 Ivydale Primary School
- 19 John Ruskin Primary School
- 20 Keyworth Primary School
- 21 Lyndhurst Primary School
- 22 Michael Faraday Primary School
- 23 Oliver Goldsmith Primary School
- 24 Phoenix Primary School
- 25 Pilgrim's Way Primary School
- 26 Riverside Primary School
- 27 Robert Browning Primary School
- 28 Rotherhithe Primary school
- 29 Rye Oak Primary School
- 30 Snowsfields Primary School
- 31 Southwark Park School
- 32 Tower Bridge Primary School
- 33 Townsend Primary School
- 34 Victory Primary School

Academies

- 35 Angel Oak Academy
- 36 ARK Globe Academy
- 37 Dulwich Hamlet Junior School
- 38 Goose Green Primary School
- 39 Harris Primary Academy, Peckham Park
- 40 John Donne Primary School
- 41 Redriff Primary
- 42 Surrey Square Primary School

Voluntary aided schools

- 43 Boucher Church of England Primary School
- 44 The Cathedral School of St Saviour and St Mary Overie
- 45 Dulwich Village C of E Infants' School
- 46 Peter Hills with St Mary's and St Paul's C of E Primary School
- 47 St George's C of E Primary School
- 48 St James' C of E Primary School
- 49 St John's and St Clement's C of E Primary School
- 50 St John's Walworth C of E Primary School
- 51 St Jude's C of E Primary School
- 52 St Mary Magdalene C of E Primary School
- 53 St Paul's C of E Primary School
- 54 St Peter's Walworth C of E Primary School
- 55 English Martyrs' Catholic Primary School
- 56 Saint Joseph's Catholic Primary School, The Borough
- 57 St Anthony's Catholic Primary School
- 58 St Francesca Cabrini Primary School
- 59 St Francis Catholic Primary School
- 60 St George's Cathedral Catholic Primary School
- 61 St James the Great Catholic Primary School
- 62 St John's Catholic Primary School
- 63 St Joseph's Camberwell Catholic Schools' Federation (Infants)
- 64 St Joseph's Camberwell Catholic Schools' Federation (Juniors)
- 65 St Joseph's Catholic Primary School, George Row
- 66 St Joseph's Catholic Primary School, Gomm Road

Foundation schools

- 67 Charles Dickens Primary School
- 68 Charlotte Sharman Primary School
- 69 Friars Primary Foundation School

Free schools

- 70 Galleywall Primary City of London Academy
- 71 Harris Primary Academy East Dulwich
- 72 Harris Primary Free School Peckham
- 73 John Keats Primary School
- 74 Judith Kerr Free School
- 75 The Belham Primary School

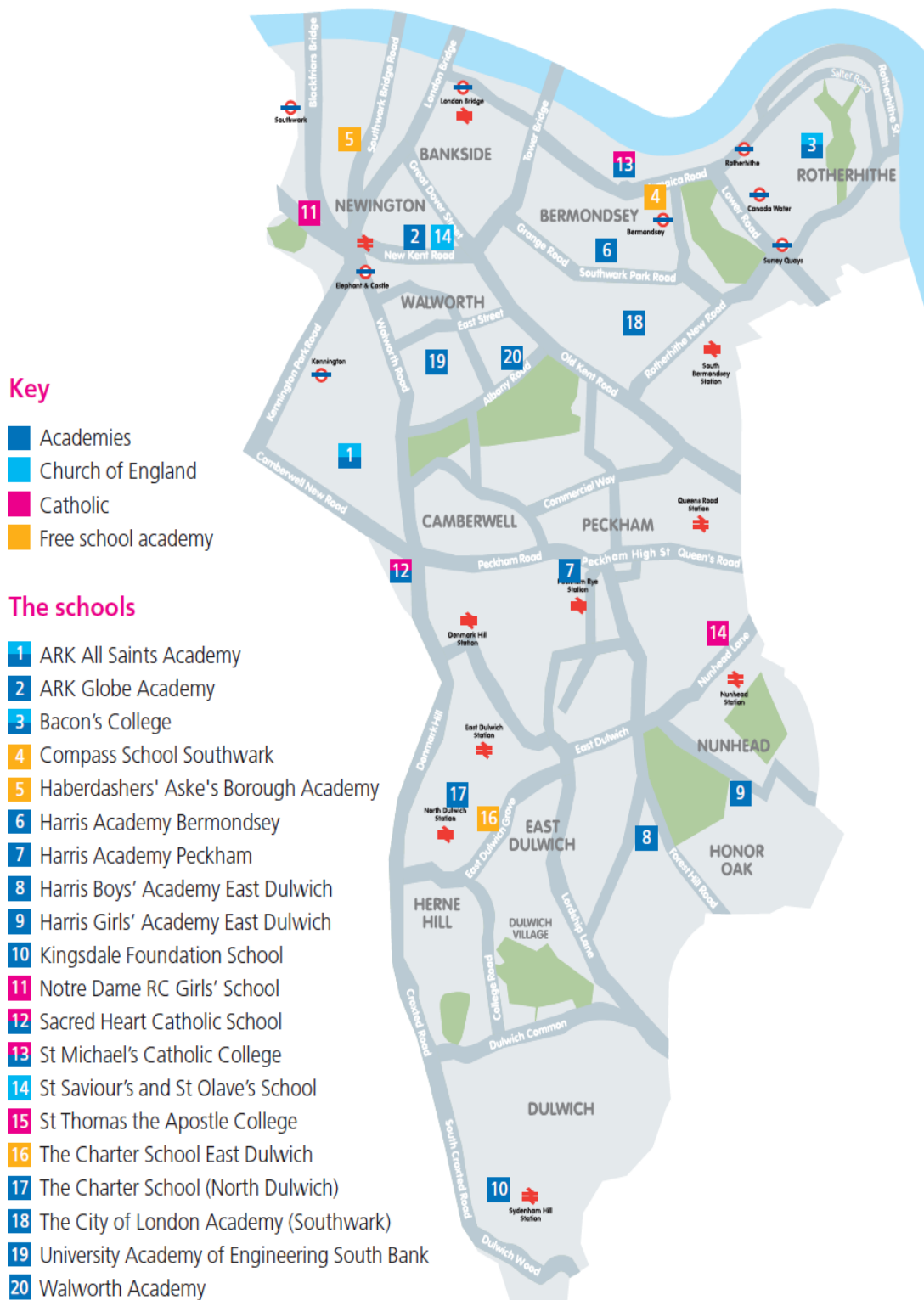
APPENDIX TWO A – PRIMARY SCHOOLS BY OLD AND NEW WARDS

School	PA	Old Ward	New Ward
Charles Dickens	1	Cathedrals	Borough & Bankside
St Joseph's 0339	1	Cathedrals	Borough & Bankside
Cathedral School	1	Cathedrals	Borough & Bankside
Friars	1	Cathedrals	Borough & Bankside
The Globe Academy	1	Chaucer	Chaucer
Surrey Square	1	East Walworth	Faraday
Michael Faraday	1	Faraday	Faraday
St Peters	1	Faraday	Faraday
Crampton	1	Newington	Newington
Keyworth	1	Newington	Newington
St Paul's	1	Newington	Newington
Robert Browning	1	East Walworth	North Walworth
Townsend	1	East Walworth	North Walworth
Victory	1	East Walworth	North Walworth
English Martyrs	1	East Walworth	North Walworth
St Johns Walworth CE	1	East Walworth	North Walworth
Cobourg	1	East Walworth	Old Kent Road
St Georges Cathedral	1	Cathedrals	St George's
St Jude's	1	Cathedrals	St George's
Charlotte Sharman	1	Cathedrals	St George's
Grange	2	Grange	London Bridge & West Bermondsey
Snowsfields	2	Grange	London Bridge & West Bermondsey
Tower Bridge	2	Riverside	London Bridge & West Bermondsey
Riverside	2	Riverside	North Bermondsey
Southwark Park	2	Riverside	North Bermondsey
St James CE	2	Riverside	North Bermondsey
St Joseph's 014B	2	Riverside	North Bermondsey
John Keats Primary	2	Livesey	Old Kent Road
Ilderton	2	Livesey	Old Kent Road
Pilgrims Way	2	Livesey	Old Kent Road
Phoenix	2	South Bermondsey	Old Kent Road
Albion	2	Rotherhithe	Rotherhithe
Alfred Salter	2	Rotherhithe	Rotherhithe
Rotherhithe	2	Rotherhithe	Rotherhithe
St Joseph's 026	2	Rotherhithe	Rotherhithe
Boutcher	2	Grange	South Bermondsey
Galleywall	2	South Bermondsey	South Bermondsey
Peter Hills with St Mary's & St. Paul's CE	2	Surrey Docks	Surrey Docks

School	PA	Old Ward	New Ward
Redriff	2	Surrey Docks	Surrey Docks
St Johns R.C. Primary School	2	Surrey Docks	Surrey Docks
St John's & St Clements	3	The Lane	Goose Green
Hollydale	3	Nunhead	Nunhead & Queen's Rd
John Donne	3	Nunhead	Nunhead & Queen's Rd
Camelot	3	Livesey	Old Kent Road
St Francis RC Primary School	3	Livesey	Old Kent Road
Angel Oak	3	Peckham	Peckham
Harris Academy Peckham Park	3	Peckham	Peckham
St James The Great Catholic	3	Peckham	Peckham
Ivydale	3	Nunhead	Peckham Rye
St Francesca Cabrini	3	Peckham Rye	Peckham Rye
Harris Primary Free School Peckham	3	The Lane	Rye Lane
Bellenden	3	The Lane	Rye Lane
St Mary Magdalene	3	The Lane	Rye Lane
Rye Oak	3	The Lane	Rye Lane
Lyndhurst	4	Brunswick Park	St Giles
Oliver Goldsmith	4	Brunswick Park	St Giles
St Georges CE	4	Brunswick Park	St Giles
Dog Kennel Hill	4	South Camberwell	Champion Hill
Bessemer Grange	4	South Camberwell	Champion Hill
Belham	4	South Camberwell	Rye Lane
Comber Grove	4	Camberwell Green	Camberwell Green
Crawford	4	Camberwell Green	Camberwell Green
John Ruskin	4	Camberwell Green	Camberwell Green
Brunswick Park	4	Camberwell Green	Camberwell Green
St Joseph's 046 Inf	4	Camberwell Green	Camberwell Green
St Joseph's 046 Jnr	4	Camberwell Green	Camberwell Green
Goodrich	5	East Dulwich	Dulwich Hill
St Anthony's	5	East Dulwich	Dulwich Hill
Judith Kerr Free School	5	Village	Dulwich Village
Dulwich Hamlet	5	Village	Dulwich Village
Dulwich Village Infants	5	Village	Dulwich Village
Dulwich Wood Primary School	5	College	Dulwich Wood
Harris Primary Free East Dulwich	5	East Dulwich	Goose Green
Heber	5	East Dulwich	Goose Green
Goose Green	5	East Dulwich	Goose Green

APPENDIX 3: MAP OF SECONDARY SCHOOLS IN SOUTHWARK

Map of secondary schools in Southwark



APPENDIX 4 – GLA SCHOOL ROLL PROJECTIONS (SRP) FORECAST METHODOLOGY

What is the SRP process in 2020?

The SRP process in 2020 is summarised below.

- 1) LAs provide GLA with development data as an input to population projections
- 2) GLA provides LAs with csv templates for submitting school level roll data (early March 2020)
- 3) LAs complete and return the data as csv files (mid-March 2020)
- 4) LAs complete an optional template containing context information (starting mid-March 2020)
- 5) GLA runs the SRP model and returns school roll projections (April 2020)

The GLA envisages that, as before, roll projections are typically returned to LAs within two working days of receipt of roll data in the correct format.

What data do the projections use?

The three key data inputs for the model are:

- Ward-level population projections
- Pupils on roll data for each school
- National Pupil Database records with pupils' home wards

Population projections

The model uses GLA generated population projections. Local Authorities can have school roll projections run based on the following three population projection variants for their borough:

- Borough Preferred Option (BPO) incorporating development data provided by the borough (**This is the option Southwark uses**)
- The latest GLA ward level SHLAA-capped AHS (average household size) population projections for all wards in your LA.
- Zero Development variant

The default population projection used is the BPO - however this is dependent on the Local Authority having provided development data. If no development data has been provided then the GLA will give the option to wait until development data is received, or run the school roll projections with the SHLAA based population projection. Areas other than the wards in the LA take their population projection from the latest GLA ward level SHLAA-capped AHS (average household size) population projections. The population projections incorporate annual birth, death and migration data to mid-2017. Future birth trends in fertility and mortality are based on the principal assumptions from ONS's National Population Projections (NPP) for England. Household formation rates are taken from the DCLG subnational household projections. Past dwelling completions are taken from the London Development Database. Assumed future housing trajectories are derived from the latest Strategic Housing Land Availability Assessment (SHLAA).

School roll data

For 2020, subscribing LAs provided roll data for individual schools split by age of child (at 30th April 2020) and gender for both primary and secondary schools separately. LAs also provided the school DfE number, any previous DfE number that the school has had in the relevant time period, and indicated which planning area each school sits within.

School/pupil related data

The model also uses additional school related data.

- 1) School maximum pupil age – this is taken from Get Information for Schools (GIAS)
- 2) School minimum pupil age – this is taken from the school roll data provided by LAs because of inconsistencies in GIAS
- 3) National Pupil Database (NPD) years 2015 to 2019 – a cut from the January school census at pupil level including pupil residence (mapped to LSOA), school attended, age and gender

Overview

For each ward of residence in London and year of age (ages 4 to 18) and sex, the proportion of children attending each state school is calculated.

This proportion is carried forward as the children age so that the proportion for a 6-year old living in ward x and attending school y in 2018 is the same as the proportion for a 7-year old living in ward x and attending school y in 2019.

Attrition rates are not explicitly calculated except for projections of 6th form – it is assumed that any net loss or gain of pupils as they age through a school is purely due to temporal variations in the population projection of that cohort. For new children entering a school, for example at age 4, there is currently no information on where members of this cohort are resident. In this case the proportions are calculated as averages over past years, with 4 being the default number of years used, but there is the option to use a different number. The same approach is used at ages 11 and 16, even if the school is a through-school as it is assumed that there will be significant changes in the cohort at this point. These proportions are then applied to the population projections to give projections of the number of children on roll by school by age and sex. These are then aggregated to planning areas and borough totals. Projections of pupils aging through 6th form are produced using attrition rates calculated from previous years' data.

Why have the projected rolls changed since last year?

There are many reasons why a LA's projected rolls may have changed when compared to a previous year. LAs should consider the following:

Development

The amount of development projected in a LA will affect that authority's population projections and in turn its school roll projections. More development generally means that the LA will attract more people and its population will therefore rise. If population increases, there will consequently be more children and so school roll projections will also rise. LAs should assume that significant changes in assumed development will be accompanied with corresponding changes in projected rolls. If LAs are unsure what development assumptions have been used in the past, the GLA is able to provide this information. LAs should liaise with their demography and planning contacts within their LA to ensure that the most up to date development data is used.

Births

The number of births in an area will have a direct effect on the number of children on roll four years later. 2012 saw the highest number of births in London with these children starting school in either academic year 2016/17 or 2017/18 depending on when in the year they were born. Many areas have seen a fall in birth numbers since and this has led to subsequent projections of future births and therefore rolls, being correspondingly lower. ONS releases LA level mid-year birth data as part of the mid-year estimates at the end of June each year. Calendar year birth data at local authority level follows in August. The GLA commissions ward-level mid-year birth data from ONS each year which is usually available in November/December.

Migration

In recent years a number of LAs have reported an increase in in-year applications as a result of children moving to the area from both overseas and elsewhere in the UK. Migration therefore could explain why projected rolls have changed. The GLA has created an Excel based dashboard that allows boroughs to see in-, out- and net flow of children to/from their LA from elsewhere in London. It is available to download from the London Datastore and will be updated annually:

<http://data.london.gov.uk/dataset/internal-migration-flows-school-age-children-visualisation>

ONS releases both mid-year international and internal migration data by single year of age and sex at the end of June each year. The former is released as part of the mid-year components of change and the latter as part of the internal migration estimates series.

Cross border mobility

Not all children will go to school in their LA of residence. This is particularly the case in London where the geographic size of local authorities is relatively small and where excellent transport networks mean that children can travel further afield easier than in other parts of the UK. Additionally, for children who live close to a borough boundary, their closest school may in fact be in a neighbouring authority. A school's reputation may affect parental preference when applying for schools. This may mean that some schools will see changes in applications and attendance from children outside of the authority resulting in increasing cross border mobility. The SRP model explicitly takes into account cross border mobility as pupil level data is used that gives both home and school locations. A neighbouring borough opening a school could draw pupils from your LA.

APPENDIX 5 – EXPANSION/CONTRACTION OF SCHOOLS IN NEIGHBOURING BOROUGHES

Table 7a – Out-borough primary school expansions/contractions by borough

Bromley	Worsley Bridge Primary School - +1FE (2FE to 3FE)	For 2020/21
Croydon	Paxton Academy – new school (+2FE)	For 2020/21
	Krishna Avanti Primary School - +1FE (1FE to 2FE)	For 2021/22
Lambeth	Sudbourne Primary School permanent expansion – +1.5FE (1.5FE to 3FE)	For 2020/21
	Telferscot Primary (new school) – +2FE	
	Rosendale Primary +1FE (3FE to 4FE)	
	Wyvil Primary - permanent expansion – +2FE (2FE to 4FE)	
	Fenstanton Primary – permanent reduction – -1FE (3FE to 2FE)	
	Glenbrook Primary – permanent reduction – -1FE (2FE to 1FE)	
Lambeth	Henry Fawcett Primary – permanent reduction -1FE (2FE to 1FE)	For 2020/21
	Kings Avenue Primary – permanent reduction – -1FE (2FE to 1FE)	
	Kingswood Primary – permanent reduction – -1FE (4FE to 3FE)	
Lewisham	Harris Lewisham Free School – new school (+3FE) – seeking a site	For 2021/22 (earliest)

Table 7b Out-borough Secondary school expansions/closures by borough

Bromley	Harris Girls Academy Bromley - -0.3FE – (6.3FE to 6FE)	For 2020/21
	The Ravensbourne School – +0.4FE – (7.6FE to 8FE)	
Bromley	SHaW Futures Academy – new school – (+6FE)	For 2021/22
	Harris Academy Sydenham – new school – (+6FE) (this school translocated to Bromley as a suitable site in Lewisham was not found)	
Croydon	Coombe Wood School – new school – (+6FE)	Opened 2019/20
	Ark Blake Academy – new school – (+6FE)	For 2020/21
	Virgo Fidelis RC Secondary – closure (- 4FE)	For 2021/22
Greenwich	International Academy at Greenwich – school permanent closed – -3.5FE	For 2020/21
	St Ursula's Convent School (+0.5FE) – (4.5FE to 5FE)	
	Harris Academy Avery Hill Boys School – new school - +6FE	For 2022/23
Lambeth	Bishop Thomas Grant Roman Catholic School – permanent reduction – -1FE (7FE to 6FE)	For 2020/21
	Platanos College – permanent reduction – -1.8FE (7FE to 5.2FE)	
	Harris Academy Clapham – new school – (+6.5FE)	
Lewisham	Harris Academy Sydenham (this school now translocated to Bromley as suitable site in Lewisham was not found)	2020/21
Deptford Green – permanent reduction – -2FE (8FE to 6FE)		

APPENDIX 6 – Primary and Secondary Applications from Southwark & London residents

Table 8 Applications from Southwark/London residents for a primary reception place

Year	Southwark	Change (+/-)	London	Change (+/-)
2016	3,332	-177 (-5%)	103,090	-161 (-0.2%)
2017	3,166	-166 (-5%)	98,972	-4,118 (-4%)
2018	3,110	-56 (-2%)	96,406	-2,566 (-3%)
2019	3,118	+8 (+0.3%)	96,728	+322 (+0.3%)
2020	2,988	-130 (-4%)	97,315	+587 (+0.6%)

Table 9 Applications from *all* applicants for a Southwark/London reception place

Year	Southwark	Change (+/-)	London	Change (+/-)
2016	3,991	+198 (+5%)	112,602	+1,905 (+2%)
2017	3,995	+4 (+0.1%)	112,174	-428 (-0.4%)
2018	3,956	-39 (-1%)	110,897	-1,277 (-1%)
2019	3,675	-289 (-7%)	110,071	-826 (-1%)
2020	3,681	+6 (+0.2%)	105,023	-5,048 (-5%)

Table 10 Applications from *non-Southwark/non-London* applicants for a Southwark primary reception place

Year	Non-Southwark	Change (+/-)	Non-London	Change (+/-)
2016	659	+375 (+132%)	9,512	+2,066 (+28%)
2017	829	+170 (+26%)	13,202	+3,690 (+39%)
2018	846	+17 (+2%)	14,491	+1,289 (+10%)
2019	557	-289 (-34%)	13,343	-1,148 (-8%)
2020	693	+136 (+24%)	7,708	-5,635 (-42%)

Table 11 Applications from Southwark/London residents for a secondary Y7 place

Year	Southwark	Change (+/-)	London	Change (+/-)
2016	2,823	+225 (+9%)	86,676	+3,296 (+4%)
2017	2,789	-34 (-1%)	88,410	+1,734 (+2%)
2018	2,930	+141 (+5%)	92,071	+3,661 (+4%)
2019	3,036	+106 (+4%)	95,174	+3,103 (+3%)
2020	2,924	-112 (-4%)	92,898	-2,276 (-2%)

Table 12 Applications from *all* applicants for a secondary Y7 place

Year	Southwark places	Change (+/-)	London places	Change (+/-)
2016	3,016	+140 (+5%)	90,697	+2,853 (+3%)
2017	3,181	+165 (+6%)	92,435	+1,738 (+2%)
2018	3,215	+34 (+1%)	93,916	+1,481 (+2%)
2019	3,219	+4 (+0.1%)	96,220	+2,304 (+2%)
2020	3,219	0 (0%)	96,669	+449 (+0.4%)

Table 13 Applications from *non-Southwark/non-London* applicants for a secondary Y7 place

Year	Non-Southwark	Change (+/-)	Non-London	Change (+/-)
2016	193	-85 (-31%)	4,021	-443 (-10%)
2017	392	+199 (+103%)	4,025	+4 (+0.1%)
2018	285	-107 (-27%)	1,845	-2,180 (-54%)
2019	183	-102 (-36%)	1,046	-799 (-43%)

2020	295	+112 (+17%)	3,771	+2,725(+260%)
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Table 14 Percentage of Non-Southwark applicants for primary (R) and secondary Y7 places

Year	Non-Southwark Primary	Non- London Primary	Non- Southwark Secondary	Non-London Secondary
2016	17%	8%	6%	4%
2017	21%	12%	12%	4%
2018	22%	13%	9%	2%
2019	15%	12%	6%	1%
2020	19%	7%	9%	4%

APPENDIX 7 – Births by calendar year in Southwark

Table 15: Births in Southwark (actuals 2002-2019, projections 2020-2024)

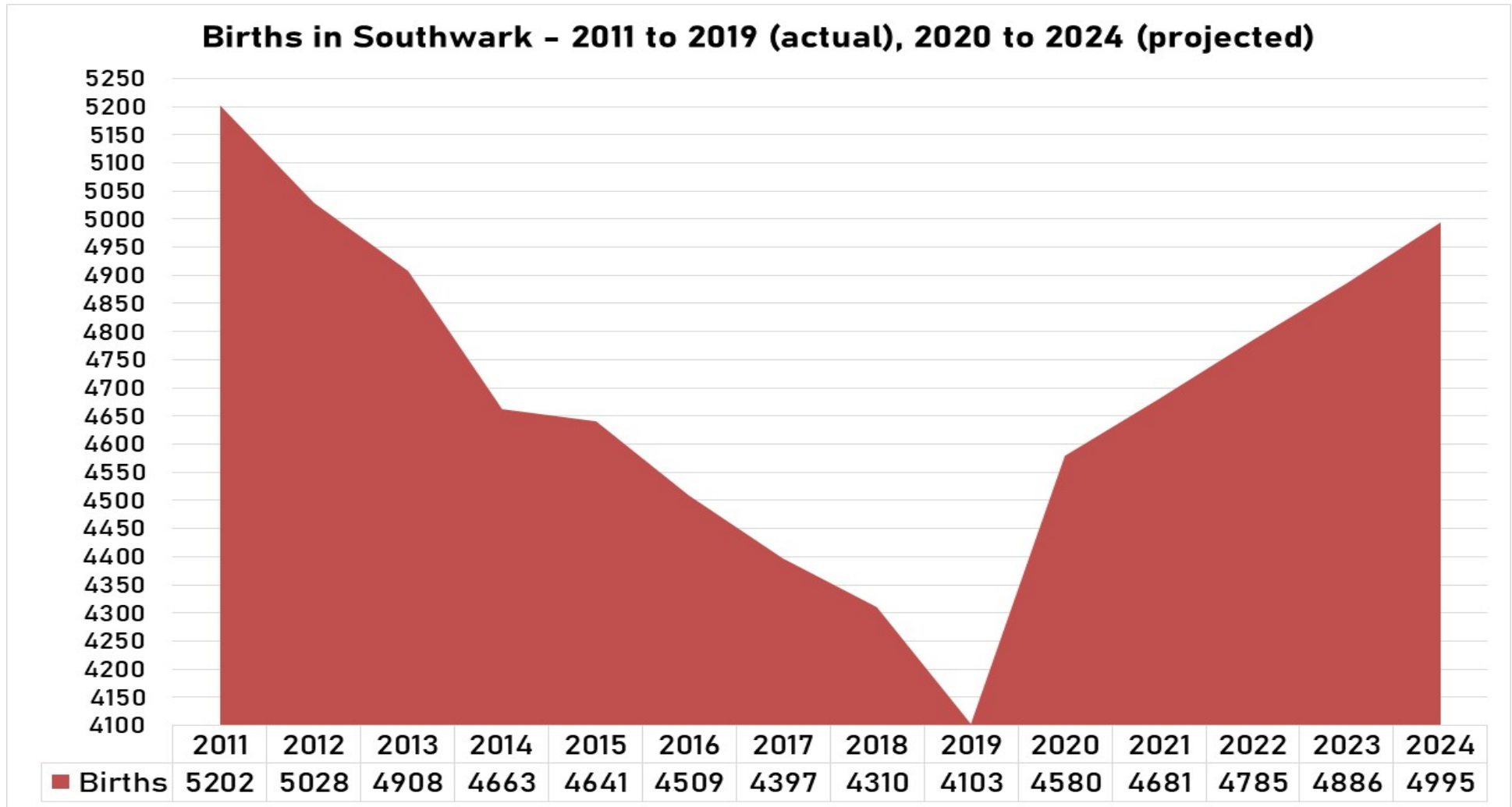
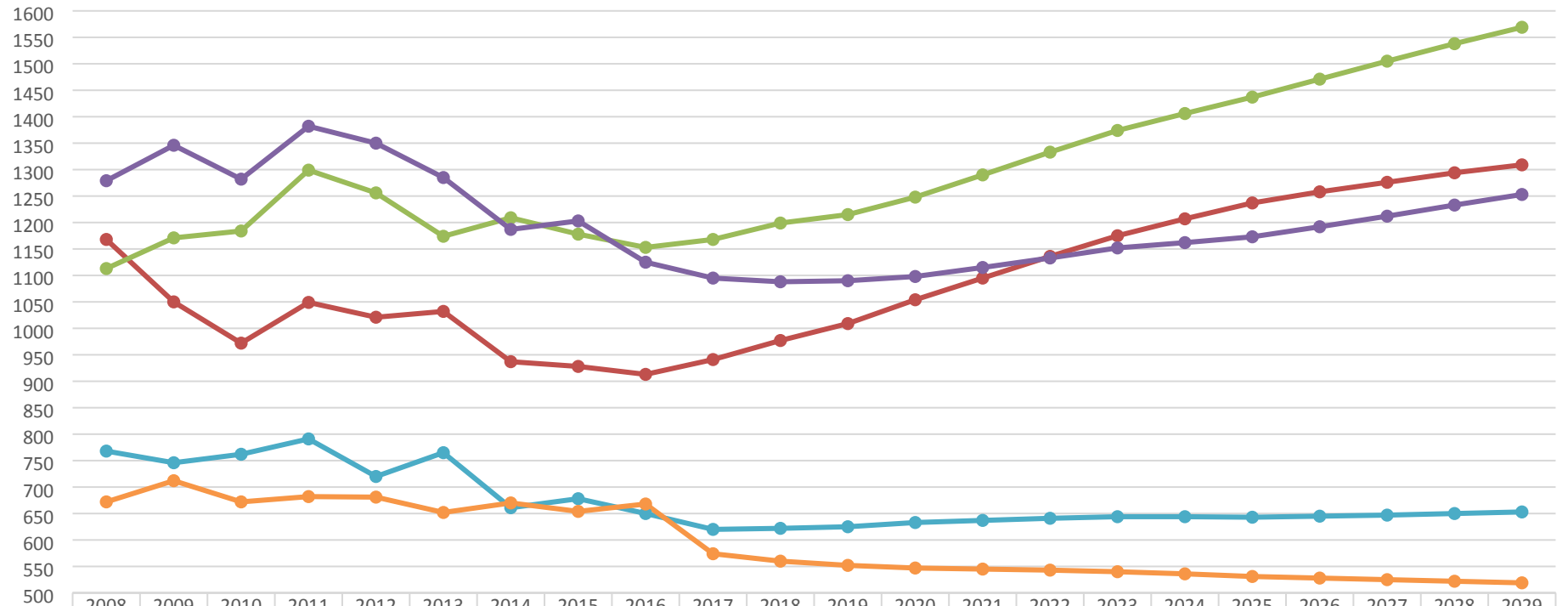


Table 16 Births by planning area (actual 2008-18 and projected 2019-2029)

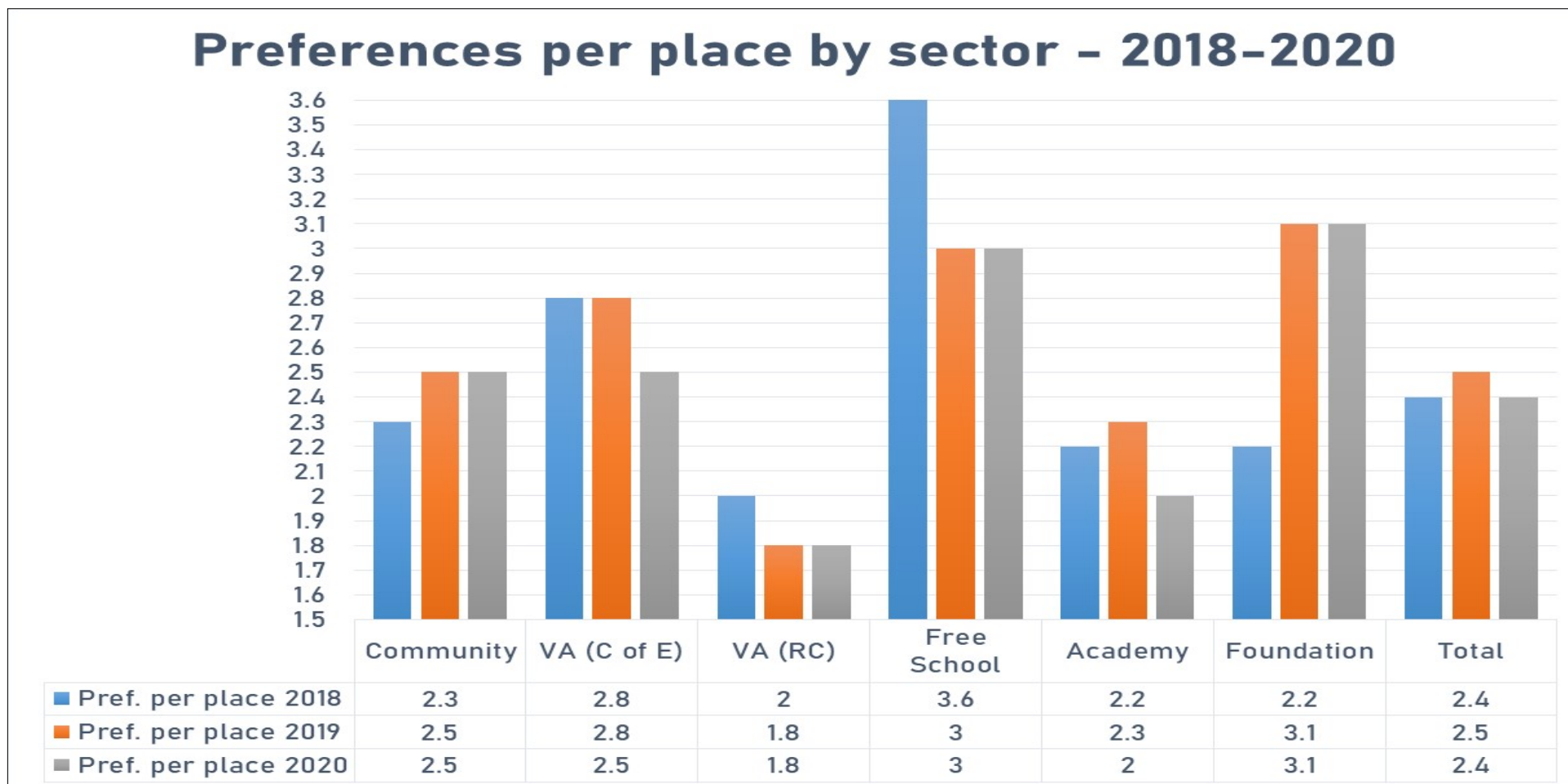
Births by Planning Area - Actual 2008 to 2017, Projections 2018-29



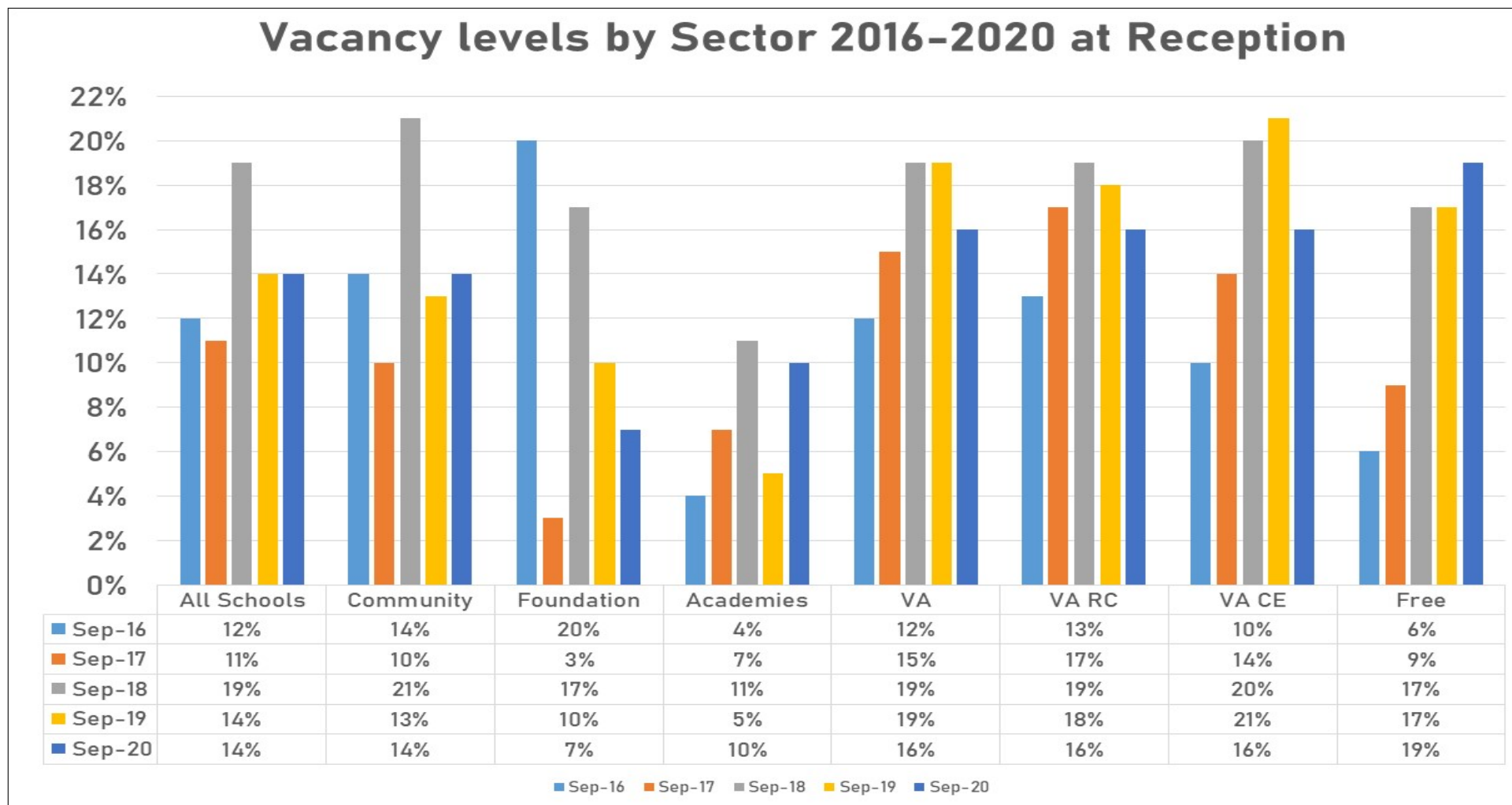
● 1	1168	1050	972	1049	1021	1032	937	928	913	941	977	1009	1054	1095	1136	1175	1207	1237	1258	1276	1294	1309
● 2	1113	1171	1184	1299	1256	1174	1209	1178	1153	1168	1199	1215	1248	1290	1333	1374	1406	1437	1471	1505	1538	1569
● 3	1279	1346	1282	1382	1350	1285	1187	1203	1125	1095	1088	1090	1098	1115	1133	1152	1162	1173	1192	1212	1233	1253
● 4	768	746	762	791	720	765	661	678	650	620	622	625	633	637	641	644	644	643	645	647	650	653
● 5	672	712	672	682	681	652	670	654	668	574	560	552	547	545	543	540	536	531	528	525	522	519

Appendix 9 – Preferences by Sector for Reception Places, 2018 – 2020

Table 17 – Preference per Primary place by school type

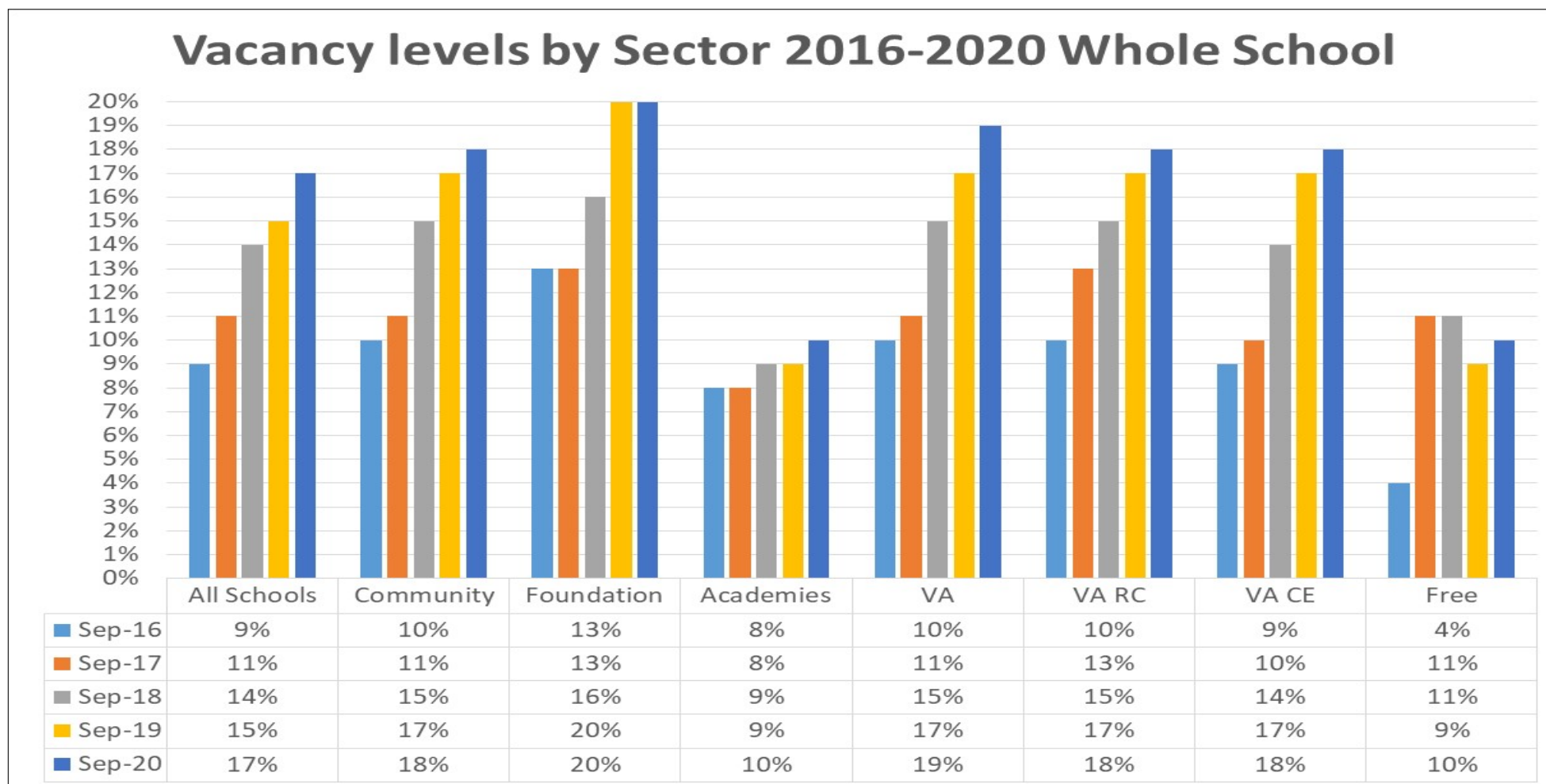


APPENDIX 9b – Primary vacancies by school type – at reception



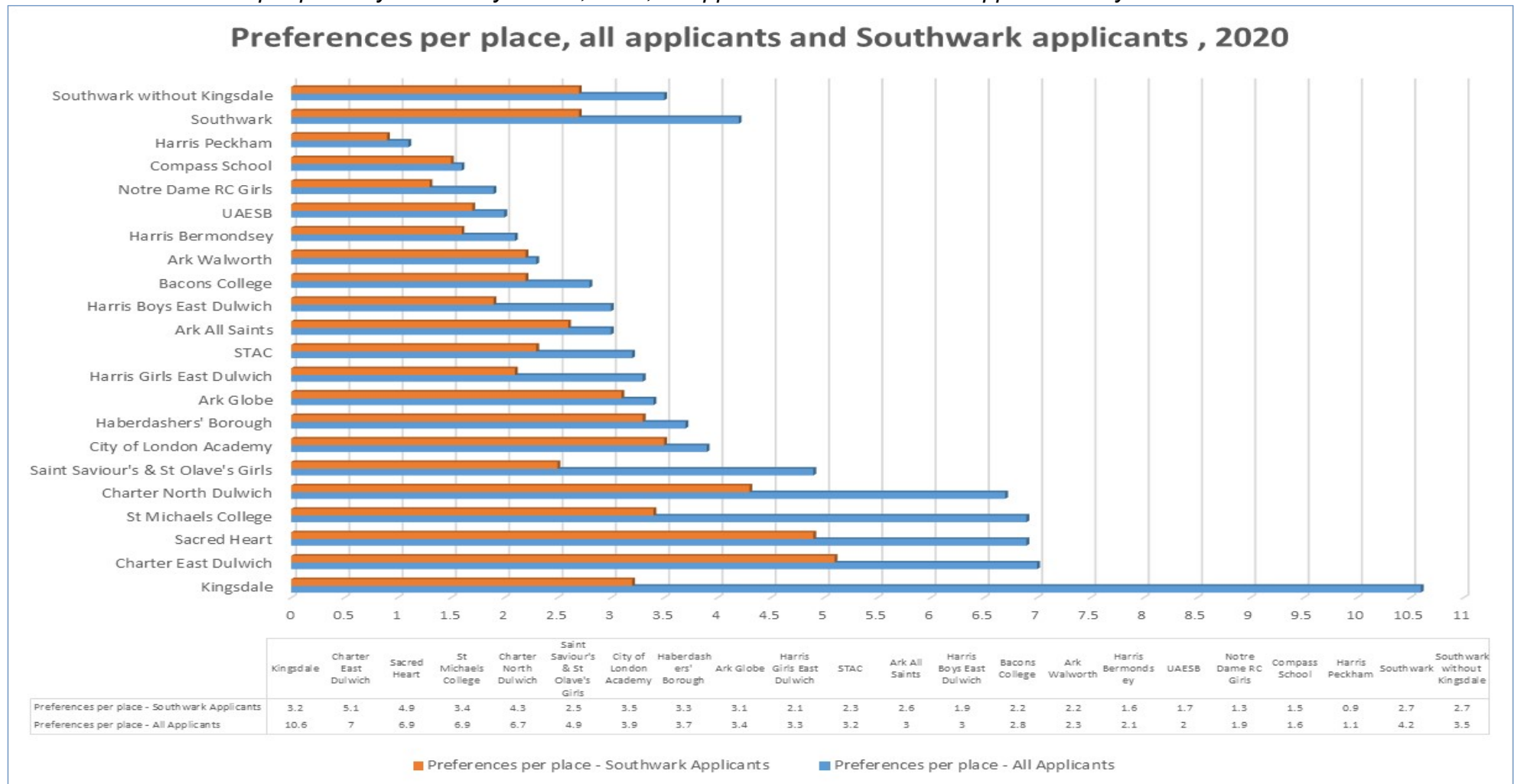
APPENDIX 9c – OVERALL VACANCY RATES BY TYPE OF PRIMARY SCHOOL – WHOLE SCHOOL VACANCIES

Table 18 Percentage vacancy levels by school type



APPENDIX TEN – PREFERENCES BY SECONDARY SCHOOL

Table 19 – Preferences per place by secondary school, 2020, all applicants and Southwark applicants only



APPENDIX 11 – ACCURACY OF GLA PRIMARY AND SECONDARY PROJECTIONS

Table 20 Accuracy of GLA primary projections

Jan 2020 Projections	YR Estimates	YR Actuals	Difference	%	R to 6	R to 6 Actuals	Difference	%
Sep-20	3,220	3,199	+21	+0.6%	22,506	22,694	+188	+0.8%
Jan 2019 Projections	YR Estimates	YR Actuals	Difference	%	R to 6	R to 6 Actuals	Difference	%
Sep-19	3,198	3,234	-36	-1.1%	22,843	22,763	-80	-0.4%
Sep-20	3,216	3,199	+21	+0.7%	22,701	22,694	+7	+0.03%
Jan 2018 Projections	YR Estimates	YR Actuals	Difference	%	R to 6	R to 6 Actuals	Difference	%
Sep-18	3,351	3,261	+90	+2.7%	22,585	23,056	-471	-2.1%
Sep-19	3,199	3,234	-35	-1.1%	22,123	22,763	-640	-2.9%
Sep-20	3,164	3,199	-35	-1.1%	21,782	22,694	-912	-4.2%
Jan 2017 Projections	YR Estimates	YR Actuals	Difference	%	R to 6	R to 6 Actuals	Difference	%
Sep-17	3,582	3,327	+255	+7.1%	23,663	23,174	+489	+2.1%
Sep-18	3,429	3,261	+168	+4.9%	23,584	23,056	+528	+2.2%
Sep-19	3,451	3,234	+217	+6.3%	23,421	22,763	+658	+2.8%
Sep-20	3,475	3,199	+276	+7.9%	23,430	22,694	+736	+3.1%
Jan 2016 Projections	YR Estimates	YR Actuals	Difference	%	R to 6	R to 6 Actuals	Difference	%
Sep-16	3,586	3,517	+69	+1.9%	23,574	23,276	+298	+1.3%
Sep-17	3,502	3,327	+175	+5.0%	23,690	23,174	+516	+2.2%
Sep-18	3,408	3,261	+147	+4.3%	23,596	23,056	+540	+2.3%
Sep-19	3,429	3,234	+195	+5.7%	23,395	22,763	+632	+2.7%
Sep-20	3,552	3,199	+353	+10.0%	23,449	22,694	+755	+3.2%
Average				+2.9%				+0.9%

Actuals in **bold green** and projections in **bold blue**
 Underestimation in **bold red**
 Overestimations in **bold black**
 Projections within $\pm 1.5\%$ (DfE guidelines) are **shaded in light blue**

Table 21 Accuracy of GLA Secondary projections

Jan 2020 Projections	Y7 projections	Y7 Actuals	Difference	%	7 to 11 projections	7 to 11 Actuals	Difference	%
Sep-20	3,197	3,221	-24	-0.7%	15,700	15,681	-19	-0.1%
Jan 2019 Projections	Y7 projections	Y7 Actuals	Difference	%	7 to 11 projections	7 to 11 Actuals	Difference	%
Sep-19	3,186	3,379	-193	-6.1%	15,157	15,211	-54	-0.4%
Sep-20	3,139	3,221	-82	-2.6%	15,438	15,681	-243	-1.6%
Jan 2018 Projections	Y7 projections	Y7 Actuals	Difference	%	7 to 11 projections	7 to 11 Actuals	Difference	%
Sep-18	3,202	3,268	-66	-2.1%	14,349	14,461	-12	-0.7%
Sep-19	3,165	3,379	-232	-7.3%	14,943	15,211	-268	-1.8%
Sep-20	3,273	3,221	-52	-1.6%	15,406	15,681	-275	-1.8%
Jan 2017 Projections	Y7 projections	Y7 Actuals	Difference	%	7 to 11 projections	7 to 11 Actuals	Difference	%
Sep-17	2,874	3,063	-189	-6.6%	13,160	13,739	-579	-4.4%
Sep-18	3,048	3,268	-220	-7.6%	13,626	14,461	-835	-6.1%
Sep-19	3,337	3,379	-42	-1.3%	14,223	15,211	-988	-6.9%
Sep-20	3,302	3,221	-81	-2.5%	15,411	15,681	-270	-1.8%
Jan 2016 Projections	Y7 projections	Y7 Actuals	Difference	%	7 to 11 projections	7 to 11 Actuals	Difference	%
Sep-16	2,837	3,036	-199	-7.0%	12,827	13,086	-259	-2.0%
Sep-17	2,874	3,063	-189	-6.6%	13,160	13,739	-579	-4.4%
Sep-18	3,048	3,268	-220	-7.2%	13,626	14,461	-835	-6.1%
Sep-19	3,152	3,379	-227	-7.2%	14,126	15,211	1,085	-7.7%
Sep-20	3,164	3,221	-57	-1.8%	14,580	15,681	1,101	-7.6%
Average				-4.5%				-3.5%

Actuals in **bold green** and projections in **bold blue**
Underestimation in **bold red**
Overestimations in **bold black**
Projections within $\pm 1.5\%$ (DfE guidelines) are **shaded in light blue**

Table 22 – Accuracy of Secondary Projections 2014 to 2019

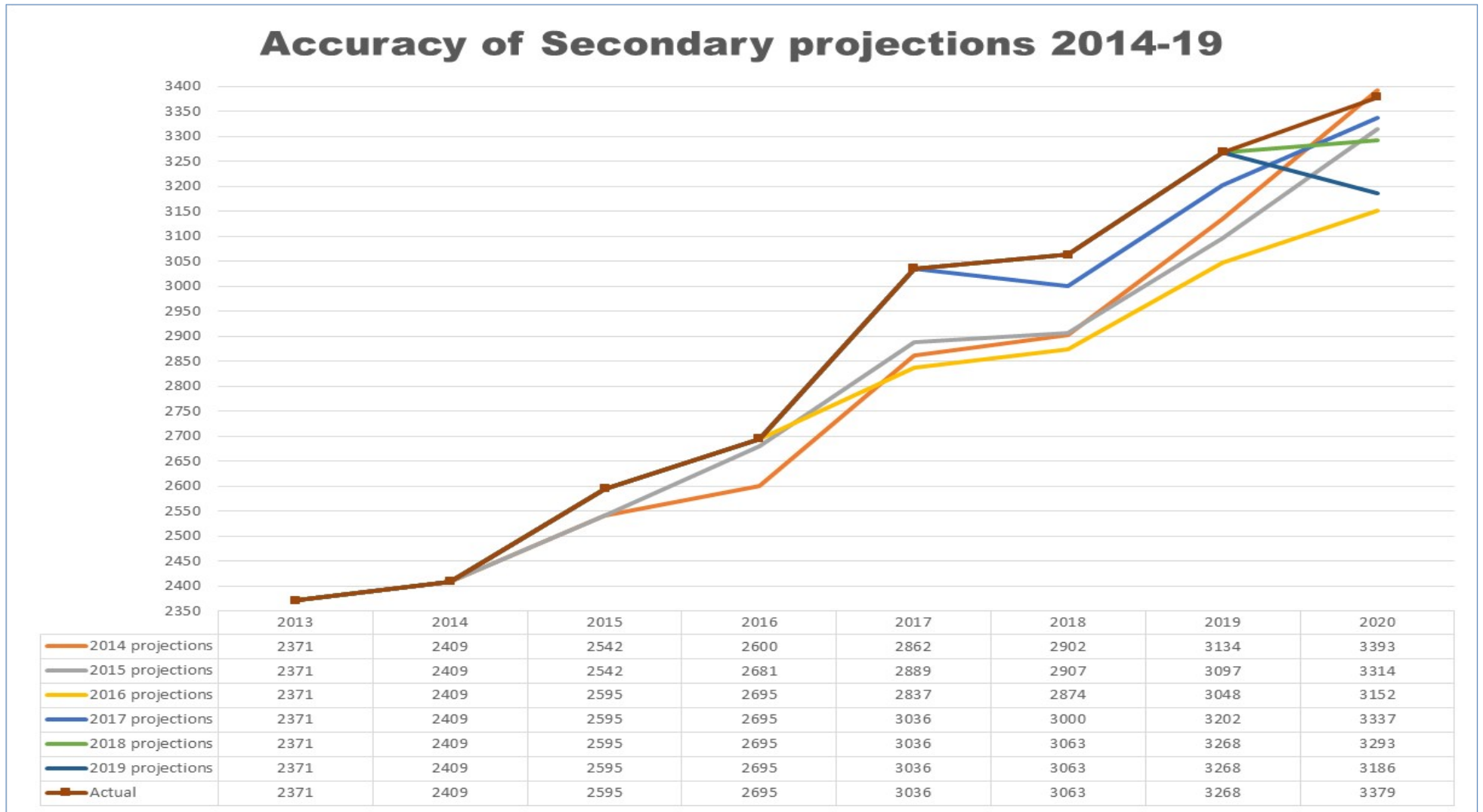
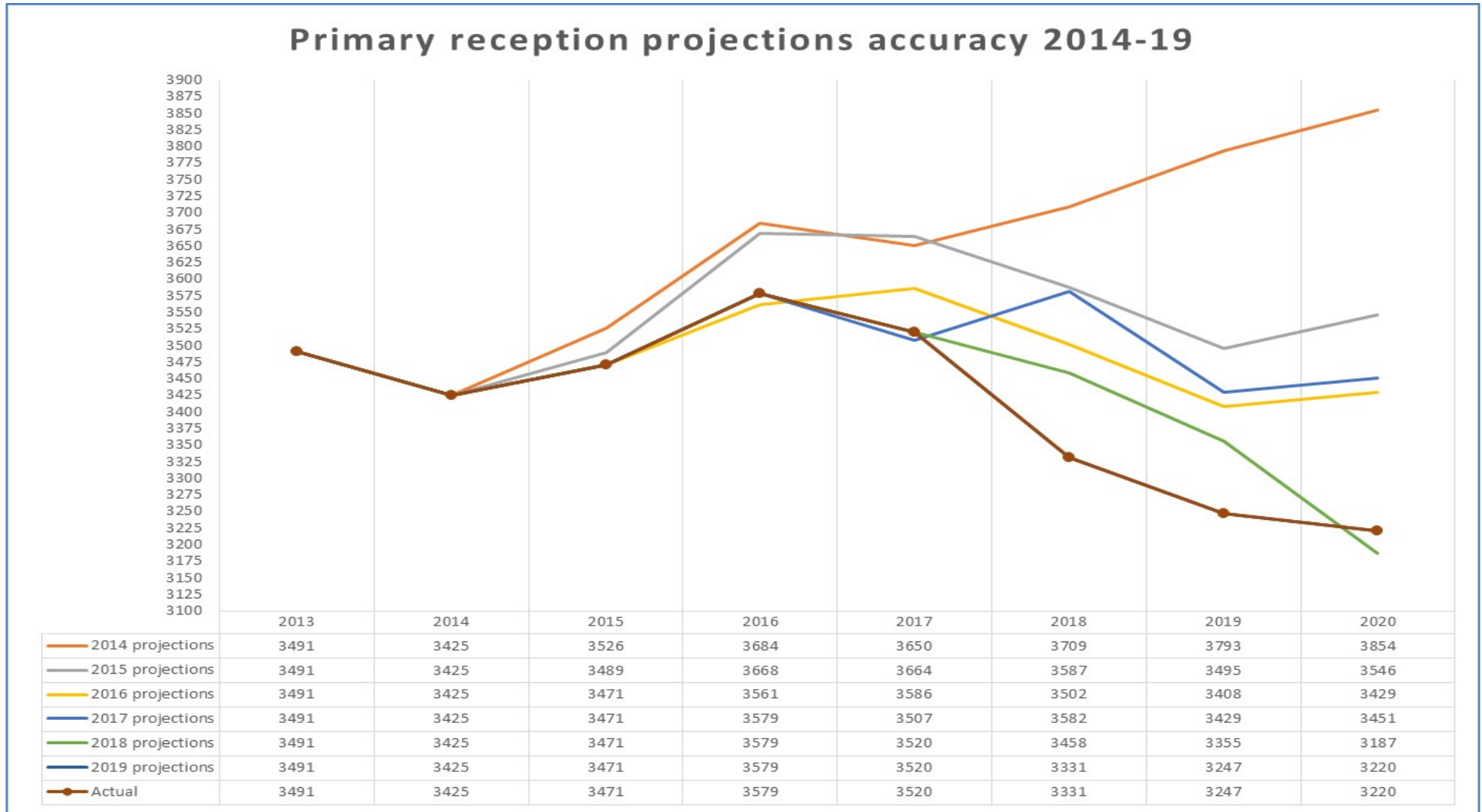


Table 23 – Accuracy of Primary Projections 2014 to 2019



APPENDIX 12 – AGREED AND PROPOSED PAN REDUCTIONS FOR SEPTEMBER 2019 TO SEPTEMBER 2021

Table 24 School PAN reductions by school, by planning area – PANs reduced from September 2019 unless otherwise noted

PA	Primary School	Previous PAN	Agreed PAN	Reduction
1	St George's Cathedral RC	60	30	-30
	Charlotte Sharman	60	30	-30
	Keyworth	90	60	-30
	Robert Browning	60	30	-30
2	<i>Phoenix*</i>	<i>120*</i>	<i>90*</i>	<i>-30*</i>
3	Hollydale	45	30	-15
	Bellenden	60	30	-30
	Camelot	75	60	-15
	Ivydale	120	90	-30
	<i>Harris Peckham Park†</i>	<i>60†</i>	<i>30†</i>	<i>-30†</i>
	<i>St Francesca Cabrini RC†</i>	<i>60†</i>	<i>30†</i>	<i>-30†</i>
4	Brunswick	75	60	-15
	Comber Grove	45	30	-15
	Crawford	90	60	-30
Total agreed		870 (29FE)	570 (19FE)	-300 (10FE)

**PAN reduction agreed from September 2020 onwards*

†PAN reduction agreed from September 2021 onwards

APPENDIX 13 – ACADEMY SCHOOLS BY SPONSOR

Table 25 Academies and Free Schools in Southwark and their sponsors

Sponsor and Number of Academies (35)	Primary & All through (15)	Secondary & all through (17)	Special (4)
ARK (3)*		ARK All Saints ARK Walworth	
	Ark Globe School (4-19)		
Harris Federation (7)*	Harris Peckham Park Harris Primary Free School Peckham Harris Primary Free East Dulwich	Harris Bermondsey Harris East Dulwich Girls Harris East Dulwich Boys Harris Peckham	
Charter Educational Trust (3)	Charles Dickens Primary	Charter North Dulwich Charter East Dulwich	
Spa Educational Trust (3)			Spa Bermondsey (11-19) Spa Camberwell (5-19) Park College (19-25)
The Kingsdale Foundation (1)		Kingsdale Foundation	
Communitas Education Trust (3)*	John Donne Primary John Keats Free School Goose Green Primary		
City of London Academies Trust (3)*	Redriff Primary School Galleywall Primary School	City of London Academy Southwark	
STEP Academy Trust (1)*	Angel Oak Academy		
St Thomas Aquinas C of E Trust (1)*	St Paul's Walworth C of E Academy		
Academies Enterprise Trust (AET) (1)*			Newlands Academy
Anthem Schools Trust (1)*	Judith Kerr Primary		

Dulwich Hamlet Educational Trust (2)	The Belham Primary School Dulwich Hamlet Junior School		
United Learning Trust (1)*		Bacon's College	
Sacred Heart Catholic Trust (1)*		Sacred Heart Catholic School	
St Michaels Catholic College Trust		St Michael's Catholic College	
Haberdasher's Aske's Trust (1)*		Haberdashers' Aske's Borough	
Compass Educational Trust (1)		The Compass School	
South Bank Educational Trust (1)		UAE South Bank	

* *These sponsors have schools in other local authorities*

Item No. 20.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Education Response to Exclusions and Alternative Provision – Report from the Education and Business Scrutiny Commission	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People and Schools	

FOREWORD – COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND SCHOOLS

I welcome this scrutiny report on school exclusions in Southwark and all of its recommendations. I am very grateful to Councillor Babudu and everyone else who has put time and effort into this timely report.

As Southwark’s Lead Member for Children, Young People and Schools, keeping children safely in school could not be a greater priority. We will of course work hard to implement all of the report’s recommendations.

This report sets out a bold aspiration to end school exclusions. With this I am in full agreement. In Southwark we are very fortunate to have 93% good and outstanding schools that help our children and young people to achieve their potential just as well as their counterparts in well-heeled boroughs.

But as this report recognises it is deeply disturbing that:

- children who are looked after are around 2.3 times more likely to be permanently excluded from school than children who have never been supported in social care
- children with social and emotional and mental health needs are more likely to be permanently excluded
- boys, children who are looked after, living in poverty, have special education needs or from certain BAME backgrounds are disproportionately excluded from school
- there is a high and disproportionate exclusion of children who have special educational needs. Official statistics show that children with special needs represent 14% of the state funded school population but account for half of permanent exclusions.

Spurred by this report we pledge to tackle school exclusions once and for all. While we got off to a good start in February when we worked with head teachers and schools at our Keeping Children in School conference, the Covid-19 pandemic meant that this work had to be paused. As the Council, schools, parents and pupils move cautiously towards a new normal, the priorities are making sure schools are safe, that gaps in learning are narrowed and that school inclusion is realised. This report is helpful as it can reignite our work to bring an end to school exclusion.

In June of this year our response to racial injustice was developed through the Southwark Stand Together programme. One of the commitments in this is to aspire to end all school exclusions by asking schools to share information that will better enable us to build an evidence base that in turn helps understand the experience of Black, Asian and Minority Ethnic (BAME) students and develop a strategy that can help eliminate school exclusions for all.

The council's prioritisation of children's mental health will also help. We pledged to surpass NHS targets to support a mere 35% of children with mental health needs by working to support 100% of such children and young people. We've put a £2 million investment into mental health prevention in schools and have opened a free child and adolescent mental health drop in.

Our Youth Offending Service shows us that pupil referral unit (PRU) are Ofsted good, but we know there is a correlation between PRUs and re-offending, so we are looking at this with some care. We have our Keeping Families Strong work – which is led by a new parents' alliance.

Below, our officers from early help and education respond to the report's recommendations.

We look forward to advancing this work, including with a new review of home education and the addition of a review of all our alternative provision including pupil referral units in order to find more effective ways to keep our children in school.

RECOMMENDATION

1. That the cabinet note education and children's services comments to the exclusions and alternative provision report from the education and business scrutiny commission.

BACKGROUND INFORMATION

Summary

2. The scrutiny commission has provided an excellent opportunity to spend time over the last year focusing on the issue of exclusions particularly permanent exclusions from school, including what happens to these young people and the alternative provision available.

3. During the time the commission met we also held the Keeping Children in Education Conference in collaboration with schools. This highlighted the willingness for our schools to engage in developing a better response to children who are at risk of permanent exclusion.

Recommendations	Comments
<p><i>100% inclusion</i></p> <p>1. Southwark Council should champion a 100% inclusion commitment in conjunction with schools, embodied in a mutually agreed Charter and an annual inclusion report to track progress against its 100% inclusion target.</p>	<p>This work on achieving this ambitious but achievable goal was started in February 2020 after the Keeping Children in Education Conference. An officer/school leaders task and finish group began work on agreeing to devise a model of provision that would offer high quality meaningful pathways for children and young people and therefore eliminate exclusion and increase school inclusion. Alongside this we agreed to commission Achievement for All to enhance and further explore in school strategies and provision that would result in reducing the risk of exclusion. Whilst we agreed that this should have an ambitious timeline in the inaugural session the development of this has been hampered by lockdown due to COVID 19. We now need to recover some lost ground.</p>

Recommendations	Comments
<p>2. The Council should conduct an action-focused review into the disproportionate representation of BAME and SEN children in Southwark's exclusion statistics</p>	<p>The data in the report should be treated with caution as data sets may have been conflated and comparisons between data sets referenced in the report do not always compare like with like. This is important to note if we wish to aim for accuracy. Key areas of concern centre around disproportionality of ethnic groups and permanent exclusions. Although permanent exclusions of BAME young people are high in Southwark, they are not statistically disproportionately so, given that Southwark itself has a high BAME population. For this reason it is difficult to compare ourselves to a 'London' rate or to other boroughs, as our demographic profiles are significantly different.</p> <p>If we are concerned about school exclusions we should calculate the BAME proportion of all young people of statutory school age – as they are the only ones who can be permanently excluded from schools and use this to work out the disproportionality rates for permanent exclusions from Southwark schools (and relating to Southwark young people). The scrutiny report uses a very different age and demographic profile (up to 24 years old) and thus is not comparing like with like. However, it is agreed that a focused review needs to be undertaken and this will sit alongside the actions of the task and finish group referenced in recommendation 1 and refocus of the team in recommendation 9.</p>
<p><i>Off-rolling</i> 3. The Council needs clearer procedures in place for identifying off-rolling and be more ready to challenge bad practice by schools.</p>	<p>The council has been using the Ofsted methodology to help determine the off-rolling position of each school since early 2019 and continues to challenge any unacceptable practice. This approach sits alongside a range of strategies which is resulting in the exclusion rate in Southwark drop from 51 to 15.</p>

Recommendations	Comments
<p><i>Home education</i></p> <p>4. The Council should conduct a comprehensive review of children currently being home educated to identify possible cases of forced home schooling, and where this is identified, help parents/carers to reintegrate their children into mainstream education.</p>	<p>This is an important focus especially in the light of the gradual increase in notifications in the last three years. A review was about to be commissioned prior to Covid19 and lockdown. Since the return to school in September 2020 we have seen a further sharp increase in notifications which has introduced a new and added dimension to the review we must conduct.</p>
<p><i>Alternative provision</i></p> <p>5. The Council must rethink the delivery and aims for alternative provision, moving towards a nurturing model with continued registration of children at mainstream schools wherever possible.</p>	<p>This is a fundamental part of the remit of the task and finish group set up in February and dovetails with the aim of 100% inclusion. An in-depth review of current provision was scheduled for April 2020. However, we will now need to reschedule this for the earliest opportunity.</p>
<p><i>Data</i></p> <p>6. The Council must be clear on which schools are under or late-reporting mandatory data to the Council and escalate these concerns more quickly.</p>	<p>The primary relationship for data sharing is now directly between schools and the Department for Education. The council and schools are clear on the limited data sets that schools are required to share with the Local Authority. Our goal is for schools to sign up to a Charter of information sharing through the work of the task and finish group (recommendation 1).</p>
<p><i>Regulatory reporting</i></p> <p>7. Where school conduct or data concerns are identified, the Council needs to escalate these more quickly with the appropriate regulatory body.</p>	<p>Any concerns will continue to be escalated as per the usual procedures</p>
<p><i>Schools</i></p> <p>8. Schools should be actively encouraged to work together to peer review exclusions performance.</p>	<p>The purpose, form and protocols of this will be examined further by the task and finish group.</p>

Recommendations	Comments
<p><i>School-Council partnership</i></p> <p>9. To underpin a shared 100% inclusion vision, the Council should pursue a bold new partnership with schools, including greater information sharing from schools and resource allocation for “at risk” children as well. As part of this renewed partnership Southwark should create a fit-for-purpose equivalent of an Inclusion Officer.</p>	<p>The Keeping children in Education conference has served as catalyst for a bold new partnership with schools and providers. The Education Inclusion Team with a Team Manager and 3 Senior Education Welfare Officers was created during the Family Early Help reorganisation in 2018. Since the 2017/18 school year permanent exclusions from Southwark Schools have reduced from 51 to 15 pupils (unpublished)</p>

KEY ISSUES FOR CONSIDERATION

4. Since the commission reported our latest data on permanent exclusions indicates a positive reduction in the number of children from the peak of 51 in 17/18 to 15 in 19/20 (unpublished). There is also the impact of C-19 to be considered within any next steps given the initial primary focus on getting children back into school.

BACKGROUND DOCUMENTS

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

APPENDICES

No.	Title
Appendix A	Education and Business Scrutiny Exclusions Report

AUDIT TRAIL

Lead Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People and Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults' Services	
Report Author	Nina Dohel, Director of Education and Jenny Brennan, Assistant Director Family Early Help and Youth Justice	
Version	Final	
Dated	8 October 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		8 October 2020

Item No. 21.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Second Environment Scrutiny Commission report on the Climate Emergency Strategy	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Johnson Situ, Climate Emergency, Planning and Transport	

FOREWORD - COUNCILLOR JOHNSON SITU, CLIMATE EMERGENCY, PLANNING AND TRANSPORT

Climate change is the greatest threat to society. Its effects can be seen across the world from the melting of the polar ice caps, to the devastating forest fires in Australia, to the floods that have ravaged communities here in the UK and the air pollution that impacts thousands every year including here in Southwark.

Tackling the climate emergency requires international co-operation, but it is also dependent on radical local action. Southwark Council has already acted to reduce our carbon footprint and air pollution, but we know we need to do more to address this challenge.

With our refreshed Council Plan, we are putting the environment at the heart of everything we do as a council. We are improving energy efficiency in our council homes, planting thousands more new trees, and promoting walking, cycling and public transport over private car use.

The climate emergency has been brought into sharper focus during the coronavirus pandemic. It has demonstrated the need for places and communities to become more resilient. It has also highlighted the major impact human activity has on the air quality and carbon emissions. There is now a window of opportunity to ensure our recovery from this pandemic is rooted in addressing these immense environmental challenges, one that is matched by our commitment to reduce inequalities. Southwark's climate conference is an essential part of building that vision and acting as one borough together.

This report details the Cabinet's response to the Environment Scrutiny's review of the Climate Emergency Strategy. I welcome the review's findings and this report commits to including our response in final version of the Climate Strategy. I would like to put on record my thanks to the Environment Scrutiny Commission and the community experts that supported them to develop an important review on Southwark's journey to be Net Zero by 2030.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That cabinet notes the recommendations made by the environment scrutiny commission and agrees the response set out in this report.
2. That officers act upon the response agreed by cabinet as part of the corporate strategy on tackling the Climate Emergency.

BACKGROUND INFORMATION

3. The global challenge from climate change is unprecedented and urgent action is required now to tackle it. In March 2019, the council declared a climate emergency which recognised the scale and scope of the crisis and committed the council to doing all that it can to make the borough carbon neutral by 2030.
4. In July 2019 the council hosted a climate summit in response to the declaration. Officers were asked to develop a climate change strategy. In October 2019, Cabinet agreed the report “Delivering a Climate Strategy for Southwark” which agreed a timetable to develop and deliver a climate strategy for Southwark.
5. Following the summit, the council’s environment scrutiny commission invited the cabinet member with officers to present evidence on the draft road map as well as taking evidence from other witnesses. The commission made a series of recommendations to cabinet which were received by Cabinet in October 2019. Cabinet reported back on the commission’s recommendations in February 2020.
6. In July 2020, Southwark Council published its draft climate change strategy at full Cabinet. It was agreed that the draft strategy be consulted on and that officers consider the consultation response before bringing a final climate strategy to cabinet for approval. Officers were also asked to develop a climate action plan which will set out the timescales, methods and resources for implementing a final climate change strategy.
7. In response to this draft strategy, the Environment Scrutiny Commission produced a second report with recommendations on the focus, principles, themes, engagement process and data put forward in the draft July document. This paper is a response to these recommendations.

KEY ISSUES FOR CONSIDERATION

8. The draft climate change strategy is currently going through a full engagement programme and consultation which started in March 2020. The initial phase of online engagement ran from March to July which fed into the draft strategy that came to cabinet in July. This initial phase of engagement was not sufficient to deliver a final strategy due to the impact

that COVID-19 had on our ability to have in depth conversations with residents. Since the draft strategy has been published, we have continued to ask residents for their views which will feed into a final strategy that we will look to publish by the end of the year. As lockdown regulations have been eased, we have been able to run socially distanced consultation events in public spaces to gather these views directly.

9. The commission continues to play a supportive and proactive role in shaping the strategy. The commission report that came to July Cabinet is set into nine clear areas of focus, with 16 recommendations split across these nine themes. The commission's report emphasises the need to recognise that our climate is fundamentally interconnected and we need to act collectively in order to tackle the climate emergency. They also emphasise that the COVID-19 pandemic has shown us that a swift and wide-reaching response to a global crisis is possible.
10. This report is intended to respond to the recommendations of the commission and indicate how the council plans to take these forward. These recommendations will form part of the ongoing consultation on the draft strategy and where applicable, officers will work to embed them into the final strategy.
11. This report is a response to this set of recommendations put forward by the commission, but we hope that the commission continues to play an active part in the process going forward as the final strategy is delivered.

Policy implications

12. The commission made 16 recommendations which are set out below along with corresponding actions.

Recommendation 1

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

Proposed response

- a. The draft strategy recognises that ecological protection is a crucial element of fighting climate change and already includes numerous ecological aspects and commitments to biodiversity. These include but are not limited to providing free biodiversity protection and maintenance training, supporting community rewilding and removing pesticide use.
- b. We therefore feel that the strategy does not need to be reframed. Our council commitment is to tackling a climate emergency and it is important that this strategy directly reflects this commitment. It is also important that we reflect that ecological protection is a part of our

wider climate emergency rather than a separate issue. We are consulting on all aspects of the strategy and ecological protection will be a key part of this.

Recommendation 2

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

Proposed response

- a. We agree that restoration is a vital element of redressing carbon emissions and we will need to engage with it as part of our commitment to carbon neutrality. We must be willing to adapt planning policy to focus on restoration rather than redevelopment where possible. We will consider this recommendation as part of the consultation on the draft strategy.

Recommendation 3

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

Proposed response

- a. We agree with the recommendation that our own commitments on wildlife and habitats should sit alongside commitments from national government and other bodies. To have a cohesive and effective approach to the biodiversity crisis, we must work together at all levels of policy and action.
- b. In our draft strategy, we have included actions that need to happen on a national, London and individual level to protect and restore wildlife and habitats in Southwark alongside our own. Our priorities are our local conditions and opportunities and we will proactively work with other councils and national government to ensure the borough is able to protect habitats and wildlife as much as possible.
- c. We will also be heavily building on the work of the Southwark Nature Action Plan (SNAP) published this year. The SNAP sets out a vision for the continued protection, conservation and enhancement of nature in the borough and recognises that urgent action needs to be taken to respond to the decline of species and habitats.
- d. There are many areas where we can act now without additional

resources or policy changes from external bodies and we are keen to hold ourselves to account in the first instance.

Recommendation 4

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

Proposed response

- a. We agree with this recommendation that any transition away from carbon emission must be just, inclusive and fair. In our engagement work we have actively sought to engage with residents from deprived communities to ensure that those often most impacted by the fallout of climate change are properly represented. We are firmly committed to a just transition so will look into how best to use deprivation data to deliver this as part of our action plan.

Recommendation 5

17. Map both emissions and consumption data.

Map deprivation data and overlay this with emissions data to generate and prioritise the most effective actions that enable an inclusive, fair and Just Transition.

Investigate digital twin AI technology.

Proposed response

- a. We support this recommendation and will explore mapping emission and consumption data to generate and prioritise an approach that enables a just transition. We will also investigate living digital simulation models as a tool to identifying local policy responses as part of our action plan.

Recommendation 6

18. Engage with the Youth Council, youth environment groups, and other young people to set up an environment Youth Council.

Engage with Eco Councillors in schools (primary schools are working remotely with more and more children attending).

Early action to engage with communities that might not easily be able to engage digitally or where the climate change agenda has not featured people's views equally, including BAME, older and disabled people.

Proposed response

- a. We agree with the recommendation that proactive engagement with young people and those that work with young people is a necessary part of the consultation on the draft strategy. We will actively seek to engage with the youth council and youth environment groups on our draft strategy and look to set up an environment youth council that will feed into our work on the climate long term. We have already met with our Young Advisors to discuss how best to engage with young people long term on the climate, and will be working closely with colleagues on the youth review.
- b. We are keen however, that youth engagement on the climate emergency is owned and led by young people themselves where possible. The discussions and findings coming out of youth groups on this topic should be free from significant interference or involvement by the council, to ensure that they are organic and meaningful.
- c. Our ability to engage with groups who are less digitally engaged has been significantly impacted by the emergence of the COVID-19 pandemic. Our priority has been engaging with residents in a safe and socially distanced way, which has meant we have been required to frequently use online resources. We will however continue to engage with those unable to access digital service social distancing permitting.
- d. Unfortunately COVID-19 is still a significant influence on the way we engage with our residents. However, we have already produced some socially distanced events in parks and will continue to look at safe and engaging ways to reach out to those who are not digitally engaged.

Recommendation 7

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

Proposed response

- a. We agree with the recommendation and will look to engage with the local BIDS and the wider business community as part of the consultation on the draft strategy.

Recommendation 8

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

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

Proposed response

- a. This recommendation provides an ambitious target that would benefit our wider commitment to carbon neutrality by 2030. We will need to run viability tests on this target, but will look to implement it as part of our strategy if possible.
- b. It is worth noting that our current movement plan already presents a range of ambitious options that would lead to a significant drop in petrol and diesel road journeys by 2025, including Southwark cycle spine, a walking network and borough wide parking controls. London Councils have also set a target of halving road journeys made by petrol and diesel vehicles between 2020 and 2030.
- c. The draft strategy also includes a range of policies that would lead to a significant decrease in petrol and diesel vehicle journeys, including implementing a diesel surcharge of 50%, creating 'diesel free zones' and introducing a car parking levy on work placed car parking

Recommendation 9

21. The Commission is aware of the significance of the New Southwark Plan in relation to the delivery of Southwark's overall climate goals. The Commission is keen to ensure that Southwark delivers on its ambitions for both zero/low carbon growth and improvements to biodiversity.

Proposed response

- a. Planning officers are currently undertaking a review of the energy policies as well as the environmental, waste, transport and open space policies. Planning officers are currently preparing a review of the Carbon Price and the Carbon Offset Fund. This financial contribution is made when development is not net zero. The management of the fund will offset the carbon emissions generated onsite by the development not being net zero. This report and a draft of the reviewed Energy policy for the NSP and Climate Emergency Policy for the OKRAAP will be taken to December cabinet.

Recommendation 10

22. A focus on reducing carbon emissions onsite, by requiring a minimum of 40% on 2013 Building Regulations Part L and zero carbon (100%) for non-residential developments. The review of Policy P69 Energy in the NSP is currently being reviewed and subject to viability testing, we are looking to increasing onsite carbon reduction. This policy will go to December cabinet. We are currently taking a policy to examination which includes meeting the 2050 target for net zero carbon. We are currently reviewing a policy to achieve net zero carbon by 2030.

Proposed response

- a. Planning officers are currently preparing a review of the Carbon Price and the Carbon Offset Fund. This financial contribution is made when development is not net zero. The management of the fund will offset the carbon emissions generated onsite by the development not being net zero. This report and a draft of the reviewed Energy policy for the NSP and Climate Emergency Policy for the OKRAAP will be taken to December cabinet.

Recommendation 11

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

Proposed response

- a. Planning officers are reviewing the Energy policy in the New Southwark Plan to include emerging work on the management of waste and the Circular economy, as well as Net Zero Carbon development. Planning officers will review these documents during the policy review process.

Recommendation 12

24. Include a policy on investment of Carbon Offsets in the Climate Emergency strategy, which is subject to consultation.

Proposed response

- a. The work being done on carbon offsets is happening separately and proposals will be brought forward in the autumn.

Recommendation 13

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

Proposed response

- a. We are already working on this. The current carbon price will rise from £60 to £95 per tonne once the New London Plan is adopted. In the meantime we are undertaking work to prepare an updated Southwark cost of carbon which will consider a number of increased pricing options that will start from £95 per tonne. All options will be tested for viability. The preferred option will need cabinet approval and subsequent adoption through an SPD.

Recommendation 14

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

Proposed response

- a. The draft strategy makes reference to community energy as a potentially viable solution to inefficient energy programmes in the borough, namely investigating the creation of a community municipal investment bond for renewable energy. We will look at the roles community schools can play in adopting community energy as part of this approach.
- b. More research and viability testing needs to be done in this area before we can commit to rolling out Community Energy across the borough. However we will work to propose community energy as a method to tackle inefficient energy use as findings emerge.

Recommendation 15

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

Proposed response

- a. As our policy on carbon offsetting and the cost of carbon is still being developed we cannot commit to investing a proportion of the fund into community energy at this stage.

Recommendation 16

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

Proposed response

- a. We will set out an action plan in the new year that includes work on all aspects of reducing carbon emissions. We will prioritise work that has the greatest saving. Using PV (such as solar panels) is one of the options that will be considered but not the only one. Therefore we cannot commit to the above recommendation at this point in time.

Community impact statement

29. The council is committed to exploring all available opportunities for the borough to be carbon neutral by 2030. As set out in the report above, the council wants to engage with the widest range of residents including potentially through citizens juries. As also set out in the report, the council

will take steps to reach harder to reach or potentially under represented groups.

30. The council is committed to the values of a fairer future for all, and as detailed in this report is also committed to narrowing social inequality and injustice. This will shape both consultation and subsequent policies.

Resource implications

31. Recommendations supported in this paper will be taken into account as part of the ongoing consultation on the draft strategy. There are therefore no further resource implications from this paper.

Legal implications

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

Financial implications

33. There are no financial implications arising directly as a result of this report.

Consultation

34. This report recommends that the views of the commission and the response from cabinet in this report form part of the ongoing consultation on the climate strategy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

35. The report recommends that cabinet notes the recommendations made by the environment scrutiny commission and agrees a number of actions to be taken account of in the ongoing consultation on the climate strategy
36. There are no significant legal implications arising from the recommendations in this report but the director of law and democracy and her staff will provide advice to officers on any legal and governance issues arising during development of the strategy. The cabinet will need to ensure that the public sector equality duty is taken into account in developing and finalising this policy i.e. to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people with protected characteristics and others.
37. This report is being considered by the cabinet in accordance with the cabinet rules in the constitution.

Strategic Director of Finance and Governance

38. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.
39. Any cost implications for future years will need to be incorporated within the council's annual budget setting process.
40. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Second Environment Scrutiny Commission report on the Climate Emergency Strategy	Constitutional Team, Southwark Council	Everton Roberts 020 7525 7221
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s89800/Appendix%20A%20Second%20Environment%20Scrutiny%20Commission%20report%20on%20the%20Climate%20Emergency%20Strategy.pdf		
Tackling the Climate Emergency Together – Southwark's Strategy to become Carbon Neutral by 2030	Constitutional Team, Southwark Council	Everton Robert 020 7525 7221
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s89802/Appendix%201%20Climate%20strategy.pdf		

APPENDICES

No.	Title
None.	

AUDIT TRAIL

Cabinet Member	Councillor Johnson Situ, Climate Emergency, Planning and Transport	
Lead Officer	Caroline Bruce, Strategic Director for Environment and Leisure	
Report Author	Tom Taylor, Policy and Research Officer	
Version	Final	
Dated	9 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 October 2020

Item No. 22.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Response to the recommendations of the Environment Scrutiny Report Air Quality July 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Catherine Rose, Leisure, Environment and Roads	

FOREWORD - COUNCILLOR CATHERINE ROSE, CABINET MEMBER FOR LEISURE, ENVIRONMENT AND ROADS

This report sits at the very heart of my portfolio's purpose. Tackling air quality is one of our greatest levers in our sustained response to the Climate Change Emergency, in order to make the permanent changes needed to protect ourselves, our children's lives and our planet.

I welcome the work and diligence that informed and shaped the recommendation's set out in the Environment Scrutiny Report into Air Quality earlier this year. The range and scope of what is recommended provides a necessary challenge at all levels across the council and the borough as a whole. Local action, leadership across London, bold initiatives and flexible and creative solutions are all critical parts of Southwark's response to these recommendations.

As I start my tenure as Cabinet Member responsible for Air Quality, I will use this commission's work, the report and the recommendations as the foundations of what I hope will be a productive, innovative and certainly busy time ahead.

I know that the intention of this report is to support, but not limit the scale of our ambition.

RECOMMENDATION

1. To receive officers' responses to Environment Scrutiny Commission's Report 'Air Quality' dated July 2020 for information.

BACKGROUND INFORMATION

2. On 14 July 2020 the Environment Commission presented their report 'Air Quality' to cabinet, which approved the report and its 20 recommendations. These recommendations focus on movement and its impact on air quality and covers a range of service issues across the council. This paper sets

out officers' response to each of the recommendations in the air quality report.

KEY ISSUES FOR CONSIDERATION

3. **Recommendation 1:** Develop an operational plan with partners to implement this, focusing on structural changes, informed by the ambitions of the Movement Plan and its associated deprivation data.
4. **Recommendation 2:** The Movement Plan needs to embed social justice at its core, ensuring the council prioritises interventions based on need and health inequalities. Organisational attention needs to be paid to teams and changes should be made to eliminate silo working and instead ensure cross-departmental cooperation embedded in our structures.

Mission one of the Movement Plan, Our equity framework, identifies three foundations of equity in movement; affordability, connectivity and accessibility and three secondary measures; health and wellbeing, air quality and safety. Mission one is central to the delivery of the plan. Further work is being done to develop working tools for embedding the equity framework in council processes to deliver the Movement Plan.

The Movement Plan has also developed further tools to improve coordination across the council. By providing a step change in the approach to movement this will take time to come to fruition.

5. **Recommendation 3:** Southwark Council should roll out a School Streets programme across every school in the borough. Where schools are sited on main roads and road closures are not possible, pavement widening should occur to make the area around the school safer and more attractive. School Streets should be seen as a starting point for more permanent change across the local/surrounding area that supports the whole journey to school.

The council has encouraged School Travel Plans for over 20 years. These have helped Southwark and schools to explore movement problems. In 2019, the council developed these plans further by introducing its School Streets programme which has been accelerated by the covid pandemic. So far the Southwark Streetspace Plan has created 24 direct School Street measures, with additional Low Traffic Neighbourhood (LTN) measures affecting a significant number of further schools. A further seven closures are proposed for schools in October/November and more are proposed for delivery in this winter and spring.

6. **Recommendations 4:** End the current diesel contract for Southwark fleet vehicles and switch to EV as soon as possible. Swap EV for sustainable transport / freight. Revisit our procurement strategy to ensure subcontractors have EV or a sustainable fleet. Set a cut-off date for compliance so that subcontractors have time to make the switch.

To be considered.

7. **Recommendation 5:** Drive down total private vehicle usage over time so that by 2030 only a limited number of EV vehicles are in common use on Southwark roads. Set targets for yearly traffic volume reduction. Adopt a local target to halve petrol and diesel road journeys by 2025, and by 90% by 2030, and encourage London Councils and the Mayor to do likewise.

The Movement Plan sets an ambition to reduce overall traffic levels, considering vehicle kilometres (distance travelled), borough vehicle ownership and types of vehicles. It is recognised that the covid pandemic has changed movement behaviours. The council responded by developing its Streetspace Plan which follows the ethos of the Movement Plan to respond to the short term challenges of covid. The Streetspace Plan aims to retain as many transport, health and environmental benefits as possible by accelerating the shift to active travel. The Streetspace Plan sets a target of maintaining 50% less driving than before the lockdown (in accordance with Southwark Climate Change commitment) and a corresponding increase in active travel.

The council, though, has limited tools to help deliver a reduction in private vehicle ownership and usage, with our parking controls and network management being the strongest. A series of proposals in both these areas are being explored by officers.

8. **Recommendation 6:** Support for the rollout of EV should be limited to; Car clubs, EV Bicycles and scooters, EV Commercial freight, EV Public transport.

The government is providing funding to deliver the council's Electric Vehicle Lamppost Charging programme through the Go Ultra Low City programme. This will assist the council in delivering its target of having an electric car charging point on every street, with an additional 200 charging points delivered by 2022.

Transport for London are delivering the Rapid Charging Network having delivered sites in 11 locations across the borough. There are also a number of private EV charging points on private land to ensure access, long term maintenance and security of infrastructure. In 2019/20 the council installed 150 lamppost charging points with further installations planned for 2020/21.

The council is also supporting the trial of electric scooters by private businesses across central London by providing parking bays on its highway land.

9. **Recommendation 7:** Lobby the GLA to ensure delivery of ULEZ expansion in October 2021. At present, the ULEZ expansion is only planned to extend from its current boundary (the Central Congestion Charging Zone) to the south circular meaning that parts of Southwark will be excluded when it is due to come into force in October 2021. It is important that all parts of

Southwark benefit from the ULEZ expansion and we should argue for the whole of the borough to be included.

Agreed, the borough has written to TfL to request an expansion of the ULEZ to the M25, so that the whole borough is included.

10. **Recommendation 8:** Lobby the GLA to introduce Road User Charging as a matter of urgency. As the Centre for London July 2018 report on Road User Charging¹ shows, road user charging is the most equitable way to allocate the use of road space across London

The borough supports the consideration of the use of road user charging and will continue to lobby the Mayor and GLA.

Recommendation 9: The Movement Plan (M5 – Action 11) envisaged an expansion of timed closures in high footfall areas. We recommend seeing this come forward as a matter of urgency with locations where pedestrian footfall is extremely high being potential candidates for early action. Locations could include – Bermondsey St, St Thomas St between London Bridge Station and Guys Hospital and Elephant Road (E&C).

Following the commencement of lockdown in March 2020, the council worked quickly to implement various emergency measures across the borough to prioritise social distancing in areas of high footfall. These included:

- *Rye Lane – footway widening from Holly Grove to Blenheim Road (outside Peckham Rye station) achieved by one way working traffic lights.*
- *Rye Lane – social distancing footway markings, suspension of parking bays / loading bays and signage at various heavily pedestrian trafficked locations (banks – ATM's, shops, supermarket) and with TfL diverted buses.*
- *Rye Lane – following on from above, full closure to all motor vehicles from junctions with Hanover Park to Copeland Road, with managed deliveries allowed 7-10am Mon to Sat.*
- *Walworth Road – suspension of loading bays and barriers, footway markings, setting up pedestrian queuing systems with barriers and signage on the pavements.*
- *East Street – queuing system to help social distancing established with barriers.*
- *Bermondsey Street – Footway widening by removing parking spaces.*

Officers are worked with TfL to widen footway by relocating parking on St Thomas Street. TfL widened footways on Borough High Street by closing traffic lanes, including Stoney Street into Borough Market. Officers are continuing to work with TfL to deliver further changes in the London

Bridge area, including reducing traffic and improving cycling on Duke Street Hill / Tooley Street, and Borough High Street. The council is seeking further enhancements to Bermondsey Street by introducing an experimental modal filter to reduce traffic to make it a better walking, cycling and economic environment.

11. **Recommendation 10:** Lobby TfL to: Extend the Low Emission Bus route programme to include the Old Kent Road and New Kent Road, the A215 corridor (Walworth and Camberwell), Tower Bridge Road and the Newington Causeway/Borough High Street A3 corridor, London Road (E&C) and Rye Lane.

Bring forward schemes that improve public transport in areas with poor air quality and poor PTAL provision in the central and northern parts of the borough. Promote bus and cycling only corridors (e.g. Rye Lane, Walworth Road). We should identify three 'corridors' such as this one and state an ambitious goal for them to be bus and car free in the near future).

Officers have been working with TfL to improve people's access to public transport. For the tube the council is working with TfL and developers to help deliver the Bakerloo Line Extension, facilitating a new ticket office for the E&C Northern Line Ticket Hall, and enhancing the public realm outside Kennington tube station. With Network Rail the council is improving walking and cycling to support the new second station entrance at Denmark Hill that is currently being built, investing reopening Camberwell Station and discussing possible enhancements to Rye Lane station. The council is supporting TfL's bus service planning and standards, the provision of 24 hour bus lanes, the introduction of Low Emission Buses and will continue to seek further benefits.

The borough hosted the first cycle superhighway and quietway and has been a leader in promoting cycling infrastructure on our own roads being led by the Southwark Cycling Plan. The council has funded the Southwark Spine and has been working with TfL to deliver more cycle hire sites, and is planning e-scooter parking bays.

Delivering any change in highway usage requires the careful consideration of all users, and growing population and surrounding land uses. The needs of shops (for servicing), people walking (crossings), using buses (bus stop environment), people cycling, etc is challenging to balance and requires careful planning and engagement to deliver. The borough continues to deliver on this challenging programme.

12. **Recommendation 11:** The council should make a commitment to repurposing 10% of kerbside car storage to cycle storage within the next 18 months. Need to decide how this would work in principle, particularly given the timescale. All new developments should provide a minimum of 2 secure cycle spaces per dwelling. Southwark should no longer grant car parking space in any new developments, other than Blue Badge.

The Movement Plan considers the growing need to change kerbside activities from parking to provide more space for walking, cycling and deliveries. This work has broadened the approach to implementing changes to the kerbside through various work streams to introduce Controlled Parking Zones, and rolling programmes to install bicycle parking hangars, car club bays and electric vehicle charging bays.

Cycle parking is provided through new developments by following the New Southwark Plan, with the new submission version using the latest GLA's Draft New London Plan cycling standards for all new developments. Our experience has shown that to ensure that cycle parking is used and popular we also need to encourage developers to provide high quality facilities. These high quality facilities need to enable a wide range of cyclists, for disabled bicycles, ideally cargo bicycles, family bicycles and trailers, and now e-scooters. This would need to be accessible and weatherproof and adhere to the London Cycle Design Standards.

13. **Recommendation 12:** Rollout secure bike storage in the tens of thousands, directly replacing car storage spaces and utilise bike storage as modal filters, where suitable. We recommend that this is part of planned and integrated programme of bike storage: On roads, At Transport hubs and near cargo bikes.

The current target is to double the amount of existing on street and off street cycle hangars by March 2022. This will increase the number of cycle hangars to over 500.

14. **Recommendation 13:** We recommend that Southwark adopts a maximum charge for bike hubs/hangers that ensures that is cheaper than car parking by space.

To be considered.

15. **Recommendation 14:** Introduce a borough wide programme of Low Traffic Neighbourhoods. These should be implemented: Over a wide enough area in order to realise the benefits of traffic evaporation, which has been shown to take place when there is a significant reduction of short journeys by car under 2km. As a priority in areas with high levels of public transport (high PTAL ratings), poor air quality, lower levels of car ownership, in areas of deprivation and where the programs would impact positively on local schools and hospitals. Where traffic may be displaced onto main roads, the council must monitor the impact on air quality, and mitigate negative effects in advance of implementation, possibly by widening pavements and creating cycle lanes, managing traffic to reduce vehicle idling time and introducing green screening programmes. In conjunction with the introduction of CPZ and a reduction of parking so the kerbside can be utilised for active travel and public realm improvements (such as pocket parks and cycle parking.) In conjunction with improvements to Public Transport and other work on adjacent main roads to increase cycling and other forms of active travel.

The aim of Low Traffic Neighbourhoods (LTNs) is to create a sufficient push for drivers and a pull to active travel modes. Currently the council is delivering several larger and more complex LTNs with their size being determined by the surrounding main roads. This includes two LTNs for Our Healthy Streets Dulwich, and the Walworth Low Emission Neighbourhood. The council is bidding for a third LTN around Great Suffolk Street for the second half of this year.

Working with the Guys and St Thomas Trust Charity (GSTTC) two further LTNS have been identified for the Camberwell and the Shorncliffe Road areas. These areas have high levels of air pollution and childhood obesity with the LTN centered around schools.

The council is steadily introducing CPZs, guided by councilors, to about 60% of the borough so far. The council is working with TfL to introduce, where possible, complimentary measures on the main roads surrounding LTNs to encourage greater modal change.

16. **Recommendation 15:** Incorporating sustainable freight/delivery hubs into all regeneration projects – Old Kent Road, Elephant & Castle and Canada Water. *This is supported, however much of the development projects have now been granted planning permission.*

Encouraging sustainable freight as part of other major town centre development schemes such as Aylesham Centre in Peckham, Butterfly Walk in Camberwell and the Morrison's site in Walworth. This can be incorporated into the ongoing discussions with the developers to provide.

Incorporating sustainable freight into Low Emission Zone/Neighbourhood and Liveable Neighbourhood projects. This is supported.

Co-ordinating skills sharing between the BIDs and local groups interested in setting up sustainable freight centres. This is supported.

Enabling/supporting local click and collections hubs in town centres/local centres across the borough. This is supported.

Developing its LTN programme which will give a competitive advantage for cargo bikes which can pass through permeable filters whereas motor vehicles may be taking a more circuitous route. The council is currently designing and introducing up to five LTNs with permeable filters that would provide cycle freight with an advantage.

17. **Recommendation 16:** Increase the cost of car parking for all motor vehicles other than those of Blue Badge holders, with steeper increases for owners of diesel cars, vans and large vehicles and for residential parking for those households with more than one vehicle.

The current status is that blue badge holders can park for free in our car parks and on paybyphone bays all day.

A diesel surcharge in pay and display bays was agreed by Cabinet through the budget setting process in 2020/21 and will be implemented this financial year. We are committed to implementing an emissions based charging policy aligned to the Council's movement plan and are considering options with a view to presenting a report to Cabinet this financial year.

18. **Recommendation 17:** Consistent with the Movement Plan, we recommend adding a cost to spaces and setting a target of a 5 % reduction per year in order to reach a goal of 50% reduction in parking over 10 years.

As part of overall review on parking and associated charges, a policy is in development and will follow the normal decision making route (see above referenced report). Note the reduction in spaces will potentially have an impact on the council's parking income account, though an increase in charging over the same period may negate some of that.

19. **Recommendation 18:** Introduce a borough-wide CPZ, renamed a Community Kerbside Zone.

A controlled parking zone is a name defined by National government and is therefore set in the legislation that the council uses to control parking. The council would need to take legal advice on whether the use of a different term such as a Community Kerbside Zone might cause any issues with parking enforcement, it certainly would not be able to be used in any of the legal documents that create the borough wide parking controls.

20. **Recommendation 19:** A borough-wide greenery programme to use native hedges to screen to against air pollution, ecological planting and also improve the environment and place making. Examples include allotments and wildlife sanctuaries.

To be considered.

21. **Recommendation 20:** A new Air Quality public health focused communication plan is needed that highlights serious harms to health and which explains why Southwark will take a similar approach to banning smoking, e.g. borough-wide action to tackle Air Quality. It must clearly explain the benefits and the incremental changes that will need to take place, over a period of time.

Alongside this, we need to launch a public education programme similar to the stop smoking campaign on the damage that poor air quality does - particularly to deprived residents. [Note: this is ever more important in the light of COVID-19 and its disproportionately detrimental effect on deprived and BAME communities and those living in areas of poor air quality].

Officer are currently reviewing the #onething campaign and are able to consider the above to ensure the content is relevant (including

connections to COVID-19) this is being developed with the assistance of the public health team.

Financial Implications

22. There are no financial implications associated with the recommendations set out within this report.
23. Any action plans arising from this report is expected to be contained within existing budgets. Any costs that cannot be contained within existing budgets will be incorporated within the council's budget setting process.
24. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

Legal Implications

25. This report asks Cabinet to receive officers' responses to Environment Scrutiny Commission's Report 'Air Quality' dated July 2020. There are no specific legal issues arising from this and the responses do of course accord with the Council's endeavours to improve the air quality within the Borough.
26. The proposed steps will need further consideration and it is noted that officers refer to the impact of Covid-19 and the disproportionate effect it is having on BAME communities. It is important that any decisions relating to air quality continue to be mindful of the provisions in the Equality Act 2010 and the need to have due regard of the effect of any decision on those people who share a protected characteristic.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Movement Plan	Transport Policy 160 Tooley Street	Sally Crew 020 7525 5564
Link (please copy and paste into your browser): https://www.southwark.gov.uk/assets/attach/9415/Movement-Plan-2019.pdf		
Draft Climate Change Strategy	Environment 160 Tooley Street	Chris Page 020 7525 7259
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s89802/Appendix%201%20Climate%20strategy.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Catherine Rose, Cabinet Leisure, Environment and Roads	
Lead Officer	Simon Bevan, Director of Planning	
Report Author	Sally Crew, Transport Policy Manager	
Version	Final	
Dated	12 October 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	12 October 2020	

Item No. 23.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		The Council's Relationship with Housing Associations	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Leo Pollak, Housing	

FOREWORD - COUNCILLOR LEO POLLAK, CABINET MEMBER FOR HOUSING

With over 17,000 homes under their management, Southwark's 52 Housing associations are key partners in our efforts to ensure excellent housing services and secure affordable high quality homes for all Southwark residents. This report, as well as responding the Housing Scrutiny Commission's report on new service level agreements and arbitration routes for housing associations, also begins a wider review of the Southwark residents' relationship with housing associations the constructive role the council can play.

Since the last time an approved list of housing associations and other affordable housing providers accessing s106 funds was approved in 2011, the housing association sector has undergone many changes – deregulation, mergers and changing commercial context seeing a mission drift for many registered providers. In Southwark - a high value, high demand borough with significant affordability pressures – we are eager to promote those housing associations who have demonstrated a track record of high quality and timely delivery, as well as a commitment to meeting the housing needs of Southwark residents through the affordable housing and bedroom mix of schemes coming forward. We also propose new service level criteria for housing associations on responsiveness to repairs issues, anti-social behavior, fire safety compliance and keeping service charges affordable.

The proposed criteria we describe also give space for new entrants with the right set-up and mission, as well as housing cooperatives, community land trusts and almshouse charities operating in the borough.

Further to this review, the report also sets up a new arbitration route for longstanding issues and complaints to be resolved in consultation with Regulator for Social Housing, as well as refresher training for councilors on their Designated Person role in mediating issues raised with the ombudsman.

We hope these initiatives will begin an ever more constructive relationship with affordable housing providers, and create a new platform for learning and sharing best practice.

RECOMMENDATIONS

Recommendations for the Cabinet

That cabinet:

1. Agrees that the council sets out new criteria for reviewing the List of Registered Providers (RPs) for section 106 affordable housing based on the draft criteria set out in paragraph 12 of this report.
2. Agrees that as part of this criteria a new charter for RPs and Affordable housing providers in Southwark is created that sets out the Council's requirements for positive partnership work
3. Agrees that once the new set of criteria for inclusion on the List of RPs for section 106 affordable housing is agreed, that a new list is created and from then on reviewed annually.
4. Agree that training on Southwark Councillors' role as designated people within the Regulator of Social Housing's complaints process should be provided to Councillors, and that this role should be clarified in a letter to all housing associations operating in the borough.
5. Agree that the council should review the process through which land is purchased in Southwark for affordable housing delivery to limit competition between the Council and other RPs that can unnecessarily drive up land prices and reduce the amount of funding that can actually be invested into delivering social housing.

Recommendations for the Leader of the Council

That the leader:

6. Delegate authority for agreeing the final criteria for reviewing the list of RPs to the Cabinet Member for Housing.
7. Delegate authority to the Cabinet Member for Housing agree the charter for RPs.

BACKGROUND INFORMATION

8. There are just over 17,000 rented housing association properties in Southwark, managed by 52 housing associations. There are 8 housing associations with more than a 1,000 units each, but most have relatively small numbers in the borough. There are also about 3,000 shared ownership properties across the borough. The Peabody Trust is the largest housing association with a stock of 3,036 low cost rental units. Many of these housing associations have significant stock in other boroughs and nationally so we are not the only local authority trying to influence and communicate with these housing associations.
9. At the Housing and Scrutiny Commission meeting on 9 March 2020 the following was agreed:

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

KEY ISSUES FOR CONSIDERATION

Response to Point 1 - Review of List of Registered Affordable Housing Providers

10. To respond to point 1 raised at Housing and Scrutiny Commission meeting, the best route that the Council has to influence RPs is through the list of Registered affordable housing providers is contained within the Affordable Housing SPD and the criteria we can set for RPs to be on that list.
11. The current list of Registered affordable housing providers is contained within the Affordable Housing SPD (approved in 2008 and draft consultation update in 2011). The list contains 23 Registered Providers (RPs) broken down into two groups. The first group contains 15 RPs with a significant development and housing management role in Southwark. These RPs provide almost all new affordable housing in the borough. The second group contains 7 RPs contains with a smaller stock holdings in Southwark and/or providing specialist housing. The purpose of the list is to direct private developers to RPs who have a relationship with the Council.
12. It is recommended that officers review the list to ensure that the RPs are continuing to meet our requirements. The review could include the following criteria:
 - Commitment to Southwark Council's Registered Provider and Affordable Housing Provider Partnership Charter.
 - Demonstrate a commitment to inclusion and diversity ensuring that their services meet the expectations of all residents of Southwark.
 - Satisfactory regulatory judgement from the Regulator of Social Housing – Minimum grade of G1 for Governance and V2 for Viability
 - Where having experience of development in the borough, demonstrating a track record of timely and successful delivery, and track record of bringing forward development that meets the borough's housing needs (including %s of affordable homes and appropriate bedroom mix); or (where no experience) a demonstrable commitment to meeting housing needs.

- Demonstrate a commitment to excellence in the design of new affordable housing.
 - Compliance with the borough's nominations policy.
 - Commitment to using Southwark assets to keeping housing costs affordable for Southwark residents.
 - Commitment to developing new affordable homes for Social Rent (in accordance with the Rent Standard)
 - Demonstrate a commitment to keeping service charges affordable.
 - Work with the Council to provide transparency around fire safety of residential buildings.
 - Commitment to providing good customer service and carrying out effective repairs and maintenance on affordable housing.
13. The above criteria are an indicative draft and more work is required to define them. As part of that work, a new Registered Provider and Affordable Housing Partnership Charter will be drafted that will incorporate some of the above criteria. This report recommends that authority is delegated to the Cabinet Member for Housing to agree the final version of the Registered Provider Partnership Charter.
14. The criteria and charter will need to be defined in a way that allows for RPs of various sizes to be included, and allows new RPs to be added when appropriate. These revised criteria should also allow for non-RPs that could also provide new affordable housing in Southwark, such as Housing Cooperatives and Alms House Charities.
15. Is expected that defining new criteria, agreeing a new Registered Provider and Affordable Housing Provider Partnership Charter and conducting the initial review will take about 6-9 months. Thereafter an annual review is proposed.

Response to Point 2 - Role Regulator of Social Housing

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

18. The Regulator of Social Housing has set out a number of standards that housing associations, councils and ALMOs must comply with. For consumer standards their role is reactive in response to referrals or other information received. Their role is limited to intervening where failure to meet the standards has caused or could have caused serious harm to tenants. The regulator does not have a legal duty to consult or inform local authorities, but the regulator will endeavor to keep local authorities informed as appropriate to the particular circumstances of each case.
19. Housing associations and councils are both legally required to be members of an ombudsman scheme. The Ombudsman provides guidance on the establishment of complaints systems. If a housing association tenant wants to complain about their landlord, they need to initially contact their landlord. If this fails to resolve the issue the resident can escalate the complaint through a designated person. This could be an MP, Councillor or a tenant panel. The designated person can try to help resolve the issue. If they don't succeed they can refer this to the housing Ombudsman.
20. The report proposes that training on this role as a relevant person in the complaints process is provided to all Southwark Councillors so that they are better equipped to deliver positive results for Southwark residents.
21. There is also a requirement to clearly set out this role for housing associations operating in the borough, and this report recommends that this can be done in a letter sent from the Strategic Director of Housing and Modernisation to all housing associations operating in Southwark to clarify the complaints process and the role of the designated persons within that.
22. Where serious concerns are raised, the council can bring them directly to the Regulator of Social Housing. It is not recommended that a separate arbitration panel be established, as this would replicate the existing regulatory mechanisms.

Legal implications

23. The report refers to the significant contribution that Housing Associations make to the provision of housing within the Borough of Southwark with 17,000 properties being managed by around 52 different Housing Associations or Registered Providers ("RPs"). Paragraph 11 refers to 15 of the RPs providing nearly all the new affordable housing within the Borough and it is these 15 which are currently listed in section 106 Agreements.
24. Paragraph 16 refers to the role of the Regulator of Social Housing. It should be noted that when, in recent years, Southwark had to bring court action against a Housing Association which was in breach of its commitments under the terms of a section 106 Agreement relating to the Jam Factory, the support provided by the then Regulator was very limited.

Financial implications

25. Work needed to undertake the review outlined in paragraph 12 of this report will be assigned to appropriate officers and the associated costs are expected to be met

from within existing budgets. Similarly, the costs associated with meeting the training needs of councilors referred to in paragraph 20 will be contained within existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC20/013)

26. This report makes recommendations in response to matters raised by members of the Housing and Scrutiny Commission at their meeting on 9 March 2020 concerning the council's relationships with Registered Providers. Implementing the report's recommendations will require a review to be undertaken by officers of the current list of Registered Providers as well as training for councillors, with the cost of both to be met from within existing budgets as outlined in the financial implications section of this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet Agenda and minutes – 14 July 2020	Southwark Council Website	Paula Thornton and Virginia Wynn-Jones Phone: 020 7525 4395/7055 Email: paula.thornton@southwark.gov.uk; virginia.wynn-jones@southwark.gov.uk
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CIId=302&MIId=6654&Ver=4		
Housing Scrutiny Commission agenda and minutes – 9 March 2020	Southwark Council Website	Everton Roberts 020 7525 7221
Link: http://moderngov.southwark.gov.uk/mgAi.aspx?ID=56507		

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Cabinet Member for Housing	
Lead Officer	Stephen Platts, Director of Regeneration	
Report Author	Osama Shoush, Housing Regeneration Programme Manager	
Version	Final	
Dated	12 October 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	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	12 October 2020	

Item No. 24.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		District Heating and Heat Networks - Report from Southwark Housing Scrutiny Commission	
Ward(s) or groups affected:		All	
From:		Housing Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet note the housing scrutiny commission report on district heating and heat networks, Appendix A.
2. That the cabinet considers the recommendations from the housing scrutiny commission and request that the relevant cabinet member reports back to cabinet within eight weeks.

BACKGROUND INFORMATION

3. The Commission investigated the council’s approach to district heating systems for three primary reasons:
 1. Because the council is already engaged in wide-ranging projects to upgrade existing systems and to expand district heating in the borough.
 2. Because the number and regularity of outages of existing district heating systems causes significant inconvenience and discomfort to residents, and so it is important to analyse how the council responds to these situations.
 3. Southwark’s will need to respond to changes in government regulations regarding individual metering and the regulation of heat networks.
4. The housing scrutiny commission agreed its report for referral to cabinet at its meeting held on 2 September 2020 (subject to a few minor amendments).
5. In gathering evidence, the commission carried out formal interviews with the cabinet member for housing, interviews with officers leading on the response to district heating failures and officers leading on strategic investment and extension of SELCHP and wider heat network.

6. The commission also held informal discussions with officers, undertook case studies in relation to the Aylesbury and Brandon Estates, reviewed notes from Tenant engagement meetings, and considered formal evidence submitted by Southwark Group of Tenants Organisations.

KEY ISSUES FOR CONSIDERATION

7. The housing scrutiny commission has made 13 recommendations to cabinet which are set out in the recommendations section of the scrutiny commission report (pages 19 to 22).
8. It is for the cabinet to decide whether or not to accept the scrutiny commission's recommendations.
9. Overview and scrutiny procedure rule 15.3 requires the cabinet to consider and provide a written response to the report within two months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing Scrutiny Commission Agendas and Minutes 2019/20	Southwark Council Website	Fitzroy Williams 020 7525 7102
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?CIId=520&Year=2020		

APPENDICES

No.	Title
Appendix A	District Heating and Heat Networks – Report from Southwark Housing Scrutiny Commission (September 20)

AUDIT TRAIL

Lead Member	Councillor Gavin Edwards, Chair, Housing Scrutiny Commission (Report author of the commission report)	
Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Version	Final	
Dated	8 October 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		8 October 2020

Item No. 25.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Gateway 3 – Contract Variation Heating and Water Contracts A&B	
Ward(s) or groups affected:		All	
From:		Strategic Director of Housing and Modernisation	

FOREWORD - COUNCILLOR LEO POLLAK, CABINET MEMBER FOR HOUSING MANAGEMENT

One of the fundamentals of a good home is for reliable heating and hot water, and with a number of ageing of heating systems on our estates, the quality of our maintenance and engineering response to outages is of paramount importance. This report renews the existing contracts with OCO covering the north of the borough and Byford and Smith covering the south, for responsive repairs, installations, maintenance and testing of Southwark's heating and water installations, as well as providing emergency response covering all hours of the day and all days of the year.

Both contracts have date performed well with performance indicators on appointments kept, jobs completed first time, resident satisfaction and gas servicing all having improved in each of the past 3 years. This report recommends to extend the existing contracts for a further 3 years up to March 2024, with a review in January 2022 to ensure performance continues to improve and the contracts are providing value for the money.

The decision also secures additional apprenticeships, ensuring our contracts are creating new jobs and skills development opportunities for Southwark residents.

RECOMMENDATIONS

1. That Cabinet

- Approves the variation of Contract A (north of the borough) Heating and Water contract to OCO Ltd to extend the term of the contract for a period of three years from 1 April 2021 at an estimated sum of £12.5m per annum making a total estimated extension value of £37.5m, and estimated contract value of £82.5m for eight years composed of actual and projected expenditure.
- Approves the variation of Contract B (south of the borough) Heating and Water contract to Smith & Byford Ltd to extend the term of the contract for a period of three years from 1 April 2021 at an estimated sum of £8.2m per annum making a total estimated extension value of

£24.6m, and a total estimated contract value of £59.3m for eight years composed of actual and projected expenditure.

BACKGROUND INFORMATION

2. On 15 September 2015 Cabinet approved a Gateway 2 report to award two Heating and Water Contracts:
 - Contract A (north of the borough) was awarded to OCO Ltd (OCO) for a period of five years at an estimated annual sum of £7.2m with the option to extend for a further five years (3+2) making a total estimated contract value of £72m.
 - Contract B (south of the borough) was awarded to Smith & Byford Ltd (Smith & Byford) for a period of five years at an estimated annual sum of £6.6m with the option to extend for a further five years (3+2) making a total estimated contract value of £66m.
3. The contracts (Contracts A and B) encompass the following work streams:
 - landlord's gas safety inspections;
 - responsive repairs, installations and maintenance for gas and heating installations to individual and district heated properties;
 - potable water testing, treatment and installations;
 - responsive repairs and maintenance for laundry and sewage plant;
 - testing and maintenance of dry/ wet riser installations;
 - maintenance of building energy management systems; and
 - emergency response that covers a 24/7, 52 weeks a year period.
4. The separation of Contracts A and B across a geographical split of the borough (north and south) combining all the above services facilitates better logistical service coverage given the importance of these services to residents. The appointment of a single contractor for these services was not considered appropriate. The contracts contain the provision for the contractors to provide back-up to each other that ensures that the council is able to meet its obligations to residents.
5. Both contracts contain a General Maintenance Index (GMI) adjustment that is calculated and applied each April after the first year.
6. The actual expenditure to date against the original Gateway 2 approval is shown below in tables to illustrate the financial year and contract year expenditures. Increases to projected expenditure for proposed extension period for both contracts is due to costs arising from district heating, temporary boilers and fuel costs.

Contract A - OCO Heating and Water Contract			
Period		Original Gateway Approval (£m)	Actual Expenditure Contract A
1/4/2016	31/3/2017	£7.2m	£7.1m
1/4/2017	31/3/2018	£7.2m	£7.5m
1/4/2018	31/3/2019	£7.2m	£7.7m
1/4/2019	31/03/2020	£7.2m	£10.2m
1/4/2020	31/03/2021	£7.2m	£12.5m
Totals		£36m	£45m
Projected Expenditure for Proposed Extension Period			
1/4/2021	31/3/2022	£12.5m	
1/4/2022	31/3/2023	£12.5m	
1/4/2023	31/3/2024	£12.5m	
Total		£37.5m	
Total of the Actual and Projected Expenditure for the Period 01/4/16 to 31/3/21 and the Proposed Extension			£82.5m

Contract B Smith & Byford Heating and Water Contract			
Period		Original Gateway Approval (£m)	Actual Expenditure Contract B
1/4/2016	31/3/2017	£6.6m	£4.6m
1/4/2017	31/3/2018	£6.6m	£6.6m
1/4/2018	31/3/2019	£6.6m	£7.8m
1/4/2019	31/3/2020	£6.6m	£7.5m

1/4/2020	31/3/2021	£6.6m	£8.2m
Totals		£33m	£34.7m
Projected Expenditure for Proposed Extension Period			
1/4/2021	31/3/2022	8.2m	
1/4/2022	31/3/2023	8.2m	
1/4/2023	31/3/2024	8.2m	
Total		24.6m	
Total of the Actual and Projected Expenditure for the Period 01/04/16 to 31/03/21 and the Proposed Extension			£59.3m

7. Both contracts have performed well and this report is seeking approval for a 3 year extension for each contract to 31 March 2024 to ensure that the council can deliver heating and water works in a timely manner whilst a longer term procurement exercise is carried out and to help cover any potential delays in completing the new procurement.

KEY ISSUES FOR CONSIDERATION

Key Aspects of proposed variation

8. The nature of the proposed variations is to exercise the option in the contracts with OCO and Smith & Byford to be extended for a period of three years. The revised completion date will therefore be 31 March 2024.
9. The retention of the option to extend for a further 2 years up to 31 March 2026 remains available.

Reasons for variation

10. The reason for the extensions is that as a landlord, it is essential that the council maintains housing's existing assets and delivers repair and maintenance to heating and water installations. These two contracts also provide a gas and water safety inspection regime in order that the council fulfils its statutory duties and obligations as a landlord. The contractors have been consulted and they have stated that they wish the contracts to be extended.
11. The service provides inspection and maintenance to housing's energy management systems and dry and wet risers.

12. Both contracts are demonstrating high levels of performance against the contract Key Performance Indicators (KPIs) set, as detailed in paragraph 27 below, and to continue to provide a value for money service.

Future proposals for this service

13. There is the option to extend both contracts for a further two years. If the contracts continue to meet the council's service requirements and continue to provide value for money, a Gateway 3 report will be presented for approval in September 2023.
14. A review of the services will be carried out in January 2022 to determine whether the existing contract arrangements continue to provide value for money and meet key performance levels.

Alternative options considered

15. The following alternative options to these extensions were considered

No.	Option	Impact
1	Do Nothing	This option is not available as the council is obliged to provide the range of services detailed in paragraph 3 to meet its obligations as a social landlord.
2	Bring the service back in-house	The council currently does not have the resources and facilities to deliver these services.
3	Procure new contracts	<p>The current contracts' performance has been improving each year and both contractors now have excellent local knowledge of the council's estates, district heating and assets.</p> <p>There is no benefit to re-procuring the contracts now as due to the continuing Covid-19 crisis there are significant constraints on staff and companies to be able to carry out and participate in an effective procurement exercise.</p>
4	Joint procurement with neighbouring borough	<p>The neighbouring boroughs have their own contracts and their terms that do not coincide with Southwark's contracts, and their housing stock assets are significantly smaller</p> <p>Due to the scale of Southwark's housing assets partnering in a joint procurement is not attractive to other authorities with smaller assets as the resulting contract would be primarily centred on Southwark's</p>

No.	Option	Impact
		requirements and the partner authority is likely to be subordinated to them. There are very few authorities in the UK with a similar housing asset portfolio and none is in the London region.

Identified risks for the variation

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

R/N	Risk	Likelihood	Risk Control
R1	OCO and/or Smith & Byford cease trading, go into administration/ liquidation.	Low	<p>The contracts contain the provision for the contractors to act as backup for each other. If all contractors cease trading, then the council's works approved list will be used whilst re-procuring the contract(s).</p> <p>The financial stability of the organisations is continuously monitored throughout the contract through the contract management process.</p> <p>Retention is held on all interim payments in order to help mitigate against the risks involved of company failure by either OCO or Smith & Byford.</p>
R2	OCO and/or Smith & Byford are unable to fulfil the requirements of the contract e.g. poor performance, leading to the need to terminate the contract.	Low	<p>The council will use backup arrangements within the contract. If both OCO and Smith & Byford fail, then the council's Approved list of contractors will be used to distribute the works whilst contracts are re-procured. Alternatively, an external framework could be accessed.</p>
R3	Covid-19 pandemic risks	Low	<p>Asset management has contacted all contractors to ensure that core services are maintained during the crisis and it is able to respond to emergencies.</p>

R/N	Risk	Likelihood	Risk Control
			<p>OCO and Smith & Byford are being monitored for any change in trading status via alerts from Companies House and industry information databases.</p> <p>Both OCO and Smith & Byford are only responding to reports of no heating-water leaks, gas safety matters whilst being supplied with relevant PPE and both companies are following Public Health England (PHE), Health & Safety Executive (HSE) and Gas Safe Guidelines. Further detail is provided below.</p>
R4	<p>Brexit:</p> <p>Risk of disruption to supply chain following UK's departure from the European Union</p>	Medium	<p>Monitoring government notices regarding trade negotiations and import tariff proposals.</p> <p>Contract managers and quantity surveyors to liaise with contractors regarding their supply chains in respect of tariffs, administration costs and budgetary impacts.</p> <p>Contract managers to liaise with contractors to ensure that measures are taken to ensure continuous component supply where they are obtained from the EU.</p>

COVID-19 implications

17. Both companies are only responding to reports of no heating-water leaks, gas safety matters and are supplied with relevant PPE, and both companies are following PHE, HSE and Gas Safe Guidelines.
18. Smith & Byford have assisted the housing call centre in developing additional scripting around Covid-19 self-isolation shielding to protect both residents and contractors.
19. The heating and water team are also only carrying out essential dwelling checks but still regularly checking boiler houses, plant rooms and tank rooms. All staff have the appropriate PPE and are only meeting via Zoom and MS teams rather than face to face. Only essential service provision visits are made to Tooley Street offices.

Brexit

20. On 21 May 2020 the UK published its new Global Tariff to be applied from 1 January 2021 at the end of the Transition Period. Should the UK not conclude a comprehensive free trade deal with the EU and not extend the transition period, then the Global Tariff rates will apply to all imported goods. The tariff for manufactured metal goods (i.e. copper pipe fittings) ranges from 2.5% to 5%.
21. Council officers are monitoring government updates regarding Brexit.

Policy implications

22. The extension to these contracts will assist the council to continue to deliver on three of its Fairer Future commitments, Theme 1 - a place to call home; Theme 3 – a greener borough; and Theme 4: A full employment borough.
23. These contracts ensure that the council fulfils its obligations as a social landlord and employer.
24. The services provided by these two contracts underpin the objectives set out in the current Southwark Housing Strategy to improve energy efficiency in every home.

Contract management and monitoring

25. The contracts are managed by asset management through a dedicated contract manager and technical inspectors who work to ensure both contractors fulfil their contractual and safety obligations.
26. The team, supported by quantity surveyors and the Quality Audit Management Systems (QAMS) consultants, carry out rigorous inspections of quality and costs of works.

27. The contracts contain a number of KPIs which are detailed below:

OCO KPIs							
KPI		Min Target %	Council's Aspiration Objective %	KPI 16/17	KPI 17/18	KPI 18/19	KPI 19/20 YTD
1	Appointments Kept	98%	98%	96.8%	97.96 %	98.45%	98.51%
2	Completed at First visit-Right First Time	90%	90%	88%	91.3%	91.21%	93.48%
3	Customer Satisfaction	90%	90%	83%	90.27 %	91.01%	90.37%
4	Gas Servicing Compliance	100%	100%	100%	100%	100%	99.95%
Smith & Byford KPIs							
KPI		Min Target %	Council's Aspiration Objective %	KPI 16/17	KPI 17/18	KPI 18/19	KPI 19/20 YTD
1	Appointments Kept	98%	98%	95.4%	95.97%	97.03%	98.17%
2	Completed at First visit-Right First Time	90%	90%	84%	88.15%	89.9%	93.6%
3	Customer Satisfaction	90%	90%	83%	89.36%	91.11%	92.62%
4	Gas Servicing Compliance	100%	100%	99.95%	99.91%	100%	100%

28. Monthly progress meetings are held with both contractors and council officers who undertake post inspections of work to ensure quality.

29. A percentage of works orders are monitored by the following means:

- Physical site visits and pre and post inspections are carried out by the council's 6 in-house heating inspectors and 4 in-house senior

inspectors/managers backed-up by the council's quality auditing of mechanical services contractor, Gas Advisory Services Ltd trading as Phoenix Compliancy Management (PCM).

- Site inspections are also carried out by PCM and the council's in-house team to ensure compliance with the council's Planned Preventative Maintenance Programme and costs adjusted accordingly.
 - In addition, desk top audits are carried out to ensure compliance with published Schedule of Rates (SORs). These are carried out by engineering services officers and the council's in-house quantity surveying team.
 - As targets were not met within the first year of each contract, this was escalated to Director level and meetings took place with the Head of Engineering and Director of Asset Management and both contractors. The contract allows for defaults to be issued and termination of contract should the need arise however as performance has improved no formal notices have been issued.
30. Each month the council officers review works claimed by the contractors and hold back monies where there are issues with poor work or no evidence / breakdown of costs. Examples include district heating prime cost sums for large bespoke materials and ensuring these are only paid when a valid invoice has been provided.
31. To date both contractors are assisting in compiling detailed asset registers across the whole of the borough.
32. The council have confirmed that both OCO and Smith & Byford have provided evidence of the following;
- current insurances
 - professional certification
 - both contractors have confirmed that they do not operate any blacklisting
 - both contractors have confirmed that all employees are equality aware and follow an equality policy
 - both contractors have a number of sub-contractors that are verified by asset management compliance team for their competencies, accreditations background checks and qualifications prior commencing work on site and,
 - confirmation and evidence that all directly employed staff and sub-contractors are paid in excess of the London Living Wage (LLW). This has been reviewed at the contractors' offices. An agreed list of all sub contractors is kept by both contractors and the council's gas compliance team.

Community impact statement

33. OCO Ltd and Smith & Byford Ltd provide employment and apprenticeship opportunities to the local community as detailed in paragraph 39.
34. Workplace experience will continue to be offered to residents that are not in education, employment or training to assist the council in meeting its Social Value objective. Local schools will also be allocated work experience places at each of the contractors' offices. This will be organised by the council's engineering and compliance team.

Social Value considerations

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

Economic considerations

36. The full cost to the council and the life span of the contracts are set out in paragraph 6 of this report.

Social considerations

37. The two contractors have their own equal opportunity policies and are fully aware of and are compliant with the council's own equal opportunity policies.
38. Both OCO and Smith & Byford have confirmed that all relevant staff continue to be paid the minimum LLW hourly rate and comply with council policies relating to GDPR, Blacklisting, Modern Slavery, Health & Safety and Equalities.
39. The contractors were required to employ 6 apprentices for each contract for the duration of the initial term of the contract. The contractors were also required to work with the council to ensure local opportunities. The following has been confirmed for each contractor during the initial term of the contract:
 - OCO – have employed 15 apprentices, since the beginning of the contract, across the various disciplines and provided 9 work experience placements.
 - Smith & Byford – have employed 16 apprentices on the contracts since its commencement, 6 of who are Southwark residents. Smith &

Byford have also created 3 full-time office roles in the Peckham offices, and employed 2 local young people in resident liaison roles. In addition they have run a familiarisation scheme for call-centre apprentices where they go out with engineers and experience front-line conditions, which has improved customer relations and service delivery.

40. In addition both contractors have provided work placement opportunities for local students and outreach to local schools promoting a career path in heating engineering, in particular encouraging young women to consider careers in engineering. OCO operates a well established training centre for its own staff and external candidates. In 2020 OCO commenced participating in the Working Out Scheme (WOS), that supports the rehabilitation of prisoners.
41. For the proposed extension period, the contractors will be required to employ an additional 3 apprentices each.

Environmental/Sustainability considerations

42. New boilers and plant will meet and exceed the minimum energy efficiency requirements to reduce the level of CO2 emissions.
43. Both contracts encourage the use of low emission vehicles and the minimisation of journeys needed. Both contractors maintain a modern fleet and manage activities through an Enterprise Resource Planning (ERP) system.
44. All components and equipment, being replaced, are disposed of in accordance with the latest Waste Electrical and Electronic Equipment Regulations (WEEE).
45. All recyclable packaging is set aside and disposed of via a recycling centre.
46. No hazardous materials are used.
47. OCO and Smith & Byford are issued with the council's current asbestos register to avoid any risk of exposure to the contractors or residents.

Financial implications

48. The table below details the annualised revenue budgets for both contracts covering the 3 year extension.

Contract	2021/2022 Revenue (£k)	2022/2023 Revenue (£k)	2023/2024 Revenue (£k)	Total (£k)
Contract A North – OCO Ltd	£7.2m	£7.2m	£7.2m	£21.6m
Contract B South – Smith & Byford	£6.6m	£6.6m	£6.6m	£19.8m

49. The estimated total annual cost for capital works is £7m per annum split between Contract A and B subject to demand.
50. The additional funds are derived from the revenue and capital budgets of the HRA engineering account. There has been an increase of £3m per annum from capital for heating and hot water since 2019/20.
51. BvD FAME financial checks were carried out for both contractors on 18 June 2020 with the following results;

	OCO	Smith & Byford
Credit Score	Secure	Secure
Turnover	Turnover for 2019 £ 17.2 m	Turnover for 2019 £ 32.2 m
Likelihood of failure	Low	Low

52. Asset management team monitor changes to the financial status via alerts from Bureau van Dijk FAME and Companies House.

Legal implications

53. Please see the supplementary advice from the Director of Law and Democracy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FIN1206)

54. The strategic director of finance and governance notes the contents of the report, particularly the increase in total costs associated with this contract and understands the total cost increase is due to increased demand volumes, not price increases. From the 2019-20 financial year an additional £7m has been invested in the Asset Management Service. £3m of this additional investment is from capital into the Heating and Water infrastructure.
55. The Strategic Director of Finance and Governance advises that any financial pressures arising from the need to invest in aging heating infrastructure should be included in budget reports, and considered as part of the annual budget setting process.

Head of Procurement

56. This report is seeking cabinet approval to extend two Heating and Water contracts for a 3 year period from 1 April 2021.
57. The report summarises the context and rationale for these contract extensions explaining that a further extension will be sought in September 2023 subject to continued satisfactory performance.
58. Paragraphs 25-32 confirm the management and monitoring arrangements established which should go some way to ensuring that the required level of contract performance is maintained in these three years. It would appear that there is no reason why the council should not continue with these arrangements for the recommended extension period.
59. Apprenticeships required under the two contracts are detailed in paragraphs 39- 41 and continued payment of London Living wage and adherence to council policies relating to GDPR, Blacklisting, Modern Slavery, Health & Safety and Equalities is confirmed in paragraph 38.
60. The report also confirms that officers will closely monitor the impact of the Covid 19 pandemic and Brexit to ensure wherever possible that core services are maintained and both able to respond to emergencies in the safest possible way.

Director of Law and Democracy

61. This report seeks cabinet's approval to the extension of 2 heating and water contracts (Contract A – north of the borough and Contract B – south of the borough) which are being performed by OCO Ltd and Smyth & Byford Ltd respectively. This report sets out the extent of the extension

and the reasons why the extension of 3 years is necessary. As the values of the variations exceed £15m, this is a strategic procurement under contract standing orders and approval is therefore reserved to cabinet.

62. The nature of these variations is such that they are subject to the tendering requirements of the Public Contracts Regulations 2015 (PCR 2015). Regulation 72(1)(a) of PCR 2015 allows the council to vary the current contracts as this option was provided for in the initial procurement documents and does not alter the overall nature of the contracts. Paragraph 9 of this report confirms that a further 2 year extension remains available for these contracts. Paragraph 13 of this report confirms that the extra available 2 year extension provision will be reviewed and the necessary gateway approval presented in September 2023.
63. CSO 2.3 requires that a variation decision may only be made if the expenditure involved has been approved. Paragraphs 48 to 50 of this report confirm the financial implications of these variations.

Director of Exchequer (for housing contracts only)

64. Consultation under S20 of the Landlord and Tenant Act 1985 (as amended) was carried out with all leaseholders in July 2015. The notice advised that the contract was for a duration of 5 years with the option for the council to extend for a further period of three and then two years. The extension of the contract at this time is within the terms set out in the Section 20 notice and no further statutory consultation with leaseholders is required.

BACKGROUND PAPERS

Background Papers	Held At	Contact
Gateway 1: Heating and Water Contracts	Housing & Modernisation, Asset Management	Gavin Duncumb 020 7525 0685
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=4761		
Gateway 2: Heating and Water Contracts	Housing & Modernisation, Asset Management	Gavin Duncumb 020 7525 0685
Link: http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50007506&Opt=0		

APPENDICES

No	Title
None.	

AUDIT TRAIL

Lead Officer	Dave Hodgson, Director of Asset Management	
Report Author	Rod Davies, Procurement Manager	
Version	Final	
Dated	21 September 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (for housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 October 2020	

Item No. 26.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Appointments to Outside Bodies 2020-21	
Ward(s) or groups affected:		Not applicable	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet consider and agree appointments to the outside bodies listed in Appendix A of the report for the 2020-21 municipal year.

BACKGROUND INFORMATION

2. Each year the council makes appointments/nominates individuals to outside bodies.

KEY ISSUES FOR CONSIDERATION

Appointments to outside bodies

3. It is for the cabinet to affiliate to and appoint representatives to outside bodies where such appointments are a function of the cabinet.
4. Attached as Appendix A is a list of the outside bodies the cabinet are being recommended to consider appointing to for the 2020-21 municipal year.

Legal implications

5. Appointments to some of the outside bodies may carry risk both corporately and to the individuals appointed. Standards committee at its meeting on 9 November 2011 approved 'Guidance to Members who serve on Outside Bodies' which is intended to help councillors understand their duties when appointed to outside bodies, and how to handle conflicts of interest that may arise. The guidance is available in the Library on the council website.

Community impact statement

6. The council is being invited to make nominations to various outside bodies. The nominations process has no direct impact on the community.

Consultation

7. The political group whips have been consulted on the issues contained in the report and have been invited to submit nominations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Appointments to outside bodies 2020-21

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	8 October 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
Date final report sent to Constitutional Team		8 October 2020

APPENDIX A

APPOINTMENTS TO OUTSIDE BODIES 2020-21

Name	Purpose	No. of places	Notes
Better Bankside Board	To improve the quality of the Bankside environment, further develop the potential draw of the area, increase the sense of security and ensure that better and sustainable maintenance and management arrangements are put in place.	1	(Regeneration function) Councillor or officer.
Blue Bermondsey BID Board	<p>To help tackle street crime and anti-social behaviour.</p> <p>To offer access to free recycling services to local businesses.</p> <p>To engage the local community to report on areas of grime to ensure streets stay clean.</p> <p>To work with local business support organisations to try and get local people into jobs.</p> <p>To work with local schools to get young people involved in apprenticeships and works schemes.</p>	1	(Community safety function)
Board of Southwark College Corporation	The college offers a range of provision including short courses, higher education and apprenticeships. The	1	(Job and skills function)

Name	Purpose	No. of places	Notes
	governance of the college is headed by a Corporation Board.		
Browning Estate Management Association	To oversee the management/running of Browning Estate with its own independent budget.	1	(Housing function)
Canada Water Consultative Forum	The forum is responsible for advising on the overall direction of development proposals and ensuring public awareness and involvement in the development proposals.	4	(Regeneration function)
Central London Forward	To provide a cross-sector 'voice for central London'. It operates at a strategic level, seeking to influence policy makers on matters of mutual interest to the communities and businesses of central London.	1	(Regeneration function) Must be the Leader of the Council.
Centre for Literacy in Primary Education	Professional development and family learning centre. Provides a range of education support, advisory and direct delivery services to schools and families throughout Southwark.	1	(Education function)
Creation Trust	<p>The Creation Trusts key aims are:</p> <ul style="list-style-type: none"> • Engaging the community within the regeneration programme. • Tackling issues around skills and 	3	(Regeneration function)

Name	Purpose	No. of places	Notes
	training, young people and health and wellbeing.		
Cross River Board	To deliver cross-borough regeneration initiatives north and south of the River Thames in the London Boroughs of Southwark and Lambeth, the Corporation of London and the City of Westminster.	1	(Regeneration function) Usually the leader or cabinet member for regeneration.
Crystal Palace Community Development Trust	Trust set up to oversee the development of the Crystal Palace area.	1	(Regeneration function)
Groundwork London, Local Authority Strategic Input Board	<p>The Local Authority Strategic Input Board enables Local Authorities to shape the strategic direction of Groundwork within Local Authorities by:</p> <ul style="list-style-type: none"> • Advising Groundwork on the regeneration needs of local communities. • Providing input to the development process for projects and programmes. • Developing and maintaining close relationships with elected members and officers of local authorities. • Developing relationships with other key local partners. 	1	(Regeneration function)

Name	Purpose	No. of places	Notes
Guys and St Thomas NHS Foundation (Council of Governors)	<p>To advise the trust on how it carries out its work so that it is consistent with the needs of the members and wider community.</p> <p>The governors:</p> <ul style="list-style-type: none"> • help the trust to carry out its duties in ways that meet with NHS values and the terms agreed with Monitor, the independent regulator for NHS Foundation Trusts • advise the trust on its longer term strategy • provide advice and support to the Board of Directors, who are responsible for the overall management of the trust. 	1	(Health function)
Kings College Hospital NHS (Council of Governors)	<p>Their vision is to become a fundamentally new kind of hospital built around patient need, offering patients the highest quality of care, and to deliver this as part of a joined-up and well-managed healthcare system, built in partnership with GPs and other healthcare providers.</p>	1	(Health function)
London Road Safety Council (LRSC)	<p>To reduce the number of road accident casualties within Greater London and provide a means of communication relating</p>	2	(Community safety function) Up to two elected members and an officer

Name	Purpose	No. of places	Notes
	to road accident prevention between London local authorities, central government and other organisations.		from road safety education.
London Youth Games Limited	The London Youth Games Limited organise the annual London Youth Games on behalf of the London boroughs. It is a non-profit making company owned and guaranteed by the London boroughs and the City of London Corporation.	1	(Leisure function) One representative and one deputy.
Millwall For All	<p>The objectives of Millwall for All are:</p> <ul style="list-style-type: none"> • To promote equality and diversity in football and other sports at amateur and professional • To promote awareness of equality and diversity in primary schools in Lewisham and Southwark • To develop active programmes and partnerships designed to promote equality and diversity in football and build community cohesion • To raise funds for equalities programmes • To represent the boroughs of 	1	(Equalities and Diversity function)

Name	Purpose	No. of places	Notes
	<p>Lewisham and Southwark on equalities and diversity in football</p> <ul style="list-style-type: none"> • To publicise the work being done by Millwall Football Club to tackle racism and promote equalities and community cohesion. 		
Newable Limited (formerly Greater London Enterprise Limited)	To assist, promote, encourage and secure the physical and economic development and regeneration of the whole or any part of Greater London.	1	<p>(Regeneration function)</p> <p>Does not have to be a councillor.</p>
North Southwark Environment Trust	<p>The preservation and conservation of the environment for the benefit of the public, including the promotion of energy efficiency and efficient methods of disposing of waste.</p> <p>The provision of facilities for education, recreation or other leisure time occupation, in the interests of improving the conditions of life of the inhabitants covered by the area of benefit.</p>	1	<p>(Environment function)</p> <p>Does not have to be a councillor.</p> <p>The area of benefit covered by the trust is north of the roads known as Camberwell New Road, Camberwell Church Street, Peckham Road, Peckham High Street and Queens Road.</p>
Old Vic Board of Trustees	To protect and oversee the council's investment in the Annex, a new community cultural hub for the Old Vic Theatre (which was agreed at cabinet 16 July 2019).	1	<p>(Arts and culture function)</p>

Name	Purpose	No. of places	Notes
Potters Fields Park Management Trust	Potters Fields Park Management Trust leases the park for events, functions and other activities in order to provide funds for maintenance, and to develop programmes which educate and engage with the community.	2	(Leisure function) Does not have to be a councillor.
Plastic Free East Dulwich	Working to make East Dulwich a plastic free community with Surfers against Sewage, focusing on working with and engaging local council, community groups, businesses of single-use plastics in the local environment.	1	Ward councillor
Plastic Free Peckham	Working to make Peckham a plastic free community with Surfers against Sewage, focusing on working with and engaging local council, community groups, businesses of single-use plastics in the local environment.	1	Ward councillor
Shared ICT Services Joint Committee	<ul style="list-style-type: none"> • Oversee implementation and delivery of the shared ICT service • Sets key strategic direction and associated activities • Act as arbiter where there is a conflict in either direction or priority of each council • Those matters for which is identified as 	2	(IT function)

Name	Purpose	No. of places	Notes
	responsible for under the Inter-Authority Agreement for the three way shared ICT service.		
South Bank Partnership	Engagement with South Bank employers groups, local MPs and community organisations in North Lambeth and Southwark (Bankside).	4	(Arts and culture function) One representative and local ward councillors.
South Bank Business Improvement District Ltd	The South Bank BID Board consists of representatives of local organisations and employers within the South Bank area. The board represents the interests of over 160 organisations within the South Bank BID and aims to improve the quality of the area to make South Bank one of the prime areas in the country in which to do business.	2	Cabinet member and ward councillor
South Bermondsey Big Local Partnership Steering Group	The Partnership informs and guides the development and delivery of the BIG Local programme for South Bermondsey and Old Kent Road wards.	2	(Community engagement function) Currently one Old Kent Road and one South Bermondsey ward councillor.
South London Gallery Trustee Limited	To act as trustees and director of South London Gallery Trustee Ltd (the sole trustee of the South London Fine Art Gallery and Library Trust), which operates the South London Gallery as a public contemporary art gallery. Southwark	3	(Arts and culture function)

Name	Purpose	No. of places	Notes
	Council is a major funder of the gallery but trustees must act solely in the best interests of the charity and are responsible for controlling the management and administration of the charity in line with the governing document.		
South London and Maudsley (SLaM) NHS Trust Members Council	To support the board of directors in setting the longer-term vision for the trust and to influence proposals to make changes to services and to act in a way that is consistent with NHS principles and values and the terms of the trust's authorisation.	1	(Health function)
Southwark and Lambeth Archaeological Excavation committee (SLAEC)	SLAEC is an advisory body established to promote archaeological work in Southwark and to advance the knowledge of the history of Southwark and Lambeth by archaeological investigation.	1	(Leisure function) One representative and one deputy.
Southwark Construction Skills Centre ("the Centre")	To work together in the delivery of the Southwark Construction Skills Centre ("the Centre"). <ul style="list-style-type: none"> • Establish a centre of construction training excellence for the local construction industry • Deliver high quality construction skills 	1	(Regeneration/employment and education function) Cabinet or deputy cabinet member

Name	Purpose	No. of places	Notes
	<p>training</p> <ul style="list-style-type: none"> • Inspire local school age children to pursue a career in the construction industry • Provide pathways into employment in the construction industry for local people, by increasing the employment and training opportunities in the sector for the borough's residents, as well as helping the local construction industry meet their skills needs • Provide a visible 'front door' to enable local people to find new skills and employment opportunities within the construction sector. 		
<p>Safer Neighbourhood Board (Southwark)</p>	<p>The role and purpose of the Safer Neighbourhood Board is: to ensure communities are more closely involved in crime reduction and prevention; to have a broad remit to reflect M.O.P.A.C's (Mayor Office for Policing and Crime) broader responsibilities; to have greater reach in community involvement; to achieve greater coherence between different engagement mechanisms and; to make more efficient use of resources to</p>	1	<p>(Community safety function)</p> <p>Cabinet member with community safety portfolio</p>

Name	Purpose	No. of places	Notes
	deliver value for money and target funds at tackling issues of local concern and crime prevention.		
WeAreWaterloo BID (Business Improvement District)	To create a safer and more pleasant trading environment for businesses and to promote the area to bring in more visitors, whilst maintaining its individuality and unique character.	1	(Regeneration function) Usually a ward councillor (St. George's).

Item No. 27.	Classification: Open	Date: 20 October 2020	Meeting Name: Cabinet
Report title:		Nominations to Panels, Boards and Forums 2020-21	
Ward(s) or groups affected:		Not applicable	
From:		Proper Constitutional Officer	

RECOMMENDATIONS

1. That the cabinet agrees the allocation of places to the panels, boards and forums set out in Appendix A of the report for the 2020-21 municipal year and nominates members accordingly.

BACKGROUND INFORMATION

2. It is for the cabinet to agree the allocation of places to panels, boards and forums in connection with the functions that are the responsibility of the cabinet.

KEY ISSUES FOR CONSIDERATION

Proportionality

3. Appendix A sets out the detail of those, panels, boards and forums for which nominations are required for the 2020-21 municipal year. There is no requirement that appointments to panels, boards and forums are proportionate and in the past, where the allocation of seats has been proportionate, this has been done by local agreement.
4. There is no requirement that a seat allocated to a particular group can only be filled by a member of that group. Therefore, groups have the discretion to allocate seats as they wish, including to a member of another group or an individual councillor.

Establishment of new bodies

5. Members may wish to establish new bodies or recommend that officers look into changing the status of existing bodies. In relation to the creation of new bodies, Members will need to:
 - (i) agree new terms of reference
 - (ii) agree the membership and allocation of places
 - (iii) consider whether to appoint the chair and vice-chair.

Community impact statement

6. There are no specific community impact issues arising from the recommendations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Nominations to Panels, Boards and Forums 2020-21

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	8 October 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
Date final report sent to Constitutional Team		8 October 2020

APPENDIX A

NOMINATIONS TO PANELS, BOARDS AND FORUMS 2020-21

JOINT PARTNERSHIP PANEL (TRADE-UNION CONSULTATION)

Summary of Functions	Status	Membership	Politically Proportionate
To provide a member-level trade union consultation forum for dialogue on corporate policy issues and corporate proposals affecting the workforce.	Non statutory	2 Councillors, Human Resources Director, Chief officer team representative, plus accredited Branch Secretaries of Unison, GMB and Unite.	Not applicable (N/a)

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
2 representatives from the cabinet. In 2019-20 the cabinet members were the leader of the council and cabinet member responsible for human resources.	2 representatives from the cabinet	2 Councillors	None

HOMEOWNERS SERVICE CHARGE ARBITRATION TRIBUNAL

Summary of Functions	Status	Membership	Politically Proportionate
To resolve homeowner service charge disputes from 2014-15 onwards.	Non statutory	1 Independent chairperson 1 Leaseholder representative 1 Councillor (from pool) 1 Independent legal representative	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Unlimited	Unlimited	Members to act as pool	Cabinet members are not able to be members of the panel.

TENANCY AND LEASEHOLD ARBITRATION TRIBUNALS

Summary of Functions	Status	Membership	Politically Proportionate
<p>To resolve certain disputes between secure tenants and the council (landlord) arising from a breach within the terms of the Tenancy Agreement.</p> <p>To resolve disputes between Southwark Right to Buy applicants, Southwark Council leaseholders and Residential Freeholders who pay a service charge to Southwark Council.</p>	Non statutory	1 Independent chairperson 1 Tenant or Leaseholder representative 1 Councillor (from pool)	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Unlimited.	Unlimited	Members to act as a pool	Cabinet members are not able to be members of the panel.

SOUTHWARK SAFEGUARDING ADULTS BOARD

Summary of Functions	Status	Membership	Politically Proportionate
The purpose of the Board is to ensure that adults can live a life free from abuse and neglect.	Statutory	Senior managers from different services and agencies including independent and voluntary sector	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Cabinet Member for Children, Schools and Adult Care Cabinet Member for Community Safety and Public Health	Cabinet Member for Children, Schools and Adult Care Cabinet Member for Community Safety and Public Health	2	

SOUTHWARK SAFEGUARDING CHILDREN'S BOARD

Summary of Functions	Status	Membership	Politically Proportionate
<p>To promote and safeguard the welfare of children.</p> <p>To engage in activities that safeguard all children and aim to identify and prevent maltreatment or impairment of health or development.</p> <p>To ensure that children are growing up in circumstances consistent with safe and effective care.</p> <p>To lead and co-ordinate proactive work that aims to target particular groups and to arrange for responsive work to protect children who are suffering, or likely to suffer significant harm.</p>	Statutory	Senior managers from different services and agencies including independent and voluntary sector.	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Cabinet Member for Children, Schools and Adult Care and request for Cabinet Member for Community Safety and Public Health	Cabinet Member for Children, Schools and Adult Care and request for Cabinet Member for Community Safety and Public Health.	2	Cabinet in 2019-20 also requested that the Cabinet Member for Community Safety and Public Health also be invited to these meetings.

STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION

Summary of Functions	Status	Membership	Politically Proportionate
To review the existing provision of Religious Education and consider whether any changes need to be made in the agreed syllabus or in support offered to schools. To monitor the provision of the daily collective worship and to consider any action to improve such provision.	Statutory	4 Councillors Plus representatives of local faith groups and Teachers Associations	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrats – 1	4 Councillors	

SOUTHWARK TENANT MANAGEMENT ORGANISATION COMMITTEE

Summary of Functions	Status	Membership	Politically Proportionate
To discuss with representatives of TMO's issues of mutual interest.	Statutory	4 Councillors TMO Representatives Cabinet Member for Housing Management and Modernisation	N/a

Allocation 2019-20	Proposed Allocation 2020-21	Council Appointment	Comments
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrat – 1	4 Councillors and Cabinet Member with responsibility for Housing	

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