

Cabinet

Tuesday 13 September 2022

11.30 am

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

Membership

Councillor Kieron Williams (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor Stephanie Cryan
Councillor Dora Dixon-Fyle MBE
Councillor Alice Macdonald
Councillor James McAsh

Councillor Darren Merrill
Councillor Catherine Rose
Councillor Martin Seaton

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Children, Young People and Education
Health and Wellbeing
Finance, Democracy and Digital
Community Safety
Equalities, Neighbourhoods and Leisure
Climate Emergency and Sustainable
Development (maternity cover)
Council Homes and Homelessness
Parks, Streets and Clean Air
Jobs, Business and Town Centres

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Contact

Email: paula.thornton@southwark.gov.uk; constitutional.team@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 5 September 2022



Cabinet

Tuesday 13 September 2022
11.30 am

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

Order of Business

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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. The deadline for the receipt of public questions is midnight Wednesday 7 September 2022.

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

In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.

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

To note the items specified which will be considered in a closed meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.

Item No.	Title	Page No.
5.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of public questions is midnight Wednesday 7 September 2022	
6.	MINUTES	1 - 10
	To approve as a correct record the minutes of the open section of the meeting held on 18 July 2022.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 7 September 2022.	
8.	POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT, INCLUDING TREASURY MANAGEMENT MONTH 4 2022-23	11 - 31
	To note the key adverse variations and budget pressures and approve the interdepartmental budget movements that exceed £250k.	
9.	POLICY AND RESOURCES STRATEGY: CAPITAL MONITORING REPORT MONTH 4 2022-23	32 - 68
	To approve the virements and variations to the general fund and housing investment capital programme and the new capital bids and note the significant funding requirement.	
10.	SOUTHWARK SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) STRATEGY 2022-25	69 - 78
	To agree the special educational needs and disability strategy 2022-25.	
11.	RESPONSE TO REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: REVIEW OF SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PROVISION IN THE BOROUGH OF SOUTHWARK	79 - 89
	To consider the responses to the recommendations in respect of the scrutiny commission report.	

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12.	RESPONSE TO THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: ETHNICITY PAY GAP IN SOUTHWARK COUNCIL	90 - 94
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
13.	RESPONSE TO THE SOUTHWARK HOUSING AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION - SOUTHWARK CONSTRUCTION CONSULTATION STRATEGY RESPONSE	95 - 117
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
14.	RESPONSE TO THE OVERVIEW AND SCRUTINY COMMITTEE: REVIEW OF REGENERATION IN THE BOROUGH OF SOUTHWARK	118 - 130
	To consider the responses to the recommendations in respect of the overview and scrutiny committee report.	
15.	RESPONSE TO THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: PROCUREMENT, ACCESSIBILITY AND SOCIAL VALUE	131 - 140
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
16.	RESPONSE TO THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: TOWN CENTRE ACTION PLAN - SOUTHWARK PIONEERS FUND	141 - 150
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
17.	RESPONSE TO THE HOUSING AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: LICENSING IN THE PRIVATE RENTED SECTOR IN THE BOROUGH OF SOUTHWARK	151 - 158
	To consider the responses to the recommendations in respect of the scrutiny commission report.	

Item No.	Title	Page No.
18.	AUTHORISATION TO WRITE OFF UNRECOVERABLE EXPENDITURE FROM ACTION ON A DANGEROUS STRUCTURE DURING THE CHRISTMAS HOLIDAY PERIOD 2013 FOR CORELLI COURT	159 - 162
	To seek approval for the write off of irrecoverable expenditure from action on a dangerous structure during the Christmas holiday period 2013 for Corelli Court, 316 Lynton road, SE1 5DD.	
19.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY	163 - 184
	To consider the following motions referred from council assembly 13 July 2022:	
	<ul style="list-style-type: none"> • Tackling the cost of living crisis • Saving South London Buses • Save Southwark Buses • A plan for Southwark's Housing Repairs • Standing Up for Responsible Tax Conduct • Making Cycle Storage Accessible for All • Equal Pavements Pledge • Patients not Passports • The closure of St Francesca Cabrini Primary School. 	
20.	MARIE CURIE - SAFETY WORKS AND RESIDENT REHOUSING OFFERS	To follow
	To note the detailed ongoing resident engagement to date and the outcome of the independent review of fire safety at Marie Curie house.	
	To note the progress on the rehousing of the tenants within Southwark and approve the programme of works to be undertaken, with a further progress report to be received in June 2023.	
21.	FAIRER, GREENER, SAFER SOUTHWARK - COUNCIL DELIVERY PLAN 2022-2026	185 - 203
	To agree the proposed Council Delivery Plan 2022-2026 and the proposed arrangements for monitoring and reporting on progress.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING	

EXCLUSION OF PRESS AND PUBLIC

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

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

PART B - CLOSED BUSINESS

22. MINUTES

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

Date: 5 September 2022



Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 18 July 2022 at 11.00 am at the Council Offices, 160 Tooley Street, London SE1 2QH.

PRESENT: Councillor Kieron Williams (Chair)
Councillor Jasmine Ali
Councillor Stephanie Cryan
Councillor Darren Merrill
Councillor Catherine Rose
Councillor Martin Seaton

1. APOLOGIES

Apologies for absence were received from Councillors Evelyn Akoto, Helen Dennis, Dora Dixon-Fyle MBE and Alice Macdonald.

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

There were none.

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

There were none.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

ANNOUNCEMENT IN RESPECT OF EXTREME WEATHER CONDITIONS 18 AND 19 JULY 2022

The chief executive and leader provided an update, including measures in place to respond to the extreme heat and weather conditions on 18 and 19 July 2022.

5. PUBLIC QUESTION TIME (15 MINUTES)

There were none.

6. MINUTES

RESOLVED:

That the minutes of the meeting held on 14 June 2022 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

One deputation request was received that was declined. Arrangements were made for the deputation spokesperson to write to the cabinet member to raise the issues/points.

8. SCHOOLS INCLUSION CHARTER

The following statement was received from a student who contributed and participated in working on the school inclusion charter:

“Working on the school inclusion charter was very inspirational. As an excluded student myself, the idea of excelling into a successful career was capped from the second I was excluded. However, I have managed to go to university and use my personal experience to inspire and influence my academic choices. This charter provides a second chance for young people like myself to expand into new opportunities and careers.

Furthermore, improving the confidence and self-esteem of the young people who many not be able to cope to the strains and pressure of mainstream education. It is beneficial as it not only deters young people from crime but also perpetuates the importance of education and multi-agency working. I am very grateful for being asked to work alongside Councillor Jasmine Ali on this project as it strengthens our community and provides chances for those whose voices not always heard.”

RESOLVED:

That the Southwark Inclusion Charter as set out in Appendix 1 of the report

be agreed and signed by the deputy leader and cabinet member for children, young people and education.

9. DEVELOPING SOUTHWARK'S NEW BOROUGH PLAN

RESOLVED:

1. That the development of Southwark's new Borough Plan to 2030 working with residents, the local voluntary sector, businesses and the wider public sector be agreed.
2. That it be noted that a council delivery plan, setting out the council's programme of work over the period 2022-23 to 2025-26, will be developed for presentation to, and agreement by, cabinet in September 2022.

10. CLIMATE CHANGE CITIZEN JURY

RESOLVED:

1. That the council response to the jury's recommendations and the progress made to date be noted.
2. That the council's climate change strategy and action plan be amended in line with the jury's recommendations, as set out in the report.
3. That reporting progress against jury recommendations as part of the annual reporting on the climate change strategy and action plan and associated smart actions be continued.

11. CLIMATE EMERGENCY ANNUAL PROGRESS REPORT AND UPDATE OF THE CLIMATE STRATEGY AND ACTION PLAN

RESOLVED:

1. That the progress made since publication of the previous climate change strategy and action plan in July 2021 be noted.
2. That the publication of the smart action dashboard, as set out in the report, on the council's website, which highlights the extent of delivery across the council but also the significant funding, resource and expertise gap in achieving net zero by 2030, be agreed.
3. That the approach to reviewing council wide policy and ensuring that climate objectives are built into the council's wider work as standard be agreed.
4. That the proposed community engagement approach and associated

governance structure, which sets out how the citizens' jury process will be utilised to underpin further resident engagement be agreed.

5. That the significant amount of revenue and capital funding now allocated in support of the action plan be noted and that every route to attract and maximise additional resources for the climate emergency be explored.
6. That it be agreed to proceed with additional allocations from the climate capital fund to deliver projects in line with the climate action tracker and some priorities set out by the citizens' jury.

12. SOUTHWARK STANDS TOGETHER ANNUAL REPORT

RESOLVED:

1. That the progress made against the eight work streams outlined in the Southwark Stands Together (SST) annual report (Appendix 1 of the report) be noted.
2. That it be noted that Southwark Council has been shortlisted in the Diversity & Inclusion category of the 2022 Local Government Chronicle (LGC) Awards for its work with LHC on the creation of London's first diverse architects framework, where smaller black and minority ethnic led practices have the opportunity to tender for future projects.
3. That commitment to Southwark Stands Together programme delivery be reaffirmed, and that the chief officer team, as the senior steering group for the programme, review activity and next steps to ensure the progress made in the last year is sustained and accelerated.

13. POLICY AND RESOURCES STRATEGY: FINANCIAL REMIT 2023-24 AND SCENE SETTING

RESOLVED:

That it be noted:

1. That the council agreed a balanced budget for 2022-23 on 23 February 2022, the main features of which were:
 - a. A budget requirement of £293m
 - b. Central Government Settlement Funding Assessment (SFA) of £153.6m
 - c. Council Tax of £128.9m
 - d. Business Rates Growth of £17m.
2. That the government published a 3 year spending review in October 2021 but left significant uncertainties which made it impossible to set a 3 year budget, including:

- a. Shortfalls in inflation projections
 - b. Uncertainty on the future of the New Homes Bonus
 - c. Funding for adult social care reform but no way to reasonably estimate costs
 - d. No clear indication of when major funding reforms will occur (Fair Funding Review and Business Rates Reset).
3. That additional financial uncertainty as a result of a number of factors:
 - A broadly positive three-year spending review, but with most of the good news front-loaded in 2022-23
 - Limited information on the major changes to adult social care which are expected to carry a significant price-tag in 2023-24 and 2024-25
 - The Business Rate Revaluation taking effect on 1 April 2023 and the potential impact on locally retained revenues
 - Rising inflation driving an emerging cost of living crisis
 - Rising interest rates increasing the cost of credit for residents and the cost to the council of financing its ambitious capital programme
 - Economic and financial impacts to the council of exiting the European Union
 - The current absence of any certainty of funding streams to support climate emergency plans.
 4. That there are a range of possible outcomes presented in the report, with greater detail in 2023-24 than in 2024-25 and these are based on scenarios built using the best data available at the time. For 2023-24, the possible budget gap ranges from £3.1m to £50.5m, with a most likely scenario of around £24.2m.
 5. That the central budget forecast is based on the assumptions set out at paragraph 25 of the report, with the key assumptions being:
 - Government funding rises by 3% with the exception of:
 - New Homes Bonus – expected reduction of circa £2m resulting from ending of current scheme
 - Market Sustainability and Fair Cost of Care Fund – expected to increase with matching commitments
 - 2022-23 Services grant – originally described as ‘one-off’ - forecast as flat until more information known.
 - The Fair Funding Review and Business Rate Retention Reset will be delayed again until 2024-25
 - Additional costs arising from pay and prices (3% and 6% respectively)
 - Additional debt financing costs arising from additional capital projects (£3m)
 - Council tax will increase by the maximum amount allowed (1.99%)
 - An adult social care precept of 1%.

6. That the accumulated deficit on the dedicated schools grant was £21.7m at 31 March 2022 with the prospect of achieving any meaningful reduction without additional funding from the Department for Education being remote.
7. The strategic director of finance and governance, with the support of other strategic directors will seek to prepare indicative savings options and commitments, initially for 2023-24. For the following 2 years, 2024-25 and 2025-26, a long-term strategy is going to be developed which will support the new council delivery plan.
8. That further reports will be received in the autumn including modelling and proposals for future years, as further information regarding funding is made available.

14. POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT OUTTURN, INCLUDING TREASURY MANAGEMENT 2021-22

RESOLVED:

1. That the balanced general fund outturn position for 2021-22 after the application of reserves and emergency Covid-19 funding (Table 1 of the report) be noted.
2. That the application of £13.5m of general Covid-19 emergency grant funding be noted.
3. That the key adverse variations and budget pressures underlying the outturn position be noted:
 - (i) The dedicated school grants (DSG) outturn position of a £21.7m deficit and the pressures on high needs budgets
 - (ii) The continuing budget pressures within children's social care
 - (iii) The continuing budget pressures on temporary accommodation.
4. That the utilisation of £4m contingency (paragraph 60 of the report) to offset adverse variances be noted.
5. That the housing revenue account outturn for 2021-22 be noted (Table 2, paragraphs 61-69 of the report).
6. That the detailed movements of earmarked reserves as set out in Appendices B and C of the report be noted.
7. That the treasury management activity in 2021-22 (paragraphs 85-92 of the

report) be noted.

8. That the interdepartmental budget movements that exceed £250k, as shown in Appendix A of the report be approved.
9. That the interdepartmental general fund budget movements that are less than £250k as shown in Appendix A of the report be noted.

15. POLICY AND RESOURCES STRATEGY: CAPITAL MONITORING REPORT OUTTURN 2021-22

RESOLVED:

1. That the outturn and resources for 2021-22 and future years for both the general fund and housing investment programmes as detailed in Appendices A, B and D of the report be noted.
2. That the virements and variations to the general fund and housing investment capital programme as detailed in Appendix C of the report and the new capital bids contained within this report and summarised at Appendix E of the report be approved.
3. That the significant funding requirement of £326m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A of the report be noted.
4. That the borrowing requirement of at least £1.1bn for future years for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix B of the report be noted.
5. That the significant contribution the capital programme is making towards the objectives of the council's climate change strategy (see paragraphs 17-18, 85, 117, 119 of the report) be noted.

16. BOROUGH EMERGENCY PLAN

RESOLVED:

1. That the annual review of the generic borough emergency plan with the understanding that further lessons from both the response to COVID-19 and other incidents will continue to be incorporated into future learning and planning be agreed.
2. That it be agreed that updated councillor briefing sessions are put in place to inform both existing and new councillors of their role in emergency planning

and to inform future development of incident management.

3. That it be noted that the council's emergency arrangements will continue to be guided by pan-London standards and approach, including any ongoing arrangements resulting from the city-wide COVID-19 response.
4. In the light of the fluidity in Covid infection rates across London, that the council reserves the right to activate council wide emergency response arrangements, acting on the advice of public health locally and regionally as appropriate.

17. TUSTIN ESTATE LOW RISE REDEVELOPMENT PROGRAMME (PHASE 1) ENABLING WORKS AND DEMOLITION

RESOLVED:

1. That a further variation to the housing investment programme for funding of up to £4,633,000 to undertake enabling works and demolition for Phase 1 of the Tustin Estate Low Rise Redevelopment Programme be approved.
2. That it be noted that the decision to award the enabling works and demolition contract will be taken by the strategic director of housing and modernisation as a chief officer decision, in accordance with the council's contract standing orders.
3. That it be noted that a future cabinet report will request budget approval for the delivery of the overall scheme and for entry into a development agreement.

18. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL - CONTRACTOR PARTNER FOR DELIVERY OF NEW COUNCIL HOMES, PRIVATE HOMES AND COMMERCIAL SPACE ON OLD KENT ROAD

RESOLVED:

1. That the procurement strategy outlined in the report for the appointment of a partner to deliver the new council homes development on the PC World and B&M Supermarket site on the Old Kent Road via the Greater London Authority's (GLA) London Developer Panel 2 Framework (LDP2) or its replacement for a period of five years, commencing on 29 November 2022 be approved.
2. That the contract award for the partner for delivery of new council homes, private homes and commercial space on Old Kent Road for the reasons noted in paragraph 26 of the report be delegated to the strategic director of housing and modernisation in consultation with the cabinet member for council homes and homelessness.

3. That the grant of a building lease(s) for the partner for delivery of new council homes, private homes and commercial space on Old Kent Road be delegated to the director of planning and growth in consultation with the head of property.
4. That it be noted that the contract complies with the council's procurement rules on the number of apprenticeships, in addition to planning policy.

19. GATEWAY 2 - CONTRACT AWARD APPROVAL FOR THE BOROUGH'S TREE WORKS PROGRAMME

RESOLVED:

1. That the award of the Southwark Arboricultural Maintenance Contract in three lots commencing on 3 October 2022 for an initial duration of four years at an estimated cost of £6,953,403 with an option for the council to extend for up to two further years at a cost of £3,476,702 making the total contract value of £10,430,105 if the two years extension is exercised be approved to:
 - Lot 1 (North) – CSG Ushers Ltd (Tenderer A)
 - Lot 2 (Central) – Glendale Countryside Ltd (Tenderer B)
 - Lot 3 (South) – Glendale Countryside Ltd (Tenderer B).

20. MANDELA WAY BERMONDSEY. APPROPRIATION OF COUNCIL OWNED LAND FOR PLANNING PURPOSES

RESOLVED:

That it be confirmed that with regard to the land shown edged on the plan at Appendix A of the report that is currently held within the General Fund Commercial Property Holding Account, that the appropriation of the land to planning purposes be approved so that the provisions of s203 Housing and Planning Act 2016 are engaged, in order to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972.

EXCLUSION OF THE PRESS AND PUBLIC

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

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

meeting.

21. GATEWAY 2 - CONTRACT AWARD APPROVAL FOR THE BOROUGH'S TREE WORKS PROGRAMME

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

The meeting ended at 1.00pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 26 JULY 2022.

THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE. SHOULD A DECISION OF THE CABINET BE CALLED-IN FOR SCRUTINY, THEN THE RELEVANT DECISION WILL BE HELD IN ABEYANCE PENDING THE OUTCOME OF SCRUTINY CONSIDERATION.

Item No. 8.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy: revenue monitoring report, including treasury management month 4 2022-23	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Finance, Democracy and Digital	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR FINANCE, DEMOCRACY AND DIGITAL

This report sets out the forecast position for the general fund, housing revenue account and dedicated schools grant for the 2022-23 financial year.

The council is recovering from the Covid-19 pandemic position, budgets are returning to a more normal basis, without the complication of assessing additional pandemic costs and compensatory government grant income. But there remains some residual costs and lost income relating to the pandemic.

The council has now entered a period of significant economic uncertainty with unprecedented levels of inflation and rising interest rates. Local government funding for 2022-23, was predicated on inflation forecasts of around 4% but these have proved to be far too low, as inflation is currently over 9% and rising. This has a significant impact on local councils' base budgets which will now be understated and unless these are fully updated for inflation will create a shortfall in council funding across the board.

We expect to see continued budget pressure in adult and childrens' social care and in homelessness and temporary accommodation, which are likely to worsen as inflation is set to continue to rise over the course of 2022-23. Similarly, there are a number of significant budget pressures in the housing revenue account including the increasing cost of maintaining existing homes, increased energy costs and the increased levels of debt to finance the new homes programme which is further exacerbated by rising interest rates.

In this monitoring report, the current budget pressures are mainly a result of increased demand for services and reduced income (£8m), inflationary pressures (£1m) and pay pressures (£2m).

We have had a period of inertia from the Government during the Conservative Leadership election and this has meant that no action has been taken centrally to provide any reassurance to Local Authorities that inflationary costs will be factored into the funding settlement later this year. We continue to keep a close eye on the current budget pressures and will continue to lobby the Government

for the base budget to be uplifted to mitigate the inflationary pressures we are currently experiencing.

RECOMMENDATIONS

That cabinet notes;

1. The adverse variance forecast for the General Fund in 2022-23;
2. That no additional COVID-19 funding has been made available to councils in 2022-23 and that all ongoing expenditure has been included within the forecast;
3. The key adverse variations and budget pressures;
 - (i) The Dedicated Schools Grant (DSG) is forecasting an in-year pressure of £3.1m, in addition to the £21.7m accumulated deficit brought forward;
 - (ii) The continuing budget pressures within Children's Social Care;
 - (iii) The emerging budget pressures in Adult Social Care, mitigated by the use of resilience reserves;
 - (iv) The continuing budget pressures on Temporary Accommodation;
4. The ongoing inclement macro-economic environment, with inflation running above 10.1% and interest rates at their highest rates since 2009;
5. Any pay settlement above the budgeted 2% will add pressure of £1.7m per percentage point (with 3% currently assumed in the month 4 forecast);
6. The housing revenue account forecast for 2022-23 (Table 2, paragraphs 66-77);
7. Treasury management activity undertaken in 2022-23 (paragraphs 81-88)

That cabinet approves;

8. The interdepartmental budget movements that exceed £250k, as shown in Appendix A (noting those under this threshold);

BACKGROUND INFORMATION

9. This report sets out the forecast position for the General Fund, Housing Revenue Account and Dedicated Schools Grant for the 2022-23 financial year.
10. The council agreed a balanced General Fund budget of £293.2m on 23 February 2022 based on a 2.99% council tax increase. The Policy and

Resources Strategy for 2022-23 assumed that reserves of £2m would be used to support the budget.

11. The council also approved budget decisions which included efficiencies, savings and additional income generation of £15.8m within the General Fund for 2022-23. Performance on achieving these savings is closely monitored and any significant variances are included in departmental narratives.
12. The cabinet agreed a balanced housing revenue account (HRA) budget on 18 January 2022.

KEY ISSUES FOR CONSIDERATION

General fund overall position

13. The forecast outturn projections in this monitoring report are subject to significant economic uncertainty. Rising prices has an adverse impact on local council budgets as the cost of providing services increases. Similarly, increases in food and energy prices for residents will have a larger impact on the poorest households. This in turn, will increase demand for council services to support those most vulnerable.
14. There is likely to be shift in government policy from a change to the Conservative Party leader. Tax reductions may add to the current inflationary pressures, prompting the Bank of England to increase interest rates. Interest rate increases will further increase the cost of council borrowing. Furthermore, long-term tax cuts would be difficult to sustain at the same time as an increasing demand for public services, the impact of climate change and wider geopolitical risks. The potential shift in government policy also creates yet more uncertainty about the timing and nature of the proposed reform of local government finance.
15. The forecast outturn position for the general fund is an adverse variance of £10.3m after the utilisation of reserves, as set out in Table 1 below. This table shows the projected departmental budget outturn variances together with the estimated utilisation of reserves as at the end of 2022-23.

Table 1: 2022-23 General Fund Forecast Month 4

General Fund	Original Budget	Budget Movement	Revised Budget	Net Spend in Year	Variance before use of reserves	Forecast reserve movement	Total use of resources	Variance after use of reserves
	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families	67,317	(2,300)	65,017	66,644	1,627	(180)	66,464	1,447
Adult Social Care	77,710	2,300	80,010	82,501	2,491	(2,491)	80,010	0
Commissioning & Central	5,017	0	5,017	5,493	476	0	5,493	476
Education	19,526	0	19,526	23,642	4,116	(1,226)	22,416	2,890
Children & Adults (excl. DSG)	169,570	0	169,570	178,280	8,710	(3,897)	174,383	4,813
Environment & Leisure	91,554	227	91,781	94,320	2,539	(1,472)	92,848	1,067
Housing & Modernisation	63,090	2,128	65,217	65,540	323	2,339	67,879	2,662
Chief Executive's	1,791	(256)	1,535	2,617	1,082	(537)	2,080	545
Finance & Governance	21,319	150	21,469	22,661	1,192	0	22,661	1,192
Public Health	0	0	0	0	0	0	(0)	0
Strategic Finance	(13,669)	(2,249)	(15,918)	(15,918)	0	0	(15,918)	0
Support Cost Reallocations	(42,341)	0	(42,341)	(42,341)	0	0	(42,341)	0
Contingency	4,000	0	4,000	4,000	0	0	4,000	0
Contribution from Reserves	(2,078)	0	(2,078)	(2,078)	0	0	(2,078)	0
Month 4 Forecast	293,236	0	293,236	307,082	13,846	(3,567)	303,515	10,279
DSG overspend				-		(3.10)	(3.10)	(3.10)

16. The UK has now entered into a period of high inflation which has dramatically increased over the course of 2022 and been exacerbated by Russia's invasion of Ukraine. The Bank of England now expects inflation to reach over 13% in October 2022, with the Office for Budget Responsibility expecting that inflation will not begin to fall until the third quarter of 2023. This has serious implications for delivering services within current budgets.
17. Elsewhere, underlying demand-led pressures continue in several areas such as adult and childrens' social care and temporary accommodation, homelessness and within the housing revenue account. These variances are described in more detail in the narrative below.
18. Appendix A attached to this report provides more detail on the in year budget movements by each department.
19. The following paragraphs outline the outturn in more detail by directorate:

CHILDREN'S AND ADULTS' SERVICES

20. Children's and Adults' services is forecasting an adverse variance of £4.8m after reserve transfers have been taken into account. The combined effect of inflationary pressures, the aftermath of the pandemic and the cost of living crises especially affects key services within the department. The key areas of concern affecting the general fund include children's social care due to continuing pressures in staffing, increased demand in key care packages in adult social care, as well as increased pressure on Special Education Needs (SEN) transport. The Dedicated Schools Grant (DSG) is forecasting an adverse variance of £3.1m mainly

driven by an increased demand for services for pupils and students with high needs. The department has significant reserves built up over the last few financial years to withstand some of the challenges and continues to practice strict financial management across the areas. The forecast for Children's and Adults' Services includes an inflationary increase of 3% for staffing and the agreed annual price review increases for providers.

Adult Social Care

21. The Adult Social Care division is forecasting an unfavourable variance of £2.5m before reserve movements are taken into account. This variance is mainly driven by increased inflation as well as post-pandemic related pressures especially in care package expenditure such as homecare, nursing and reablement spend. In previous years, additional one-off government funding has offset some of these pressures.
22. In order to ensure expenditure is bought back in line, the service is introducing a number of actions, such as the introduction of targeted reviews of care packages, in addition to annual reviews, which will seek to reduce care packages where possible, making use of technology and universal provision and support. Senior management will oversee and manage all these resource panel processes and decision making. The service will work on mitigating reablement home care provision spend by working closely with Guy's and St Thomas Trust (GSTT) colleagues to look at the referral criteria with a view to increasing efficiency within the provision. We are also aiming to use our limited Occupational Therapy resource to review all complex care packages that require two carers with a view to promote the use of equipment to support mobility and transfers. The service has a track record of good financial management in partnership with finance, Human Resources (HR), commissioning and procurement colleagues which will have to continue in order to ensure financial sustainability in future years.
23. The introduction of the 'Fair Cost of Care' policy, with consequent changes to the care cap threshold, is also expected to bring additional financial burden to the service in 2022-23 and in future years. While the government announced additional funding for adult social care reform over the period of 2022-23 to 2024-25, the sector is not yet clear on how these changes will take effect or the full cost of these changes. As well as increased placements costs, it is expected that these changes will lead to increased staffing costs and IT implementation costs in future years.

Children's Social Care

24. Children's Social Care is forecasting an adverse variance of £1.4m after reserve movements has been taken into account. The underlying key cost drivers within the division is staffing. There has been a trend of reduced placements costs in some areas however rising numbers of unaccompanied asylum seeking children in the borough are likely to present more financial pressure especially in the medium and longer term.

The service is also continuing to be severely affected by the shortage in the supply of children's social workers. This has been an issue over a number of years at a national level and results in greater than desirable reliance on agency workers. In order to mitigate this, the service is concentrating on developing initiatives to ensure that the recruitment and retention approach is as attractive as possible. However, it seems likely that without greater progress at a national level it will be difficult to fully resolve this in the short term.

Commissioning

25. The Commissioning division is forecasting an adverse variance of £0.48m. This forecast includes underlying staffing pressures, which is mainly due to the delay in restructuring. The directorate is working on reducing the use of agency staff and to establish a permanent staffing structure that will be able to support the needs of the department.

Education

26. Education services is forecasting an adverse variance of £2.9m after proposed reserve transfers have been taken into account. The reserve transfer relates to specific earmarked reserves such as the Improving Mental Health and Resilience Scheme (IMHARS) and the scholarship scheme. The home to school transport service remains the key medium to long-term driver for financial pressures on the education general fund. The forecast takes into account a 9% contractual increase in inflation costs transport services as well as increased demand for the service. Implementation of the independent travel training, promoting direct payments as well as further reviews of the 16-25 transport commitments are a current priority in mitigating the pressure on the budget. This sits within a wider review of Special Educational Needs and Disabilities (SEND) to better manage costs and demand for SEND provision. The service continues to provide additional support to all schools and supports children's and families with an enhanced offer of free school meals during school holidays through funding from the Household Support Grant.

Dedicated School Grant

27. The ring-fenced Dedicated Schools Grant (DSG) is forecasted to achieve an unfavourable variance of £3.1m, which is mainly due to the higher than expected demand on the high needs service. This would bring the accumulated deficit on the balance sheet to an accumulated £24.8m by the end of this financial year.
28. The high needs block remains the main risk area for the DSG. In order to bring the service to a sustainable footing, officers need to continue to pursue savings and efficiencies. In particular, through commissioning work focussed on Independent Non-Maintained Special Schools, a focus on establishing economic 16-25 pathways and Alternative Provision. However the achievement of a balanced in year position will be affected

by the fluctuations in demand for Education and Health Care Plans (EHCP's) as this is a highly demand led service area.

29. It has been recognised that departmental support is needed to tackle the accumulated deficit position. The council is currently in negotiations with the Department of Education (DfE) regarding the management of the accumulated DSG deficit as part of the DfE's 'Safety Valve' programme. The key to an agreement will be to ensure an 'in year' balanced position is achieved. This will be very challenging and will mean all aspects of the service provision will need to be reviewed. The service in conjunction with the High Needs sub-group of the School's Forum, HR and Commissioning are working to develop detailed action plans which underpin recovery. The SEND strategy that is due to be submitted to cabinet in September has bearing on the response to the DfE.
30. In addition, there is also a growing concern within the service and finance that a number of maintained schools are experiencing increasing financial difficulties. This is mainly due to the continued falling rolls that has been experienced across all London boroughs. Officers from the council work together with schools to right size the school estate through reviewing options around amalgamations, mergers and closures to ensure it matches demand. A further report on the council's strategy to manage the school estate will be presented at Cabinet in September 2022.

ENVIRONMENT AND LEISURE

31. Given the nature of services provided by the department, the impact of the current economic situation on income streams and the cost base have become especially unpredictable. In these circumstances an adverse variance for the year of £1.067m is being projected at this time after net transfer of reserves totaling £1.5m.
32. The projected outturn position takes into account the backdated costs of £836k for changes to overtime pay, including the London weighting allowance, for those employees on Southwark grades 1-8, for the period 2015-16 to 2018-19. These costs are currently subject to review by the Strategic Director of Finance and Governance in the context of the overall financial position with a view to covering from council contingency or financial risk reserves. This position will not be known until later in the financial year.
33. The departmental pay costs has been budgeted at 2% pay inflation but the forecast includes a cost pressure of £380k for the assumed pay settlement at 3%. The projections will be updated once the 2022-23 pay settlement has been agreed although this again is not likely to be finalized for some months.

34. The above cost pressures are to a large extent beyond management control and if these costs are excluded, the outturn projection for the department is within budget with a favourable variance of £149k.

Environment

35. Over the last two years, the Council has introduced a number of Streetspace schemes across the borough. These have been designed to achieve a number of objectives including the need to increase opportunities for people to move safely around the borough reducing the reliance on motor vehicles, in turn mitigating the impacts of climate change.
36. The schemes initially were introduced using temporary measures and have been through extensive public consultation over the past 12 months to ensure that any permanent measures incorporate the views of all whilst ensuring that the long term objectives and benefits are achieved. Through this engagement process amendments have been made to schemes incorporating this feedback, most notably in Dulwich where there has been a reduction in road closure hours from 5 hours per day to 2.5 hours per day.
37. As the schemes continue to be a success across the borough following significant improvement in compliance of drivers which is resulting in a reduction in PCNs issued for non-compliance. This shift in behaviour change is encouraging given the over long term objectives of the scheme. As a result of the success of the schemes and amendments made to enforcement times, there has been a reduction in income for the first quarter.
38. Income collection from the 'late night levy' has continued to recover well after the operating restrictions in place during the Covid-19 pandemic. However, income from temporary street market licences has not recovered as quickly as anticipated, and it's currently projected that the council will receive £213k less than budgeted for this year. The council will continue to support Southwark's street businesses recover from the pandemic, recognising the important contribution that markets make to the local economy.
39. Inflationary increases in the cost of materials and sub-contractor rates, exacerbated by higher energy costs, have created a projected overspend of £112k in the traded services department. The council will continue to monitor the impact of inflation on service costs.

Leisure

40. The leisure insourcing team are currently coordinating the numerous activities involved in bringing the leisure management services in house and operational from June 2023. These activities include the recruitment of key operational and management staff to manage the in-house service

and to implement the IT systems to ensure the service is fully integrated into the Council's financial and other systems. A one off mobilisation budget of £2.4m has been previously agreed for this process.

41. The leisure insourcing team are also carrying out a detailed budgeting and costing exercise to ensure the net cost of operating the service can be contained within the £2.6m budget set aside for the service.
42. The libraries service is projecting less income than expected of approximately £250k due to reduced library fees income and room bookings. Again, there is slower than expected recovery from the effects of the pandemic.

Climate Change, Sustainability and Business Development

43. The Environment and Leisure department have embarked on an extensive change programme to ensure that it is fit for the future and to meet the challenges of financial pressures and the economic and social recovery that is needed following Covid. £272k of the cost is expected to be met from earmarked reserves set aside for this purpose.
44. There is a budget pressure of £111k projected in the Sustainability and Business Development unit due to agency staff costs. Permanent recruitment is being undertaken as part of the restructure process to ensure that the use of agency staff is for a short period only.

Communities

45. The council are supporting the Afghan and Ukrainian refugees through the government's resettlement scheme. To date the council has assisted 221 Ukrainian families and 127 Afghan refugees. It is expected that the cost of these schemes will be contained within the total central government grant of approximately of £5m.
46. The directorate is not forecasting any immediate budgetary pressure at this stage, however there are risks if the current 'host family' arrangement for the initial six months period, is not continued and if those refugees who came to the UK on family visas, are unable to secure housing with their families. This additional demand on the council to provide housing to those affected by the above circumstances, would lead to a significant pressure on the 'No Recourse to Public Funds' budget.
47. A further pressure on the No Recourse to Public Funds budget is likely from those EU citizens who have not managed to secure legal status to reside in the UK due to Brexit.

Public Health

48. The Public Health directorate has been at the forefront of tackling the COVID 19 pandemic at a local level and received funding from the Contain Management Outbreak Fund (COMF) and other Covid-19 related grants. At the height of the pandemic, the directorate experienced a fall in demand for some services resulting in underspends which were transferred to the Public Health Reserve. The service is gradually returning to pre Covid-19 volumes of activity and the Public Health directorate is expected to breakeven against the ring-fenced Public Health grant at year end.

Housing and Modernisation (H&M) – Month 4 General Fund Outturn Forecast 2022-23

Overview

49. The headline forecast for 2022-23 shows an adverse variance of £0.3m. However, this includes an exceptional one-off windfall saving on concessionary travel detailed below. This windfall saving will be placed in the economic risk reserve to be used to support macroeconomic risks (paragraphs 16-17). Excluding this windfall, the underlying projected overspend is, therefore, estimated at £3.1m, primarily reflecting the unrelenting cost pressure of homelessness provision and the ongoing cost of the measures put in place in response to the pandemic, some of which will continue for the foreseeable future. Energy cost pressures in the Corporate Facilities Management team will be mitigated by the windfall saving (paragraph 53) which will reduce the projected overspend to £2.7m.

Resident Services - Temporary Accommodation (TA) and Housing Solutions

50. There remains a strong underlying demand pressure in Southwark for temporary accommodation, which has been exacerbated by the pandemic. This is driven by a growing national homelessness crisis, excessive private sector rents and government restrictions on Local Housing Allowance (LHA) rates, which means welfare benefits no longer cover the cost of private rented accommodation. Whilst the number of households in TA has increased (an average of 115 more cases than in 2021-22), the position does show signs of stabilising, but remains unpredictable. There is also a weakening on the supply-side which creates cost pressure elsewhere in the system and delays discharge of duty, due to lack of suitable accommodation.
51. For 2022-23 Cabinet approved a £4m base budget commitment for Temporary Accommodation and the Housing Solutions service, which goes some way to aligning budgeted resources with the underlying cost base. A further £2m was approved to be held in corporate reserves, in the event of any cost overrun. Cabinet will be aware that a Budget Recovery

Board (BRB) has been established to review all aspects of the service with a view to improving efficiency and containing costs within the allocated resources. The BRB are exploring a number of areas where cost savings may be realised which will help mitigate any call on the reserve at year-end. However, at this juncture, the forecast shows a pressure of £1.6m over budget, assuming activity and costs remain relatively stable over the remainder of the year and notwithstanding the risks associated with the cost of living crisis that may impact on homelessness.

Customer Services – Technology and Digital Services (TDS)

52. Overall, the cost of TDS delivered in partnership via the Shared Technology Service (STS) is currently showing a non-recurring favourable variance of £0.4m, reflecting the on-going migration from data centres to a cloud computing environment with Azure and upgrading to Office 365. This is critical to delivering greater operational efficiency and resilience in the longer-term. The service continues to build on the smart working changes accelerated in response to the pandemic, which has enabled the council to maintain a high level of service capability throughout and work continues to prepare for post-pandemic hybrid office/home working.

Customer Services - Concessionary Travel

53. London boroughs contribute to the pan-London concessionary travel scheme based on journey data for the previous two years to calculate the contributions due from each borough. Given the restrictions introduced during the pandemic and subsequent slow recovery of public transport usage, this has significantly impacted the costs payable by boroughs. For Southwark the reduction is £2.77m which is a one-off windfall for 2022-23. The expectation is that journey numbers will continue to increase back to pre-pandemic levels and combined with the impact of rampant inflation, budget provision may well need to be increased over existing levels in the medium-term. This windfall will therefore be prudently placed in the economic risk reserve for future spend and to alleviate current energy price increases in CFM (paragraph 49)

Asset Management - Corporate Facilities Management (CFM)

54. CFM is responsible for managing the council's operational estate, ensuring that buildings are compliant with health and safety regulations and fit for purpose for both staff and service users. The service continues to be at the forefront of the council's health and safety response to the pandemic providing the physical adaptations and PPE together with additional cleaning and security services creating a continuing budget pressure of £1m.
55. CFM also manage a programme of life-cycle capital investment projects across the council's operational estate and other capital works programmes for departments for which it derives fee income. As the restrictions necessitated by the pandemic subside, there remains some

caution around the delivery of the planned investment programme and therefore a reduction in fee income of £0.2m is forecast. With inflation running at record levels, particularly energy prices, CFM holds the utilities budget for some of the key operational sites in the borough and forecasts a budget pressure of £0.4m for electricity. This energy cost pressure will be offset from the use of the economic risk reserve (paragraph 49).

56. Earlier this year, CFM completed a major procurement for hard and soft facilities management services under a new single contract, which is due to go live on 1 October 2022. Some of the council's cleaning requirements at Tooley Street and Queens Road have been removed from the procurement and are to be delivered in-house running alongside the contract. As a result there has been a need to retain key external professional support to not only help mobilise the new contract, but also manage a number of other smaller scale procurements in relation to other corporate provision for which CFM is responsible. This creates a net staffing cost pressure of £0.1m.

Central Services

57. Budgets held within this activity are of a department-wide nature including corporate overheads/recharges and costs that are not specifically attributable to a particular service, for example, financing and depreciation charges, which are forecast at £0.1m lower than budget. For reporting purposes, the budget and spend forecast relating to Private Sector Building Safety is included in Central Services on this occasion, pending relocation to Asset Management in the next reporting cycle.

CHIEF EXECUTIVES DEPARTMENT

58. The department is currently projecting an adverse variance of £546k at year end after the expected transfer of reserves of £537k relating to budget pressures within Human Resources and Organisational Development which will be funded from earmarked reserves.
59. The departmental pay costs has been budgeted at 2% pay inflation but the forecast includes a cost pressure of £155k for the assumed pay settlement at 3%. The projections will be updated once the 2022-23 pay settlement has been agreed.
60. The above cost pressures are beyond management control and if these costs are excluded, the outturn projection for the department is a revised adverse variance of £391k which are due to budget pressures in planning fee income and property budgets. The position will be monitored closely and any changes will be incorporated into the next revenue monitoring report to cabinet.

FINANCE AND GOVERNANCE

61. The Finance and Governance department, including Benefits and Subsidy

and Pensions Administration is projecting an adverse variance of £1.2m.

62. During the first quarter of 2022-23, Exchequer Services continues to have a significant administrative burden as additional grant schemes have been introduced such as energy rebate schemes and cost of living support schemes. Additional postage costs as a result of an increase of postage costs themselves as well as a greater volume following the pandemic. The service has provided significant HR and payroll support in Q1, which has incurred significant contractual costs as well as the delivery of the review of the Council's Enterprise Resource Planning system.
63. This potential overspend will be monitored closely to see what mitigating actions can be taken before the year end.
64. An adverse variance was also reported in Law and Governance linked to reduced billable income. This is currently being reviewed and will be reported in the next cabinet monitoring report.

Contingency

65. The £4m contingency budget is assumed to be fully utilised to offset in-year budget pressures.

HOUSING REVENUE ACCOUNT (HRA)

Table 2: HRA Month 4

Housing Revenue Account - M4 Monitor 2022-23	Full Year Budget 2022-23	Outturn 2022-23	Variance 2022-23
	£000	£000	£000
Asset Management	63,266	62,751	-515
New Build	385	726	341
Resident Services (incl. Ex Communities)	53,727	58,382	4,655
Directorate	1,885	1,849	-36
Customer Services	7,003	7,219	216
Central Services (incl. Heating Account)	29,280	39,048	9,768
Debt Financing	30,105	27,500	-2,605
Depreciation	53,000	51,800	-1,200
Exchequer Services	9,108	8,844	-264
Tenant's Rents & Service Charges	-232,595	-232,645	-50
Homeowner Service Charges	-34,876	-35,509	-633
Revenue Contribution to Capital	19,712	16,964	-2,748
Appropriations to /(from) Reserves	0	-6,929	-6,929
Total HRA	0	0	0

66. This forecast is based on recent volume and activity data, incorporating known cost pressures and commitments in the provision of the council's

landlord services. At this point in the financial year there are a number of variables and uncertainties to contend with, not least the impact of inflation and energy costs that cannot be fully quantified, therefore the forecast remains subject to change and should be viewed with a degree of caution. The position will be kept under review and any movements reported in subsequent monitoring reports. The underlying position is a negative variance of £15m (gross) which includes an exceptional £5.8m adverse movement due to energy costs in the district heating account. The position is partially off-set by service underspends across the HRA and a combination of other measures comprising reductions in debt financing, revenue contribution to the capital programme and a drawdown from reserves, to ensure a balanced position at year-end. Cabinet is advised that scope within the HRA to manage ever increasing resource demands is rapidly diminishing and cannot be sustained indefinitely without prioritisation of service provision moving forward.

67. As previously reported, the repair and maintenance of the housing stock consumes by far the largest proportion of operating resources. There has been significant budget growth over recent years within the Asset Management division, circa £9m since 2019-20 and a further £5.9m in 2022-23) to address key cost drivers such as disrepair, voids and the in-house repairs service and meet new and emerging demands in terms of building/fire safety. Implementation of the strategic business improvement plan remains crucial to improving operational efficiency/productivity, controlling costs and achieving the higher service standards and value for money that residents expect and deserve.
68. Budget pressures similar to those experienced in prior years remain in the Resident Services division, which is forecast to be £4.7m over budget, despite approved growth of £1.6m in 2022-23. The use of estate voids for temporary accommodation is running at a higher rate (82 placements currently) and unit cost than originally predicated. In addition inflationary pressure across voids and internal repairs has driven the forecast overspend to £1.6m, and a task force has been established to review placements and address the situation. The cost of communal electricity is also projected to be significantly overspent (currently estimated at £1.1m), which will impact resident's service charges going forward. The position also includes a one-off payment of £0.6m for backdated overtime for estate cleaners for the period 2016-17 to 2019-20, together with the completion of the Great Estates works programme of £1.1m, which will be covered through reserves carried forward specifically for this purpose.
69. Subject to meeting strict eligibility criteria, works expenditure is routinely capitalised to mitigate the revenue budget. However, the corollary is that it adds further pressure on the capital programme which is itself under resourced and requires major prioritisation and re-profiling, over an extended timeframe to remain affordable. A key business plan objective under the self-financing regime began in 2012, has been to support the capital programme through revenue contributions, but this has become increasingly more difficult to achieve in recent years and the budget

cannot realistically be sustained at the existing level going forward. The forecast is currently predicated on there being a reduction in the contribution of £2.7m in 2022-23.

70. The viability of the HRA is entirely dependent on rental and other income streams for the continued provision of landlord services. Rent debit, void loss and collection are key financial performance indicators and are monitored closely. Currently, these indicators are tracking broadly to budget in global terms and have substantially recovered to pre-pandemic levels. However, this remains an area of significant risk given the potential impact of the cost of living crisis on residents' ability to pay. The pandemic has had an adverse effect on arrears which has necessitated higher bad debt provisions to be made in recent years. The HRA has and continues to maintain a prudent level of provisions to meet collection losses/write-offs and currently estimates that the full budgetary provision will be required this financial year, and will therefore be unavailable to mitigate budget pressures elsewhere in the HRA.
71. Homeowner service charges represent the second largest income stream to the HRA and reflect the proportionate costs associated with managing and maintaining properties sold under the 'Right to Buy'. These costs are fully rechargeable under the terms of the lease in order to prevent cross-subsidy from tenants. The nature and profile of the major works programme means expenditure is not linear from year to year leading to volatility in amounts billed between years which is to be expected. However, this has been exacerbated by the pandemic, for example, in 2021-22 billing was around £3m lower than budget reflecting contract delays as sites were shutdown, whereas the forecast is currently on target to meet the budget this year. Fee income is forecast to be lower than budget by up to £0.4m reflecting lower homeowner activity, offset by higher revenue service charge billing of £1m.
72. Central Services comprises non-operational service budgets such as departmental and corporate overheads, arrears/bad debt provisions, the ring-fenced district heating account, revenue support for the capital programme and debt financing. With regards the latter, unlike the general fund, there is no requirement to make a minimum revenue provision (MRP) in the HRA, which has over an extended period provided the necessary flexibility to mitigate budget pressures and exceptional events across the wider HRA.
73. However, the recent and continuing acceleration in the council's debt level, predominantly to finance the new homes programme has driven the revenue financing requirement substantially higher (indicative estimate £4m for 2022-23). This will continue to rise as the investment demands on the HIP increase further and erode what revenue flexibility currently exists to the point where budget growth will be required in the short-term (two years maximum). This pressure will only be further exacerbated by rising interest rates making the cost of borrowing more expensive and consuming a greater share of HRA resources to the detriment of other

service priorities. Borrowing remains subject to the provisions of the Local Government Act 2003 which requires authorities to have due regard to the CIPFA's 'Prudential Code', when determining how much it can prudently afford to borrow.

74. Cabinet will recall that at the time of HRA budget setting for 2022-23, it was agreed to cap the increase in district heating charges in line with rents at CPI+1% (i.e. 4.1%); the intention being to manage short-term exposure to the exceptional market volatility being experienced and allow time for markets to stabilise. Clearly this has not materialised and the situation has been further exacerbated by the conflict in Ukraine.
75. LASER, who procure energy on behalf of over a hundred public sector organisations can buy gas contracts up to four years in advance and have locked in prices until April 2023 which to some extent provides protection from further price rises during this financial year. However, indicative figures to date show the additional cost of gas and electricity for the district heating network is £5.8m more than the average cost of energy over the last four years, after factoring in homeowner charge recovery. These estimates need to be caveated pending further detailed analysis and the benefit of further actual cost information for the second quarter. It also assumes average consumption over the winter period but that remains a variable that cannot be assessed at this point. One positive to note is that the use of oil in temporary boilers will be markedly lower this year following capital investment to replace ageing and unreliable boilers and heating infrastructure.
76. Whilst there could be no guarantee at that time that prices would stabilise, the position can be mitigated in the short-term through the application of earmarked reserves set aside for this purpose. However, based on current estimates the reserve would be largely exhausted and would need to be replenished through charge increases. Cabinet further determined that depending on how energy prices moved during 2022-23 to consider a mid-year charge increase for tenants to reflect those price movements, and this remains an option going forward.
77. In the same manner as the council's general fund, the HRA holds reserves for specific purposes and as contingency against operational deficits, unforeseen events and to mitigate future risks in line with the council's medium-term resource strategy (MTRS). At 31 March 2022 earmarked reserves stood at £26.1m (previously £28.3m). The downward movement is undesirable but was necessary to ensure the HRA was balanced for 2021-22. Similarly, a further reduction of £6.9m is currently forecast for this year. Cabinet should be aware that in the context of the size of the council's HRA and HIP spending (circa £500m to £600m per annum), reserves are below the optimal level considered prudent and present a risk which needs to be managed over the medium-term with a view to building a greater level of sustainability going forward.

General Fund Earmarked Reserves

78. The council retains a level of general fund earmarked reserves which are reported each year within the annual statement of accounts. These reserves are maintained to fund:

- invest to save opportunities, which form part of the modernisation agenda and are expected to deliver future ongoing revenue savings;
- investment in regeneration and development where spend may be subject to unpredictable market and other factors;
- Exceptional items or pressures which are difficult to predict and which are not included in revenue budgets or within the capital programme.

79. The council's earmarked reserves are grouped thematically and details of the opening balance, expected movements and closing balances are shown in the table below;

Table 3: Summary of Earmarked Reserves

	Opening Balance £'000	Forecast Movement £'000	Closing Balance £'000
Corporate projects and priorities	18,876	(362)	18,515
Service improvements and reviews	34,554	(4,344)	30,210
Capital programme reserves	36,723	(1,200)	35,523
Strategic Financial Risk Reserves	65,597	2,339	67,936
Technical and smoothing reserves (incl. C19 reserves)	52,490		52,490
Total earmarked reserves	208,240	(3,567)	204,673

80. For a number of years previously the council had planned for the use of reserves to help smooth the impact of government funding reductions and other budget pressures, especially during the period of austerity. Not only did this help to protect council services but it has also allowed time to transition towards new ways of working, productivity improvements and efficiencies. The council used £5.8m of reserves to help fund the budget in 2021-22, reducing to £2m for the 2022-23 budget.

Treasury management

81. As at 31 July 2022, outstanding debt held by the council was £943m (£896m as at 31 March 2022), an in-year increase of £47m.
82. The council's debt management strategy has historically been to pursue a policy of internal borrowing, which is the use of existing reserves and balances to temporarily fund capital expenditure rather than the use of external borrowing. By so doing, the council has been able to minimise net borrowing costs (despite foregone investment income) and reduce overall treasury risk. However, since 2017-18, it has also been necessary to undertake new external borrowing in order to maintain target cash balances and support the council's ambitious and accelerating house building programme. Council officers are reviewing the strategy in light of current macro-economic conditions and will provide a full update via the treasury update report to Council Assembly in November 2022. It is likely that significant additional sums of long-term borrowing will need to be undertaken in the near future in order to finance the capital programme and protect the council from interest rate and re-financing risks.
83. In accordance with the approved treasury management strategy, the council took out new Public Works Loan Board (PWLB) loans of £100m in June and £50m in July 2022, with an average maturity of 42 years and average interest rate of 3.25%.
84. At 31 March 2022 the council had short term loans from other local authorities of £175m. £100m has since been repaid as loans have come to maturity, as at the reporting period to July 2022. No further new short-term borrowings have been made.
85. The council maintains investment balances, representing income received in advance of expenditure plus balances and reserves held. Investments as at 31 July 2022 stood at £266m representing council resources not immediately required for current expenditure.
86. Council resources that are not immediately required for current expenditure are invested in money market instruments in accordance with the DLUHC Guidance on Local Authority Investments and the approved investment strategy. The DLUHC guidance gives priority to security and liquidity and the council's aim is to achieve a yield commensurate with these principles.
87. The rate of return for the council's treasury management assets for the 2022-23 financial year to June 2022 was 0.16% (-0.05% at 31 March 2022). This increase in yield, results from the recent rises in central bank base rates. In line with the treasury management strategy, the council benchmarks its fund managers to measure performance. Fund manager return was 0.12% in the first quarter, an over-performance of 0.19% above benchmark.

88. The rate of investment return generated by the treasury management portfolio is a consequence of the council's prudent, low risk approach to treasury management investing. This is in line with the requirements of the statutory guidance for local government treasury investment issued by DLUHC.

Community, equalities (including socio-economic) and health impacts

89. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2022, and HRA budget agreed in January 2022. Although as a monitoring report this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

Climate change implications

90. There are no climate change implications arising directly from this report, which provides an update on the revenue outturn for 2022-23.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy 2022-23 – revenue budget: Council Assembly 23 February 2022	160 Tooley Street PO Box 64529 London SE1P 5LX	Tim Jones 020 7525 1772
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s105310/Report%20Policy%20and%20resources%20strategy%202022-23.pdf		
Housing Revenue Account: Final Rent-Setting and Budget report 2022-23: Cabinet 18 January 2022	160 Tooley Street PO Box 64529 London SE1P 5LX	Ian Young 020 7525 7849
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s104188/HRA%20Final%20Budget%202022-23.pdf		

APPENDICES

No.	Title
Appendix A	Interdepartmental budget movements to be approved to Month 4

AUDIT TRAIL

Cabinet member	Councillor Stephanie Cryan, Finance, Democracy & Digital	
Lead officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report author	Tim Jones, Departmental Finance Manager	
Version	Final	
Dated	31 August 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Governance	N/a	N/a
Strategic Director of Finance and Governance	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to constitutional team		31 August 2022

Appendix A - Interdepartmental Budget Movements to Month 4 2022-23

Interdepartmental movements to be approved to month 4 2022-23

Department From	Amount £	Department to	Amount £	Description of the budget movement
Strategic Finance	(2,000,000)	Housing and Modernisation	2,000,000	Temporary Accommodation

Interdepartmental movements to be noted to month 4 2022-23

Department From	Amount £	Department to	Amount £	Description of the budget movement
Chief Executive's	(127,911)	Housing and Modernisation	127,911	Transfer of two workplace posts from Organisation Transformation to Facilities Management
Strategic Finance	(100,000)	Environment and Leisure	100,000	1 Shared Use Contribution
Chief Executive's	(128,191)	Environment and Leisure	128,191	Transfer Transport Planning team budget
Strategic Finance	(150,000)	Finance and Governance	150,000	Increase member services budget

Item No. 9.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy: capital monitoring report month 4 2022-23	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Finance, Democracy and Digital	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR FINANCE, DEMOCRACY AND DIGITAL

We remain committed to an ambitious capital programme, despite pressures we are seeing in inflationary costs and interest rate rises. Our capital programme delivers real and tangible benefits for our residents and despite ongoing financial pressures, we continue to invest in this delivery to improve their neighbourhoods and their way of life.

We continue to invest in projects to help tackle the Climate Emergency and to meet our commitment to be net carbon neutral by 2030. We have a £25m capital fund for individual climate emergency projects and have already committed £21m to new projects, which are detailed in this report, over and above those existing projects that seek to have a positive environmental impact.

Our range of projects covers all areas across the length and breadth of the Borough. We have committed to improving air quality, increasing the number of cycle hangers, improvements in care home settings, children’s homes, parks and leisure centres. This includes work already underway on the Canada Water Leisure Centre, which is due to open in 2025. In addition, the council continues to provide funding for Southwark residents through the Cleaner, Greener Safer programme. This has supported over 4,000 projects since inception, with projects such as playground renovations, tree planting, upgrades to sports facilities and food growing projects.

In addition, the building of new council homes remains a key priority. By May this year, we completed or were on site with 2,515 new council homes. The scale of funding for the housing investment programme is unprecedented with a forecast total expenditure of £2bn over the period 2022-23 to 2031-32. The new council homes programme and wider housing investment programme is extremely ambitious. However, this is now experiencing significant economic risk through rising interest rates, together with the potential for cost overruns, due to huge inflationary pressures particularly in energy costs, building materials and labour costs.

The existing programme will be reviewed in the autumn to reflect these increased pressures on original budget provision and the need to provide updated spend profiles, not least in the context of market capacity to deliver projects. Also, there will need to be a fundamental review of borrowing requirements in line with the prudential code and new government borrowing restrictions and increases in interest rates that will impact on revenue budgets during a very difficult period ahead. While there may be limited scope for increasing the council's borrowing headroom, the expansion of the programme will be unlikely, as the extra borrowing will simply offset the additional costs of the current programme.

RECOMMENDATIONS

That cabinet:

1. Approves the virements and variations to the general fund and housing investment capital programme as detailed in Appendix C and the new capital bids contained within this report and summarised at Appendix E;
2. Notes the significant funding requirement of £280m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A;
3. Notes the £2bn housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix B.
4. Note the significant contribution the capital programme is making towards the objectives of the council's climate change strategy (see paragraphs. 17-18, 83-85, 120).
5. Approves the review of the entire capital programme cost estimates, profiles and priorities by the Strategic Director of Finance and Governance and the Cabinet Member for Finance, Democracy and Digital, which will be reported to Council Assembly in Feb 2023.

BACKGROUND INFORMATION

6. On 18 July 2022, the 2021-22 Outturn Capital Monitoring report was presented to Cabinet. This reported programmed general fund expenditure of £531m over the 10 year programme and in-year expenditure of £97m against programmed spend of £109m. The Housing Investment Programme stood at £2.3bn with in-year expenditure of £211m against programmed spend of £251m.
7. The scale of the capital programme is immense, representing a major element of the council's financial activities. It has a significant and very visible impact on the borough and hence on the lives of those who live, learn, visit and do business in the borough.

8. Due to the size and scale of the programme and the number of projects involved, it is inevitable that unforeseeable delays can occur which lead to some variations against planned spend. Actual resources may also vary to the plan, due to, for example, a delay in the sale of a property, or an external development with a Section 106 (S106) planning agreement or Community Infrastructure Levy (CIL) obligations not being brought forward as quickly as anticipated. This has historically resulted in the capital programme being over-programmed in year, whilst retaining a balanced programme over the entire ten year life of the programme. However, the council now faces a position where planned spend is considerably in excess of forecast resources, not only in year, but also over the life of the programme.
9. The council's constitution requires council assembly to agree the capital strategy and programme at least once every four years, ensuring effective financial control and the achievement of value for money, within the provisions of financial standing orders. On 23 February 2022, the council assembly noted the refreshed 10 year general fund capital programme and housing investment programme (HIP) for the period to 2022-32.
10. Given very high rates of inflation, the capital budgets need to be revisited to ensure that the programme is updated to the current price base and inflationary pressures are captured in the programme for the period to 2032. This re-fresh will be reported to Council Assembly in February 2023.

KEY ISSUES FOR CONSIDERATION

Programme position at month 4 2022-23

11. The capital programme is detailed within the report and appendices as follows:
 - Appendix A sets out the summary of the general fund capital programme 2022-2032;
 - Appendix B sets out the housing investment programme for 2022-2032;
 - Appendix C sets out capital programme budget virements and variations for approval;
 - Appendix D provides further detail on the general fund capital programme 2022-2032;
 - Appendix E provides a summary of the new capital bids.

General Fund

12. Attached at Appendix A is a summary of the general fund capital programme position as at month 4 2022-23. The total programmed expenditure over the period 2022-23 to 2031-32 is £443m. Forecast expenditure in 2022-23 is £112m against a programmed spend of £176m.
13. Appendix C details the budget virements and variations for approval by cabinet.

14. Appendix D provides a breakdown of the programme by directorate and project and the departmental narrative statements (paragraphs 27 to 105) provide further details.

Housing Investment Programme

15. The housing investment programme is forecasting total expenditure of £2bn over the period 2022-23 to 2031-32. Forecast expenditure in 2022-23 is £429m against a programmed spend of £456m.
16. A breakdown of the schemes and budgets within the housing investment programme is included in Appendix B. Further narrative is provided at paragraphs 106-119.

Climate change implications

17. This report provides an update on the council's capital programme as a whole. The impact of individual projects and programmes will be considered in line with constitutional requirements as part of the specific decision making and procurement processes.
18. The capital budget strengthens the council's commitment to tackling the impact of climate change. As well as creating a £25m capital fund, the council has made significant progress across the individual capital programme projects to achieve energy efficiencies and reduce carbon emissions. For example, projects are ongoing to install roof top solar panels, improving glazing and insulation and replacement of gas fired boilers with a focus on decarbonising community buildings, schools and social housing. Over 40% of lighting has been upgraded to more energy efficient lighting in shopping areas, school streets and areas of high footfall and residential roads. Further investment is planned to upgrade 100% of the borough's highway lights to LED efficient lighting. Paragraph 83 provides further detail on projects currently funded from the £25m fund.

Resourcing the 2022-23 programme and onwards

19. Capital expenditure is financed through a variety of sources, typically receipts from the sale of capital assets, capital grants, external contributions such as s106 or Community Infrastructure Levy (CIL), from reserves or from revenue budget contributions. Any capital expenditure that is not financed by available capital resources must be financed by borrowing.
20. The strategy for financing the capital programme is to utilise grants, before using council receipts and reserves, thereby minimising any requirements for borrowing which will impact on the council's revenue budget.

21. The council can temporarily utilise other resources in lieu of using external borrowing to fund capital expenditure. This is referred to as internal borrowing. Whilst internal borrowing is a useful treasury management facility to minimise debt-financing costs, it merely defers the timing of external borrowing rather than obviating the need.
22. The shortfall in available capital resources is financed from borrowing and will be funded from revenue contributions to support the debt costs over the life of the debt repayment.
23. The treasury management strategy has been to defer external borrowing, borrowing only when needed for liquidity purposes. Whilst this strategy has worked well for the council, saving over £20m since 2011, the increase in capital spending can no longer be financed entirely from internal borrowing. Accordingly, since 2017-18 the council has needed to borrow externally to finance previous capital spending and to maintain target cash balances.
24. The makeup of the capital programme is significantly influenced by the scale of resource availability from grants, s106, CIL and capital receipts and their timing. Over the life of the programme, all commitments must be met from anticipated resources. In the event of any shortfall in resources to fund the programme in any particular year the council would need to consider the use of prudential borrowing to bridge the gap. The cost of servicing the debt will be a charge to the revenue budget and funded from savings and/or returns on investments.
25. In addition, proceeds from capital receipts are continually kept under review especially for sales and development agreements. Financing will require careful monitoring of commitments and a drive to secure the forecast capital receipts and other resources as planned over the rest of the financial year. As part of work to review capital financing, a review of s106 has been undertaken to identify where contributions can appropriately be utilised to support the capital programme, subject to the agreement of the Planning Committee.
26. In developing and managing its capital programme the council has to maintain clear control of the selection and use of resources to finance capital expenditure. Strategies for investments, borrowing and treasury management facilitate this control and assist the council to have clear strategic direction on its use of resources. Beyond 2022-23, there are likely to be future demands for borrowing and these will be assessed as necessary at the time as part of our treasury management strategy.

DEPARTMENTAL UPDATES

27. The sections below provide commentary on the capital programme progress at month 4 by department for 2022-23.

CHIEF EXECUTIVE'S DEPARTMENT

28. The total value of the capital programme for the department is currently £136m for the period. The projected 2022/23 outturn is £51m against the budget of £93m and the budgets for future years will be reprofiled accordingly.

Planning & Growth Division

29. The Sustainable Growth and Property Services teams within Planning & Growth have a combined budget of £108m with expenditure incurred to the end of July 2022 amounting to £1m.

Canada Water Leisure Centre

30. As previously reported, the scheme is on site and it is anticipated that the new leisure centre will be handed over to the council in the third quarter of 2024-25. The scheme is progressing in accordance with the programme and the main pool and learner pool have recently been completed.

Elephant and Castle Open Spaces

31. Victory Community Park – The final design has been submitted to planning with an anticipated decision in November 2022. Construction is expected to commence in Spring/Summer 2023.
32. Nursery Row Park - Public consultation on the proposals for the park will be take place in Summer/Autumn 2022 in advance of a planning submission in late Autumn 2022.

Peckham Rye Station Square

33. The first phase of works to construct new commercial space on Blenheim Grove, which will provide space to enable businesses in phase 2/3 to relocate, is expected to complete this financial year. Procurement of phase 2/3, which includes the demolition of existing buildings in front of the station building and the creation of the new civic square, will start in 2023-24. This scheme will be further complemented by a planned major upgrade to Peckham Rye station, which is currently awaiting planning permission. This will deliver a fully accessible station, subject to Department for Transport (DfT) funding.

Peckham Square

34. The extensive consultation on the project demonstrated significant local concerns about anti-social behaviour and fear of crime in the square. In response, the project has been reviewed and it is now proposed that the work will be phased with an initial focus on addressing the environment at

the southeast corner of the square, including increased passive surveillance and providing a new home for Peckham Platform at the council owned 91-93 Peckham High Street.

Aylesbury Plot 18

35. This council flagship scheme will provide new community facilities including a new library, health centre with GPs and community health facilities, plus an early years facility and a new public square. The new community facilities are expected to be completed by the end of this financial year.

Livesey Exchange

36. The Livesey Exchange project is a £1.6m community-led project, funded by the Department for Transport (DfT) Future High Streets fund, Greater London Authority (GLA) Good Growth fund and Stride programmes, which will provide new work and community event space on the Old Kent Road. Works are progressing well on site and the foundations and ground floor slab have now been completed. Completion is expected this financial year.

Camberwell Station Road

37. This project is a £1.5m, GLA-funded scheme that will provide significantly improved public realm, soft landscaping and Sustainable Drainage Systems (SUDs) in this neglected part of Camberwell. The stage 3 design is now completed but further public engagement will take place before the design is completed. A start on site is now expected in Spring 2023.

Voluntary Sector Strategy

38. The Voluntary Sector Strategy requires necessary works to Voluntary and Community Sector buildings, in particular the refurbishment of the Sojourner Truth Centre, which is underway and will be completed by the end of August 2022. Additional projects have been identified where buildings are in poor condition and the council will need to invest to bring them back into use. These are currently being appraised, for example, 12a Asylum Road and the former Wells Way Library and Baths building. Complimentary funding may be available from the Heritage Lottery Fund and Carbon Offset Fund. We have drawn up individual capital bids for these and some commercial assets in a similar position. These will now be presented to the Asset Investment Board and Cabinet will be updated in a subsequent capital monitor report.

Pullens Yard Improvements

39. Pullens Yards Improvements is an ongoing project to achieve fire safety compliance in the old workshops adjoining the tenanted and leasehold residential premises. The project is underway on a unit-by-unit basis, with all initial funds committed. To achieve full compliance, a budget has now

been approved for a programme of works for 23 more units within the Pullens Yards estate, consisting of effective fire compartmentation plus ancillary works, over the three years to 2025. The contractor is to be procured with a view to next phase of works commencing in Q2/Q3.

Void Shops

40. To ensure that vacant shops and premises are re-let, the council must meet the necessary minimum statutory compliance (fire, gas, asbestos, legionella etc.), safety and environmental performance standards. We expect to see more commercial premises becoming vacant in the current economic climate as rent recovery action resumes, post-covid. We expect in the region of 30 additional units to become available each year. In addition, we need to ensure minimum environmental standards (Minimum Energy Efficiency Standards/Environmental Performance Certification) are met across the commercial portfolio if the granting of leases is to remain lawful. By April 2023 all premises will need an EPC of E or higher.

Strategic investment property acquisition

41. The council owns a number of investment-grade assets for income generation and strategic reasons. These include a number of offices, retail and industrial premises located in the north of the Borough and in the Old Kent Road area. Opportunities to add to the portfolio are appraised using an Asset Investment methodology administered by the Asset Investment Board, to provide additional assurance in Cabinet decision-making. A capital bid for strategic property acquisition will be brought forward in future reports to be considered by Cabinet.

Elephant and Castle New Tube Station

42. The capital programme includes the remaining s106/CIL contribution of £27.92m (part of the total £63m) agreed by the council towards the construction of the new Northern Line station. The developer of the former shopping centre site has now started work on the construction of the station box. The works also safeguard additional space for the Bakerloo Line Extension, which would ensure full step free integration with the Northern Line. The new station will have escalators replacing the existing lifts, which become overcrowded at peak times.

CHILDREN'S AND ADULTS' SERVICES

43. The total value of the departmental capital programme for the 10 year period from 2022-23 to 2031-32 is £103m.

Adult Social Care

44. The capital programme budget for the period 2022-23 to 2031-32 is £29.8m, the main projects being; £15.2m in respect of a programme of improvements to existing care settings, £10m for the provision of an additional bed-based care facility and £4.4m for an essential lifecycle capital programme for four residential care homes.
45. The activity on the programmed life cycle work has been considerably affected during the pandemic. This resulted in some delays in the planned work on a number of sites. Refurbishments have now restarted in Therapia Rd, Mount Adon Park and Grosvenor Terrace and other sites. The 2022-23 expenditure forecast is estimated at £581k.
46. The lifecycle work on residential homes has resumed after the pandemic. Lift replacements at Greenhive and Rose Court will run simultaneously, with the other homes to follow once the project is completed. The agreed work programme is expected to finish in 2022-23 with an estimated maximum spend of £522k. A Gateway 1 (GW1) for the next couple of years is being prepared. The programme has agreed work going forward to ensure the sustainability of the homes including the ongoing refurbishment and redecoration of the rooms within the homes with planned application for sustainability funding.
47. The Adult Social Care Capital Board has identified a number of priorities for 2022-23 and beyond to meet current and future needs of vulnerable adults in the borough. Such as a contribution to the Changing Places Toilets project as well as a contribution towards the adults social care community/day centre space next financial year as this will require fitting out with a fully equipped kitchen and accessible toilets. In order to reduce the burden on adult social care we need to support services that deliver to all, not just those with Care Act Eligible needs. Accessibility is the key to improving the lives of those with disabilities and their carers.
48. There is also work in progress to review the estate with the view to incorporate low carbon and energy reduction measures in line with the council's commitment to tackle the impact of climate change.

Children's Services and Southwark Schools for the Future (SSF) Programme

49. The Children's Services and SSF capital programme budgets for 2022-23 to 2031-32 total £73.5m, the main projects and programmes being; £13.2m for the schools refurbishment programme, £4.8m for Rotherhithe School, £5.9m for Riverside school, £12.5m for Charter school, £13.8m for Beormund Special School and £2.3m final payments and retention for Southwark Inclusive Learning Service (SILS) provision for Key Stage 3 (KS3)

50. The overall programme is focussed on rightsizing provision, ensuring the estate remains fit for purpose and on contributing to addressing high needs provision within the borough. Rising construction prices related to post Covid effects, Brexit and high energy costs are affecting the capital programme by increasing demands on existing resources. Construction prices rose by 25.2% from April 2021 to April 2022, according to the Department for Business Energy and Industrial Strategy, with month-on-month prices rising by 2.3%. Material costs are beginning to stabilise but the shortage of labour is now the biggest concern for contractors with wage inflation outstripping the general market place.
51. There is spare capacity in the primary sector (spread unequally across the borough) because of falling rolls relating to a reduced birth rate and a change in the population demographic. In addition, there has been a reduction in pupil numbers in the earlier secondary year groups. Opportunities are being explored for rationalisation of buildings to make the best use of existing assets to reduce running costs for schools. These proposals may be subject to future capital bids. There is also pressure to increase pupil places for children with special needs, which is a national issue.
52. A key priority of the programme is to ensure that any new school buildings are constructed in line with the council's target to become carbon neutral by 2030. To address this, all current new buildings are designed to a BREEAM (Building Research Establishment Environmental Assessment Method) 'excellent' standard as a minimum. On existing schools, there is a separate programme to upgrade these to be as energy efficient as possible with the objective to remove all fossil fuels from the school estate.

Primary provision

53. The Primary School refurbishment programme delivers a yearly programme of planned refurbishment works alongside emergency reactive works where necessary. The 2022-23 programme is underway. Under this programme, the decarbonisation strategy for the school estate will also be included to make schools more energy efficient and move away from using fossil fuels in the heating of schools.
54. The School Condition Allocation grant which funds the yearly Primary Schools Refurbishment programme is calculated based on pupil numbers in Southwark and so the yearly allocation has been reducing in line with falling rolls. Therefore the yearly programme will decrease from 2023-24, unless alternative funding is sourced.
55. Rotherhithe School is being redeveloped and expanded from a 2 form entry to a 3 form entry school, as the existing buildings were in a poor state and becoming life expired and also to address the increased need for primary places due to new residential developments in the local area. These residential developments are now being built in and around the Canada

Water area. The main works are now complete and the new school was opened for use in July 2022. Demolition of the existing school and landscaping are expected to be complete in early November 2022.

56. Riverside school is being redeveloped to re-provide defective early year's classrooms, dining space and safe access into the school. Design work is underway with work anticipated to start on site in late spring 2023.

Secondary provision

57. The Charter School East Dulwich is being expanded to address a shortfall in spaces in the local area. The project is in its final stage, as the demolition of the remaining buildings has completed. The contract to construct a new hall and refurbish the listed Chateau building is subject to a re-tender. The completion date for the project has been delayed due to the main works contractor withdrawing from the contract and so new procurement arrangements are underway. The project is now expected to complete in 2024-25.

Children with Special Educational Needs and Disabilities (SEND) provision

58. Beormund School is being relocated as part of a wider redevelopment of the existing school area for residential use. The new site on Reedham Street in Peckham will provide a purpose built facility with an increased capacity for pupils and will support modern teaching techniques and learning for the Beormund, Social, Emotional and Mental health (SEMH) School. The project is currently in its final design stage, with enabling works planned to commence in Autumn 2022. The main works are anticipated to commence on site in Spring 2023.
59. In order to address a growth in the number of pupils with Education and Health Care Plans (EHCPs), options are being explored to expand SEND provision in Southwark to avoid placing pupils out of borough. As a part of this programme, a classroom in Tuke School will be extended to provide 8 additional spaces for children with EHCPs. Southwark has received £9.6m Education and Skills Funding Agency (ESFA) High Needs Capital funding for 2021-24 in order to deliver this programme of works.
60. There has been some slippage in the opening of a resource unit at City of London Academy and the planned project at Southwark Inclusive Learning Service (SILS) KS4 needs to be reviewed given the delay caused to the new homes scheme and the re-provision of SILS KS4 as part of this project. This may be subject to a future capital bid.

Children's and Families

61. The Children and Families Division's aspiration is to create children's homes capacity within the boundaries of the borough, in order to provide a

fairer opportunity for some of our most vulnerable young people who are placed far from their networks and communities.

62. With the help of a £1.85m capital grant from the DfE, a 5-bed property at 18 St Mary's Road in Peckham is being converted into a children's home. The planning application was submitted in mid-July and is currently out for consultation. The works tenders were received by the Council in early August and are currently being evaluated. The intention is for contract award during the course of August, and for works to start on site very soon thereafter, in late August or early September.

ENVIRONMENT & LEISURE

Summary

63. The total value of the departmental capital programme for 2022-23 to 2031-32 is £139.5m. The projected 2022-23 outturn is £33.2m against the budget of £36.8m. The budget for future years has been re-profiled in line with the projected expenditure.
64. The progress of major schemes is outlined below.

Highways

65. The Non Principal Road (NPR) programme delivering major resurfacing of footways and carriageways is currently on target. Highways are currently reviewing road condition data available to inform the Principal Roads Programme for the coming years. A programme and forecast of what is required to maintain the overall condition factor is currently being produced and the capital forecast will be updated accordingly.
66. The School Streets programme is currently being expanded to meet with the council's commitment to improve air quality and road safety at every Southwark school.
67. Highways Community Infrastructure Levy (CIL) projects are on track to complete by March 2024, as required by the programme. Implementation of the Liverpool Grove improvements is due to start on site in September. 2022 Toulmin Street footway widening is programmed to start on site in February 2023. The College Road crossing is now fully funded, but a shortfall remains on Long Lane and Southwark Park Road that will need to be addressed before the schemes can progress to the construction stage.
68. Site works carried out under the cycle infrastructure fund in the Rye Lane area are now complete. Design work on the Southwark Spine at Bellenden Road has progressed ahead of programme and works are now expected to start on site in February 2023 with completion in May 2023. Part of the construction cost has been brought forward to this financial year to reflect this. The start on-site date for Cycle Superhighway 4 has been further

revised to October 2022, due to an ongoing funding situation with Transport for London (TfL).

69. Cox's Walk footbridge works is now programmed to commence in October 2022. The projected cost is £700,000 which will account for two years capital allocation
70. The cycle hangers programme is on target to install 125 hangars this year, which doubles the council's current provision by March 2026. £2.5m climate change funding has been secured to continue this programme beyond the current forecast and will need to be added to the capital monitor.
71. The council has pledged to make Southwark a cycle friendly borough and reduce air pollution from vehicles. To help reduce the numbers of car journeys to and from schools there is a need to offer training not just to students but also to parents/carers and adults. Hard to reach groups such as teenagers and women must be supported, with women instructors available to women only groups. Businesses need to be supported and encouraged to use cargo bikes for local deliveries.
72. TfL have funded cyclist training by £250,000 per annum for the last 10 years, through its Local Implementation Plans programme, which manages the TfL-maintained 'red routes' through the borough. This has always been fully spent with demand exceeding funding. This funding stream has now become extremely uncertain both in terms of the amount and timing. As a result, planning and achieving the council's targets has become more difficult. To meet the Council commitment of free cycle training to every resident in the borough, a capital bid will be submitted for the year 2023-24 and beyond.
73. The Cleaner Greener Safer programme has had a huge impact in supporting Southwark residents to transform their local areas since 2003 with over 4000 projects and grants being funded, including playground renovations, upgrades to sports facilities, new estate cycle parking, tree planting, food growing projects, fencing and lighting improvements. The funding allocation of £1.88m per annum has remained constant over the years against rising costs in staffing and significant increases in construction costs and materials. Construction and material costs have doubled in the past 24 months. It is becoming increasingly difficult to deliver the same level of projects within the funding available and therefore a capital bid will be submitted for the year 2023-24 and beyond.

Asset Management

74. The programme for streetlamp column and lantern replacement, to ensure structural integrity and energy consumption reduction respectively, is on target for completion. The forecasted spend has been re-profiled to match the four year operational programme. This has meant a reduction in spend

for 2022-23 and 2023-24. LED replacement is also being carried out which will also have a linear spend profile over a four year period.

Parks and Leisure

75. Forecast expenditure for 2022-23 on the Parks and Leisure Capital Programme is £12.2m. The programme includes 35 individual projects. The most significant 2022-23 expenditure in the Parks and Leisure Capital programme will be in respect of the following projects:

- Burgess Park Sports Pavilion and Pitches - £6m
- Active Southwark Community Investment Fund - £1.1m
- Borough wide tree planting programme - £950k
- Infrastructure and Investment Works - £822k
 - Includes Peter Hills Bridge Replacement (£400k), Wells Way Wall (£100k), Lucas Gardens (£300k), Burgess Park Bridge to Nowhere (£210k) and Lighting Replacement Programme 22/23 (£125k)
- Leisure Centres Lifecycle maintenance - £435k (Dulwich and Camberwell Leisure Centres)
- Cossall Park Upgrade – £399k
- Pelier Park Upgrade – £370k
- Nunhead East Lodge – £241k.

South Dock Marina (SDM) - Essential Works

76. Final works are underway on the SDM Lock Gate Repairs and due to be completed in October 2022 (£122k)

77. Boatyard Development:

- Work underway to finalise specifications for upgrading the electrical infrastructure of the boatyard and marina to cope with increased electrical demand.
- Formalising the contract for architect services for boatyard redevelopment is in progress. Works include replacing and relocating existing toilet and shower block facilities, re-surfacing works and repositioning commercial storage containers
- Forecast expenditure of £300k in 2022-23 .

Culture

78. Library infrastructure & IT projects – The remaining budget for 2022-23 will be used to fund the following projects:

- a Wi-Fi printing and card payment facility for customers,
- a new people counter technology system to enable data analysis of library usage,
- all public computers are to be refreshed across the service,
- Kingswood house clearance costs and the refit of the new Kingswood library on Seeley Drive.

79. These projects are all in progress and are currently due to be completed by the end of 2022-23.
80. Southwark Heritage Centre & Walworth library – The final payment has been made to the council’s construction partners Lendlease. The other outstanding projects are the Southwark Today exhibition installation project, additional book spend for the library and maintenance work required on doors and access panels. There is an underspend on these projects of £551,613 which will be transferred to the regeneration capital programme.

Environmental Services

81. The council is committed to doing all it can to get the borough to be carbon neutral by 2030. Cabinet has agreed a climate strategy and action plan, which sets out the steps we need to take to achieve this. As well as reducing carbon across the borough, the council must reduce its own operational emissions. The carbon reduction capital programme is supporting projects to do this. Already the council has more than halved emissions from its operational estate and this capital will help support projects to continue to reduce the council’s carbon emissions. £1.2m of the £2.5m has now been spent or allocated on projects specifically reducing the council’s carbon emissions.
82. Cabinet agreed an additional £25m capital budget to enable the council to do more, faster, to reduce carbon emissions. £21m of the £25m has been allocated to strategic projects that meet our carbon reduction ambition as set out in the council’s climate action plan. This includes decarbonisation of the council’s vehicle fleet, expansion of LED lighting on our streets and carbon reduction of our operational estate, schools and housing. Recent allocations within this fund include capital investment to improve biodiversity and supporting community energy.
83. So far, £21m of the £25m capital budget has been allocated to the strategic projects that meet the council’s carbon reduction ambition. These are outlined below:

Project	£000
Window replacement in tenanted street properties	1,000
Burgess Park - Sports Centre	508
Crematoriums / Cemetery Buildings	100
Upgrade to 5 library sites: Camberwell, East Dulwich, Peckham, Canada Water & Walworth	3,025
Upgrade to 3 children's/youth centres: Ann Bernadt, Bermondsey & Mint Street	1,791
Education Building energy performance surveys	25

Project	£000
Crampton Primary School - remove gas boilers and install air source heat pumps	795
Brunswick Park School - install air source heat pumps in sports hall and further feasibility in dining block	295
Partnership with Veolia for the greening of our waste service focusing on transport and infrastructure	1,000
Library of Things - Walworth Library	40
LED Street Lighting - Speed up roll out	2,180
Expand cycle hanger programme	2,500
Expand EV charging programme	400
Funding to improve walking in Southwark	1,000
Green Space Enhancements and Biodiversity Improvements	1,000
Southwark Community Energy Fund	400
Council's own emissions	5,000
Cargo Bike Expansion	100
Total	21,162

Regulatory Services

84. The approved GLA schools and nurseries air quality audit starter grants have been spent on completing audits in 23 schools. The schools air quality audits have now ended.
85. Applications for starter grants for Southwark audits are expected to be received from September 2022. This grant will be given to schools involved in the audits to complete works.
86. The discovery phase of the digital airTEXT project has been completed using grant funds of £60K from the charity Impact on Urban Health (IoUH) and £23K from the Digital Innovation Fund. This is a free service for the public providing air quality alerts by SMS text message, email and voicemail and 3-day forecasts of air quality, pollen, UV and temperature across Greater London. airTEXT is an independent service, operated by Cambridge Environmental Research Consultancy. The discovery project was designed to understand how airTEXT is currently working and exploring how it might be improved to become more inclusive of ethnicity, age, or whether a different approach to distributing air quality data could be more effective. Further work will take place developing this application for more effective and versatile use.

87. The next steps for airTEXT, the alpha and beta development phase, is now seeking gateway consent to let contracts to improve the airTEXT service in September 2022. The expenditure of awarded grant funds from Defra and IoUH will commence from September 2022.
88. The Environmental Protection Team communications plan was significantly delayed owing to the COVID-19 pandemic. However, work is in progress with colleagues in the Communications Team to resume this campaign. £240k of capital funding for the EPT #onething air quality awareness campaign has been carried forward to this financial year.
89. £10k has been spent from the Consolidation Centres Study capital budget on a project to understand the impact of freight and logistics on congestion and air quality on the Old Kent Road. This also seeks how to inform the industry to improve the environmental conditions on the Old Kent Road. The project involved interviewing affected local business. Officers are taking part in other pan-London freight and logistics projects and intend to identify opportunities by the end of 2022-23.
90. The Mayor's Air Quality Fund budget for Walworth Low Emission Neighbourhood (LEN) is fully committed, designs are complete, and contractors are ready to order materials to spend the remaining budget. The projects included are:
- The road closure of Browning Road
 - Liverpool Grove public realm improvements
 - Reducing through-traffic to the A3 Kennington Park Road
 - Ensuring the LEN works for local people
 - Business engagement
 - Community engagement
 - Schools engagement
 - Encouraging active travel
 - Supporting the uptake of cleaner vehicles
 - Area-wide delivery and servicing optimization.
91. Further car free day initiatives are planned and this is expected to be finalised by the end of 2022-23. Examples of initiatives held to date to support car free days include free bike repair works offered by Dr Bike Stand to residents and having the street closed, inviting Sustrans, an environmental charity organisation, and hire bike and scooter operators to a street event. The team covered the cost of marshals and administrative costs of the road closure for a street procession. We are also currently supporting a community-led clean air-themed concert in Southwark Park by funding the use of sustainable cargo bikes for that event instead of vans. We would like to continue to support initiatives that promote closing streets and utilising them for other purposes.
92. Low emission vehicle procurement and associated charging infrastructure has been completed with two pool cars replaced with fully electric vehicles

and six charging points installed, three each at the Tooley Street and Queens Road sites.

93. A survey of council owned Medium Combustion Plants is under way. This project is for a survey of 19 sites where there is medium to large combustion equipment. The contractor has undertaken an assessment of all Council operated plant that is subject to the Medium Combustion Plants Directive (MCPD). The assessment included a survey of the plant rooms to confirm boiler equipment type and condition and reporting on likely residual lifetime, compliance options and future potential alternative heat approaches and map out methods to reduce emissions from these plant.

CAPITAL BID

Priority Health and Safety Works = £1.195m (new capital bid)

94. The Parks and Leisure service has identified priority works to maintain health and safety compliance at various assets in the borough. Essential roof repairs at Dulwich and Camberwell Leisure Centre (£650k); replacing the pontoons at Surrey Docks Leisure Centre (£450k) and replacing aging electrical wiring for the residential properties managed by Parks and Leisure department (£120k). The capital bid is requested to carry out works to the value of £1.195m. This capital bid is also reflected in Appendix C and is submitted for cabinet approval.

HOUSING AND MODERNISATION

General Fund

Overview

95. The total value of the Housing and Modernisation general fund capital programme for the ten years to 2031-32 is circa £63.7m and comprises a diverse range of activity, mostly of a corporate back-office nature, which supports wider service delivery across the council. Projected spend for the year is £10.5m.

Asset Management - Corporate Facilities Management (CFM)

96. Facilities management investment targets the council's operational estate to ensure it is fit for purpose and statutorily compliant for the safety and wellbeing of its employees and service users. Delivery is through a comprehensive inspection and assessment regime and programme of building lifecycle maintenance. Restrictions arising from the pandemic have now largely been removed and the current plan is for council staff to complete a phased return to pre pandemic working arrangements from 1 October 2022. This date coincides with the start of a new contract for FM services awarded earlier this year with CFM currently managing the completion and exit of investment projects with the outgoing provider and

preparing for new projects with the new provider. Some caution is therefore necessary in terms of what will be delivered through this period of transition which is reflected in the forecast of £1.6m for lifecycle and compliance related investment projects funded by CFM, along with a further £3.5m of wider investment projects to the council's estate on behalf of other departments.

97. The continuous lifecycle nature of much of what CFM deliver means that the service will have to review the remaining budget allocation previously approved by cabinet to consider whether it remains sufficient to fulfil investment needs over the next 10 years and seek to confirm any variation requirements in a future capital programme refresh report.

Customer Experience - Technology and Digital Services (TDS)

98. TDS supports and manages investment in the council's IT infrastructure that is necessary to improve the on-line experiences for residents enabling them to find the information and guidance they require and access our services. Investment in technology will enable staff to deliver improved public services across communities and the council become one of the best-connected and digital boroughs in London. Use of emerging technology and data helps to enhance our communities and to ensure that residents are able to connect to fast accessible broadband.
99. The current forecast capital investment for 2022-23 is £5m. Key deliverables include the development of the Customer Relationship Management (CRM) system to improve use of data, technology transformation across the Housing department following the Future Gov review. Development of a new web customer portal, completion of the data centre migration and refresh of the network infrastructure. Other important projects are IT security compliance, website and intranet replacement and a range of other smaller scale projects complete the plan for this year.
100. It is anticipated that the current investment plan will consume the remaining approved capital resources by 2024-25. The nature of technology inevitably means that a further resource approval will be required over the 10-year programming horizon and the service will be developing mid to long-term strategies and setting out the investment requirements going forward in a future capital programme refresh report.

Customer Experience - Smart Working Programme

101. Capital investment this year is forecast at £2m, which together with £6.6m delivered in previous years will largely draw this particular programme to a close. The success of the laptop rollout in response to the pandemic allowed resources to shift towards planned upgrades in areas such as telephony and audio-visual conferencing. These investments support the council's commitment to modernise the way it works, creating flexibility in

the delivery of services and opportunity to drive efficiency and make savings.

Asset Management - Housing Renewal

102. Housing Renewal comprises a range of initiatives that principally support people in private sector accommodation to remain living independently through assistance with repairs, improvements and adaptations to their homes. Support is also provided to landlords and property owners to bring their empty properties back into use. This support is provided through the provision of grants and loans and is largely funded through Disabled Facilities Grant (DFG) and the council's own resources.
103. The projected spend for 2022-23 on DFG is £1.4m with a total forecast spend for the service overall of £1.6m. The focus will be to work to reduced timescales to maximise the volume of projects undertaken, as there is a waiting list of applicants following the pandemic. In terms of resources, there has been a cumulative upward variation in DFG funding of £2.3m over the ten year programme. This reflects a change in the assumption for DFG income, which is now estimated at £1.7m annually in line with the current year's determination.
104. Cabinet in February 2022 approved £2m additional resources specifically for the compulsory purchase of empty homes, in addition to the £1.1m per annum available for the programme between 2022 and 2026. The council is now putting in place resources to deliver these services, including employing an additional surveyor and project assistant, which may cause some slippage in the spend profile assumed originally. The council is also in the process of promoting these additional services and increasing the funding offer available to empty property owners through updating the council's empty homes web page and the borough wide newsletter.

Resident Services - Traveller Sites

105. A comprehensive programme of reconfiguration and improvement works to address health and safety and compliance issues (principally fire safety) has been undertaken and further investment in sites continues. However, delays due to the pandemic have resulted in additional costs, namely prolonged temporary re-housing, storage of mobile homes and residents belongings, along with enhancements to the planned projects as the programme progresses. Fire Safety works at Brideale and Burnhill sites are planned to be complete by year-end, with the remaining budget of £0.2m expected to be fully spent.

Housing Investment Programme (HIP)

Overview

106. The headline HIP projected spend for 2022-23 is £428.7m, comprising £114.8m on existing stock, £303.4m on new council homes including acquisitions and site assembly costs and £10.5m on wider regeneration schemes. This would represent the largest annual capital investment ever made by the council and the forecast should be treated with a degree of caution at this stage. Provisional financing would be through a combination of £68.8m revenue funding, £46.6m of external grants, £16m S106 and other contributions, £67.0m of RTB and other capital receipts, leaving a residue of £230.3m to be funded through new borrowing. The programme is currently under review and over the coming months will see significant change as the council responds to the unprecedented investment challenges that it faces, particularly in relation to new and emerging building and fire safety requirements, the heat network, the redevelopments on Aylesbury, Ledbury and Tustin estates, and the council's carbon neutrality commitments.
107. The scale of investment needed is unprecedented (circa £2.0 billion over the next ten years), which the council does not possess. Whilst there is scope for additional borrowing (within predetermined limits), the Council must ensure that the revenue financing costs arising remain affordable in the HRA over the long-term without adversely impacting day to day service delivery. The review being undertaken now will help inform plans to ensure the sustainability of the HIP and help determine priorities going forward.

Quality Homes Investment Programme (QHIP)

108. QHIP is the principal strand of the Council's asset management strategy, approved by Cabinet in 2016 (and the successor programme to Warm, Dry, Safe (WDS)) for maintaining and renewing the existing housing stock to ensure it remains in good condition. Forecast spend for 2022-23 is currently £91.6m, including a full internal works programme incorporating kitchen and bathroom installations. A re-profiling of the QHIP to take account of new legislative demands around building and fire safety, as well as Council commitments to reduce carbon emissions, will form part of the revised Asset Management Strategy that will be presented to Cabinet later in the year.

Heat Network Strategy

109. The council recognises that substantial investment is required to bring its many and ageing heat networks up to modern standards of reliability, affordability and low carbon. An independent report in 2016 estimated investment of £100m over ten years and a total of £350m over forty years would be required, which did not include for decarbonisation at that time. A Heat Networks Strategy paper, approved by Cabinet in September 2021,

identified a number of work streams designed to address the situation. The Council's first residential heat pumps scheme at Consort, Newington and Wyndham estates is now live and supplying low carbon heat to over 2,000 homes. Five units with a combined rating of 3.4MW use ground water from the London Aquifer to generate low carbon heating, saving a projected 3,848 tonnes CO₂ per year. Capital for the scheme was partly sourced from the Mayor's Energy Efficiency Fund (a low interest loan) and revenue is generated, over the life of the heat pumps, from the Renewable Heat Incentive. We have recently received a grant offer from the GLA to explore expanding our heat pump project to other estates (grant subject to Support Agreement terms being agreed). In February 2022, five Heat Network Efficiency Scheme (HNES) grants were awarded to the council and these projects are now mostly complete, delivering small-scale improvements. Regarding our SELCHP heat network: in March 2022 a total of £16m of commercialisation grant, construction grant and construction low interest loan was secured by Veolia, with the Council's support, to deliver a significant expansion to the network. This project would deliver substantial carbon savings and other benefits to many of our existing estate networks when connected. Design, planning, consultation and legal work streams are all now underway. In accordance with the updated heat metering regulations, the council is now installing >1,000 property heat meters. Alongside this work, a draft metering and billing policy has been developed, and this is due to be consulted on throughout August and September 2022. Due to the poor condition of some of our networks, significant operational challenges remain, which are being addressed through a combination of immediate repair works and longer term capital works.

Aylesbury - Heating and Fire Protection

110. Investment of £3.5m is projected to be spent in 2022-23 to maintain safety and provide a consistent supply of heating and hot water on the Aylesbury estate. This comprises a fire protection review and works to the low rise blocks, boiler house and plant rooms, including a complete plant room replacement.

Special Schemes (High Needs)

111. The special schemes programme covers those estates identified as high need/high cost requiring extensive repair and refurbishment. The schemes by their nature are complex and resource intensive and require bespoke funding solutions outside of the main QHIP programme. Forecast spend on these projects this year is £6m, most of which relates to the project at Marie Curie.
112. Regarding the refurbishment of Maydew House, replacement of the Bede Centre and the building of new homes on the existing Abbeyfield site, the Council will now undertake further scoping works to establish how the wider site can be developed to increase the number of new homes. Consultation with residents and the local community will help to shape the proposals.

Other Programme Schemes

113. The remainder of the main programme covers a wide range of schemes, with spend of £11.4m for the year. This includes fire risk assessments, legacy warm dry and safe (WDS) schemes, major works on individual properties and hostels, and works carried out on behalf of the council by Leathermarket JMB.

New Council Homes

114. The council achieved its aim to deliver or start construction on 2,500 new council homes by May 2022, with 2,515 new homes having been completed or commenced by March 2022. In the last quarter (April to June 2022) 44 homes have been completed with work on 129 homes started on site. In achieving the initial milestone (2,500), a large proportion of the approved GLA funding had been claimed by the end of April. Southwark Construction are working with the GLA to assess the grant funding allocated to the future pipeline and ensure that the right GLA funding allocation is provided. Following the council's recent decision to pause the rooftop homes programme due to affordability, discussions are underway with the GLA to reallocate the grant funding originally allocated to this programme to other schemes.
115. The new target is to deliver a further 1,000 council homes and 500 new keyworker homes by 2026 with the aim to deliver a steady supply of new council homes per annum post 2026. The forecast spend for new homes, housing regeneration programme and acquisition is £303.4m. Of this, £219.9m is for the 46 schemes already on site. Cabinet will be aware that the new homes programme and wider HIP is extremely ambitious and is not immune to the wider economic climate. The unpredictability of the housing market, rising interest rates, the potential for significant cost overruns due to rampant inflationary pressures (particularly energy costs, building materials and labour costs) all contribute to increasing uncertainty and heightened risk which needs to be kept under close scrutiny and managed prudently and in good time to ensure the programme remains affordable.

Buyback 20 & 40 schemes

116. In 2020, the Ministry of Housing Communities and Local Government (MHCLG) made £161m grant funding available to local authorities to purchase one bedroom units on the open market to increase available stock to house rough sleepers. The council made a bid in October 2020 which was approved with a project completion deadline of 31 March 2022. £1.2m of grant funding was agreed to enable the council to purchase 20 ex-RTB one bedroom units with an overall budget of £6.3m (the Buyback 20 scheme). Cabinet subsequently approved additional funding of £12.8m to purchase a further 40 units (the Buyback 40 scheme).

117. As at 2021-22, the council had successfully acquired 20 properties under the Buyback 20 scheme at a total cost of £5.5m. The remaining budget was rolled forward to 2022-23 for any associated costs and will be financially complete by year-end. In addition, a further 39 properties have been successfully acquired under the Buyback 40 scheme to date. The scheme will be completed this year, with £1.4m of the remaining rolled forward budget of £1.7m spent as at month 4.

Regeneration Schemes

118. Forecast spend on regeneration schemes for 2022-23 is £10.5m, with most of the existing projects now drawing to a close. Acquisitions on the Aylesbury Estate account for the majority of the forecast (£9.8m).

Responding to the climate emergency

119. The HIP includes a wide range of planned projects and initiatives to tackle the climate emergency, including the installation of water source heat pumps to the Consort, Wyndham and Newington estates and plans to extend the programme where feasible. A programme for the initial roll-out of heat meters to approximately 2,000 properties which will help to reduce wastage, lower carbon emissions and provide residents with greater control over costs. The installation of highly efficient condensing boilers continues at pace, with more than 1,500 expected to be installed during the current financial year. Furthermore, old communal ventilation systems are being replaced, which will help to reduce energy usage, reduce condensation and improve air quality in council homes. Officers are also looking at options to extend the combined heat and power provision and exploring external funding opportunities to assist with improving energy efficiency and providing low carbon heating in the council's housing stock.

Community, equalities (including socio-economic) and health impacts

120. This report monitors expenditure relating to the council's capital programme. Although as a monitoring report this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the projects and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

Climate change implications

121. This report provides an update on the council's capital programme as a whole and includes climate change programme updates. The impact of individual projects and programmes will be considered in line with

constitutional requirements as part of the specific decision making and procurement processes.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

122. The council has a duty to maintain a balanced budget throughout the year and, accordingly, members are required to regularly monitor the council's financial position. Section 28 of the Local Government Act 2003 imposes a duty on the council to monitor its budgets throughout the financial year, using the same figures for reserves as were used in the original budget calculations. The council must take necessary appropriate action to deal with any deterioration in the financial position revealed by the review.
123. The capital programme satisfies the council's duty under the Local Government Act 1999 which requires it to make arrangement to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy: capital monitoring report outturn 2021-22	Southwark Council Finance and Governance 160 Tooley Street London SE1 2QH	Tim Jones, Departmental Finance Manager, Finance and Governance
Link: (please copy and paste into browser) https://moderngov.southwark.gov.uk/documents/s107865/Report%20Capital%20Outturn%20Report%202021-22.pdf		

APPENDICES

No.	Title
Appendix A	General fund capital programme month 4 summary 2022-23
Appendix B	Housing investment programme month 4 2022-23
Appendix C	Budget virements and variations month 4 2022-23
Appendix D	General fund programme detail 2022-23
Appendix E	New Capital Bids

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Finance, Democracy and Digital	
Lead Officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report Author	Tim Jones, Departmental Finance Manager, Finance and Governance	
Version	Final	
Dated	31 August 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Governance	Yes	Yes
Strategic Director for Finance and Governance.	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2022

Appendix A - General fund capital programme 2022-23 M4 Monitor

Department	2022/23			2023/24			2024/25+			Total Programme 2022/23-31/32		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's and Adults' Services	33,441	15,077	(18,364)	42,854	35,132	(7,722)	24,708	50,794	26,086	101,003	101,003	-
Southwark Schools for the Future	2,321	2,321	-	-	-	-	-	-	-	2,321	2,321	-
Environment and Leisure	36,810	33,223	(3,587)	32,129	36,132	4,003	70,536	70,120	(416)	139,475	139,475	-
Housing and Modernisation	12,730	10,489	(2,241)	7,991	9,799	1,808	42,967	43,400	433	63,688	63,688	-
Chief Executive's	91,441	51,142	(40,299)	33,480	69,646	36,166	11,179	15,312	4,133	136,100	136,100	-
TOTAL EXPENDITURE	176,743	112,252	(64,491)	116,454	150,709	34,255	149,390	179,626	30,236	442,587	442,587	-
FUNDED BY:												
Corporate Resource Pool	2,800	2,800	-	5,200	5,200	-	49,500	49,500	-	57,500	57,500	-
Major Repairs allowance	-	-	-	-	-	-	-	-	-	-	-	-
Supported Borrowing	-	-	-	-	-	-	-	-	-	-	-	-
Reserves	719	719	-	-	-	-	3,412	3,412	-	4,131	4,131	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants	25,433	17,966	(7,467)	15,553	17,692	2,139	17,780	23,108	5,328	58,766	58,766	-
Section 106 and CIL	11,915	10,482	(1,433)	14,924	16,356	1,432	10,860	10,861	1	37,699	37,699	-
External Contributions	3,552	2,939	(613)	-	1,100	1,100	580	93	(487)	4,132	4,132	-
TOTAL RESOURCES	44,419	34,906	(9,513)	35,677	40,348	4,671	82,132	86,974	4,842	162,228	162,228	-
Financing to be agreed/Borrowing	132,324	77,346	(54,978)	80,777	110,361	29,584	67,258	92,652	25,394	280,359	280,359	-

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

HRA Capital Programme-2022/23 Outturn

Appendix B

Project description	2022/23				2023/24			2024/25			2025/26 - Future Years			Total Programme 2022/23-31/32		
	Revised Budget	Month 04 Spend	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Warm Dry and Safe																
Warm Dry and Safe	1,530	267	1,348	(182)	2,004	2,186	182	0	0	0	0	0	0	3,534	3,534	0
	1,530	267	1,348	(182)	2,004	2,186	182	0	0	0	0	0	0	3,534	3,534	0
Special Schemes/HINE																
Chilton Grove Wall - Decent Homes	1,291	13	150	(1,141)	0	1,141	1,141	0	0	0	0	0	0	1,291	1,291	0
Tustin	1,537	52	1,537	0	0	0	0	0	0	0	0	0	0	1,537	1,537	0
Portland	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Damory/Thaxted externals	1,388	0	20	(1,368)	0	1,368	1,368	0	0	0	0	0	0	1,388	1,388	0
Maydew	584	208	481	(104)	0	104	104	0	0	0	0	0	0	584	584	0
Four Squares (HINE)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lakanal House refurb	36	0	36	0	0	0	0	0	0	0	0	0	0	36	36	0
Ledbury Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marie Curie	3,749	717	3,749	0	0	0	0	0	0	0	0	0	0	3,749	3,749	0
	8,586	991	5,973	(2,613)	0	2,613	2,613	0	0	0	0	0	0	8,586	8,586	0
QHIP (Inc. Kitchens & Bathrooms & LD2)																
Asset Management Strategy (QHIP)	67,800	11,320	89,286	21,486	65,079	176,836	111,757	68,100	90,219	22,119	362,565	207,203	(155,362)	563,544	563,544	0
Installation of LD2	1,900	0	2,000	100	1,256	2,000	744	1,900	2,000	100	7,660	6,716	(944)	12,716	12,716	0
FRA Contingency Budgets	300	0	300	0	1,661	1,661	0	0	0	0	0	0	0	1,961	1,961	0
	70,000	11,320	91,586	21,586	67,996	180,497	112,501	70,000	92,219	22,219	370,225	213,919	(156,306)	578,221	578,221	0
Type 4 Fire Risk Assessment																
Type 4 Fire Risk Assessment	2,526	382	2,121	(405)	12,966	13,291	325	2,853	2,853	0	7,374	7,454	80	25,719	25,719	0
	2,526	382	2,121	(405)	12,966	13,291	325	2,853	2,853	0	7,374	7,454	80	25,719	25,719	0
HEAT NETWORK STRATEGY																
Heat Network Strategy (including SELCHP Expansion)	17,709	1,095	3,338	(14,371)	15,000	15,000	0	25,000	25,000	0	238,720	253,091	14,371	296,429	296,429	0
Heat Pump installations	384	4	359	(24)	181	205	24	0	0	0	0	0	0	564	564	0
	18,092	1,099	3,697	(14,395)	15,181	15,205	24	25,000	25,000	0	238,720	253,091	14,371	296,993	296,993	0
Regeneration																
Aylesbury Estate regeneration	14,810	1,372	9,810	(5,000)	10,000	15,000	5,000	7,881	7,881	0	0	0	0	32,692	32,692	0
East Dulwich Estate	496	204	496	0	0	0	0	0	0	0	0	0	0	496	496	0

Project description	2022/23				2023/24			2024/25			2025/26 - Future Years			Total Programme 2022/23-31/32		
	Revised Budget	Month 04 Spend	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Elmington Estate	155	80	155	0	0	0	0	0	0	0	0	0	0	155	155	0
Heygate Estate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Regeneration Commercial properties	25	17	25	0	0	0	0	0	0	0	0	0	0	25	25	0
	15,486	1,673	10,486	(5,000)	10,000	15,000	5,000	7,881	7,881	0	0	0	0	33,367	33,367	0
New Builds						0										
Hostels new build	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hidden Homes	1,495	265	1,495	0	108	108	0	0	0	0	0	0	0	1,603	1,603	0
Regeneration and Development	115,013	8,372	82,796	(32,216)	67,334	81,086	13,752	19,652	33,603	13,951	15,804	20,318	4,514	217,803	217,803	0
Direct Delivery - New Council Homes Phases 1-5	134,095	14,587	134,095	0	125,417	125,417	0	74,795	74,795	0	33,885	33,885	0	368,191	368,191	0
Aylesbury FDS New Build Packages A & B	27,865	10,948	29,544	1,679	37,685	36,006	(1,679)	38,220	38,220	0	12,548	12,548	0	116,317	116,317	0
Tustin Low Redevelopment	10,691	1,140	10,679	(13)	2,697	2,697	0	3,090	3,103	13	0	0	0	16,479	16,479	0
Ledbury Towers	12,002	586	18,027	6,026	25,175	28,869	3,694	29,224	31,412	2,188	105,670	93,762	(11,908)	172,071	172,071	0
	301,161	35,898	276,637	(24,524)	258,415	274,182	15,767	164,981	181,132	16,151	167,907	160,513	(7,394)	892,463	892,463	0
Acquisitions																
Acquisitions and site assembly for new council homes	26,441	8,076	24,484	(1,957)	19,827	20,512	685	11,040	11,826	786	43,837	44,324	487	101,146	101,146	0
Ledbury Acquisitions	2,313	979	2,313	0	1,500	1,500	0	2,355	2,355	0	0	0	0	6,168	6,168	0
	28,754	9,055	26,797	(1,957)	21,327	22,012	685	13,395	14,181	786	43,837	44,324	487	107,314	107,314	0

Project description	2022/23				2023/24			2024/25			2025/26 - Future Years			Total Programme 2022/23-31/32		
	Revised Budget	Month 04 Spend	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other programmes																
Adaptations	1,600	112	1,600	0	1,600	1,600	0	1,600	1,600	0	6,931	6,931	0	11,731	11,731	0
Cash incentive & Home owner buy back scheme	2,150	65	2,150	0	0	0	0	0	0	0	0	0	0	2,150	2,150	0
Disposals costs	0	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hostels accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leasehold / freehold acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major voids	449	42	278	(171)	0	171	171	0	0	0	0	0	0	449	449	0
Security	653	0	652	(0)	103	103	0	0	0	0	0	0	0	755	755	0
T&RA halls	1,652	0	1,652	0	0	0	0	0	0	0	0	0	0	1,652	1,652	0
Pipeworks)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Installation of Sprinkler & smoke detection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ledbury Tenants-Assistance with moving costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Misc. Tenants Homeloss Assistance & Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Damage Reinstatement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WDS Leathermarket JMB	2,445	0	2,445	0	2,445	2,445	0	0	0	0	0	0	0	4,890	4,890	0
Aylesbury Fire Remedial works	1,230	356	1,230	0	0	0	0	0	0	0	0	0	0	1,230	1,230	0
	10,179	618	10,007	(172)	4,148	4,319	172	1,600	1,600	0	6,931	6,931	0	22,857	22,857	0
	456,313	61,303	428,651	(27,662)	392,036	529,306	137,270	285,711	324,866	39,155	834,993	686,231	(148,763)	1,969,054	1,969,054	0

FINANCED BY:																
Capital Receipts b/fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital receipts Leather Market Self financing	2,445	2,445	2,445	0	2,445	2,445	0	0	0	0	0	0	0	4,890	4,890	0
Capital Receipts	50,811	50,811	50,811	0	30,034	30,034	0	1,000	1,000	0	46	46	0	81,891	81,891	0
Additional New Build Receipts-SRPP	4,273	4,273	4,273	0	28,279	28,279	0	48,444	48,444	0	92,574	92,574	0	173,570	173,570	0
RTB Receipts - Restricted to New Build (incl buybacks)	9,430	9,430	9,430	0	11,148	11,148	0	8,179	8,179	0	17,627	17,627	0	46,385	46,385	0
Major Repairs Reserves	51,800	51,800	51,800	0	51,800	51,800	0	51,800	51,800	0	362,600	362,600	0	518,000	518,000	0
Revenue Contribution	16,964	16,964	16,964	0	16,964	16,964	0	16,964	16,964	0	118,748	118,748	0	169,640	169,640	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Homes Grant	40,478	40,478	40,478	0	76,830	76,830	0	12,952	12,952	0	21,415	21,415	0	151,674	151,674	0

Project description	2022/23				2023/24			2024/25			2025/26 - Future Years			Total Programme 2022/23-31/32		
	Revised Budget	Month 04 Spend	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Grants-External Contribution	6,118	6,118	6,118	0	4,125	4,125	0	2,499	2,499	0	0	0	0	12,742	12,742	0
Section 106 Funds	16,000	16,000	16,000	0	10,000	10,000	0	10,000	10,000	0	13,695	13,695	0	49,695	49,695	0
Borrowing - New Build	209,928	209,928	209,928	0	154,925	154,925	0	107,507	107,507	0	32,762	32,762	0	505,123	505,123	0
Borrowing - Acquisitions and site assembly	20,403	20,403	20,403	0	16,887	16,887	0	8,884	8,884	0	26,764	26,764	0	72,939	72,939	0
Borrowing - Heat Network	0	0	0	0	2,950	2,950	0	25,000	25,000	0	0	0	0	27,950	27,950	0
TOTAL RESOURCES	428,651	428,651	428,651	0	406,387	406,387	0	293,230	293,230	0	686,231	686,231	0	1,814,498	1,814,498	0
Forecast variation (under)/over			(0)		122,919		0	31,637		0	(0)			154,556	154,556	0

Appendix C - Budget Virements and Variations 2022-23 M4 Monitor

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Chief Executive's	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
		£	£	£	£	£	£	£	£	£	£
CURRENT PROGRAMME AT OUTTURN 2021/22											
		67,754,226	29,807,509	97,561,735	2,320,644	132,621,105	61,342,551	139,982,312	433,828,346	2,132,009,474	2,565,837,820
M4 VIREMENTS TO BE APPROVED											
Children's Services											
School Retention		(19,763)		(19,763)					(19,763)		(19,763)
Phoenix School Additional Classrooms	E-1145-0100	19,763		19,763					19,763		19,763
St Johns and St Clements	E-6300-0330.27	(107)		(107)					(107)		(107)
SEND and Disabilities Development	E-6300-0330	(4,377)		(4,377)					(4,377)		(4,377)
Redriff & Galleywall Primary Schools (City of London Academies)	E-6300-0330.8	4,484		4,484					4,484		4,484
									-		-
Housing and Modernisation											
Queens Road 4	T-1000-1000						(42,376)		(42,376)		(42,376)
Operational Buildings Life Cycle Investment	R-4040-0060						42,376		42,376		42,376
									-		-
Environment and Leisure											
Cycle Hire Expansion	R-2020-0080.03					905,155			905,155		905,155
Air Quality (School AQ Audits)	L-6200-0060					(43,115)			(43,115)		(43,115)
MAQF Project (Walworth LEN)	L-6200-0062					43,115			43,115		43,115
MAQF Project (Walworth LEN)	L-6200-0062					(3,205)			(3,205)		(3,205)
AQ Defra Projects	L-6200-0063					3,205			3,205		3,205
South Dock Marina Essential Works	R-4020-0356.01					2,977,500			2,977,500		2,977,500
South Dock Marina Feasibility Studies	L-4530-0070					(108,970)			(108,970)		(108,970)
South Dock Marina Essential Works	R-4020-0356.01					108,970			108,970		108,970
									-		-
Chief Executive's											
Cycle Hire Expansion	R-2020-0080.03							(905,155)	(905,155)		(905,155)
Harper Road	R-1230-0320.01							(53,572)	(53,572)		(53,572)
Tower Bridge Road	R-1230-0320.05							53,572	53,572		53,572
South Dock Marina Essential Works	R-4020-0356.01							(2,977,500)	(2,977,500)		(2,977,500)
Strategic Property Purchase	R-4020-0150.06							(50,000)	(50,000)		(50,000)
719-727 Old Kent Road	R-4020-0150.13							(926,354)	(926,354)		(926,354)
Folgate Estate	R-4020-0150.15							976,354	976,354		976,354
									-		-
HRA											
Warm Dry and Safe	WDS							2,003,952			
Asset Management Strategy (QHIP)	NPHS							(1,359,997)			
Installation of LD2	NPHS-LD2							(643,955)			
									-		-
TOTAL VIREMENTS TO BE APPROVED AT M4											
		-	-	-	-	3,882,655	-	(3,882,655)	-	-	-
M4 - VARIATIONS TO BE APPROVED											
Children's Services											
The Charter School E.Dulwich	E-1406-0340	3,441,607		3,441,607					3,441,607		3,441,607
									-		-
Environment and Leisure											
Leisure Centres Lifecycle Maintenance	L-1340-0009					1,195,000			1,195,000		1,195,000
AQ Defra Projects	L-6200-0063					849,500			849,500		849,500
MAQF Project (Walworth LEN)	L-6200-0062					10,000			10,000		10,000
Peckham Rye Gyrotory (C35)	L-2022-0040.01					94,000			94,000		94,000
Lower Road C4	L-2022-0080.01					500,000			500,000		500,000
Rotherhithe to Peckham	L-2022-0080.02					20,000			20,000		20,000
Wayfinding - C4 C10 C14	L-2022-0080.03					5,000			5,000		5,000
Wayfinding - Dulwich	L-2022-0080.04					5,000			5,000		5,000
Flood Prevention Programme	L-5110-0080					25,500			25,500		25,500
MAQF Project (Walworth LEN)	L-6200-0062					72,000			72,000		72,000

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Chief Executive's	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
MAQF Project (Walworth LEN)	L-6200-0062					195,000			195,000		195,000
									-		-
									-		-
Housing & Modernisation											
DFG - Housing Renewal	G-7791-0090						2,345,409		2,345,409		2,345,409
HRA											
Maydew	Maydew									(9,174,148)	(9,174,148)
Marie Curie Funding variation	Marie										-
Hidden Homes	regHidH									692,829	692,829
Regeneration and Development	SRPP									5,108,739	5,108,739
Direct Delivery - New Council Homes Phases 1-5	regDDPHs									(166,735,681)	(166,735,681)
Direct Delivery - New Council Homes Phases 1-5 Funding swap	AlysFDS										-
Aylesbury FDS New Build Packages A & B	AlysFDS									3,658,614	3,658,614
Tustin Low Redevelopment	TuslowR									4,633,000	4,633,000
Aylesbury Estate regeneration Funding variation	regAylM										-
Elmington Estate	regElmi									(61,738)	(61,738)
Disposals costs	othDisp									(982,285)	(982,285)
Hostels accommodation	othTAH									(94,519)	(94,519)
Acquisitions and site assembly for new council homes- Funding swap	regProp									0	-
Asset Management Strategy (QHIP) Funding variation	QHIP										-
Type 4 Fire Risk Assessment -Funding variation	Type4AA										-
Heat Network Strategy (including SELCHP Expansion)	heatnet										-
Adaptations-Funding variation	othAdap										-
											-
TOTAL VARIATIONS TO BE APPROVED AT M4		3,441,607	-	3,441,607	-	2,971,000	2,345,409	-	8,758,016	(162,955,189)	(154,197,173)
TOTAL PROGRAMME BUDGET VIREMENTS & VARIATIONS AT M4 2022/23		3,441,607	-	3,441,607	-	6,853,655	2,345,409	(3,882,655)	8,758,016	(162,955,189)	(154,197,173)
REVISED BUDGETS		71,195,833	29,807,509	101,003,342	2,320,644	139,474,760	63,687,960	136,099,657	442,586,362	1,969,054,285	2,411,640,647
VIREMENTS & VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:											
Corporate Resources / Capital Receipt			-	-	-	4,172,500	-	(2,977,500)	1,195,000	(87,595,632)	(86,400,632)
Major Repairs Allowance			-	-	-	-	-	-	-	(94,519)	(94,519)
Reserves			-	-	-	-	-	-	-	-	-
Revenue			-	-	-	-	-	-	-	(61,738)	(61,738)
Capital Grant		3,441,607	-	3,441,607	-	1,776,000	2,345,409	-	7,563,016	(38,364,819)	(30,801,803)
Section 106 and CIL			-	-	-	905,155	-	(905,155)	-	5,533,002	5,533,002
External Contribution			-	-	-	-	-	-	-	-	-
Supported Borrowing			-	-	-	-	-	-	-	(42,371,482)	(42,371,482)
TOTAL RESOURCES		3,441,607	-	3,441,607	-	6,853,655	2,345,409	(3,882,655)	8,758,016	(162,955,189)	(154,197,173)

Appendix D - General fund capital programme 2022-23 M4 detail

Capital Programme 2022/23 - 2031/32	2022/23				2023/24			2024/25 - 2031/32			Total Programme 2022/23-2031/32		
Description of Programme / Project	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment and Leisure													
CIL 2021- CGS	44	0	44	0	48	48	0	44	44	0	136	136	0
Cleaner Greener Safer	1,836	349	1,836	0	1,832	1,832	0	13,113	13,113	0	16,782	16,782	0
Cycle Superhighway 4 Project	0	0	0	0	2,904	2,904	0	0	0	0	2,904	2,904	0
Southwark School Streets	600	14	600	0	910	910	0	1,083	1,083	0	2,593	2,593	0
Cycle Hangers	378	190	378	0	0	0	0	0	0	0	378	378	0
CIL 2021- Highways	754	1	434	(320)	369	689	320	0	0	0	1,123	1,123	0
LIP Programme	624	0	624	0	0	0	0	0	0	0	624	624	0
Other PR Projects	2,973	820	2,431	(541)	1,633	2,174	541	607	607	0	5,213	5,213	0
StreetCare	5,846	643	5,756	(90)	6,338	6,338	0	27,233	27,323	90	39,417	39,417	0
Air Quality	1,481	53	1,296	(185)	0	185	185	0	0	0	1,481	1,481	0
Air Quality Action Plan & Climate Emergency Delivery Project	1,120	6	780	(340)	0	340	340	0	0	0	1,120	1,120	0
Regulatory Services	556	290	556	0	0	0	0	0	0	0	556	556	0
Carbon Reduction Investment	2,188	0	837	(1,351)	0	1,351	1,351	0	0	0	2,188	2,188	0
Climate Emergency	1,250	0	2,946	1,696	1,250	2,300	1,050	22,500	19,754	(2,746)	25,000	25,000	0
Street Metal Works	1,428	412	889	(539)	2,127	889	(1,238)	0	1,778	1,778	3,555	3,555	0
Walworth Library & Heritage Centre	574	33	574	0	408	408	0	0	0	0	982	982	0
Youth Services	639	11	639	0	0	0	0	0	0	0	639	639	0
Culture	398	64	398	0	113	113	0	788	788	0	1,298	1,298	0
Cemetery Burial Strategy	153	(6)	65	(88)	75	163	88	0	0	0	228	228	0
Nunhead Cemetery Wall Repair	104	3	69	(35)	0	8	8	0	27	27	104	104	0
East Lodge Nunhead Cemetery	462	8	400	(62)	31	19	(13)	0	75	75	493	493	0
Drinking Water Fountains throughout Southwark	30	0	15	(15)	27	42	15	0	0	0	57	57	0
Adventure Playground	2	0	2	0	171	171	0	0	0	0	173	173	0
Tree Planting	900	84	950	50	1,200	1,200	0	1,498	1,448	(50)	3,598	3,598	0
CIL 2021- Parks	545	20	545	0	100	100	0	0	0	0	645	645	0
Parks	9,676	1,053	7,988	(1,689)	7,700	8,813	1,114	1,947	2,522	575	19,323	19,323	0
South Dock Marina	1,136	83	422	(714)	2,103	2,383	280	180	614	434	3,420	3,420	0
Active Southwark Community Investment Fund	150	0	150	0	330	330	0	20	20	0	500	500	0
Leisure	961	2	1,599	638	2,459	2,421	(38)	1,522	922	(600)	4,943	4,943	0
Environment and Leisure Total	36,810	4,134	33,223	(3,587)	32,129	36,132	4,004	70,536	70,119	(417)	139,475	139,475	0
Chief Executive's													
Walworth Town Hall	2,267	6	1,006	(1,261)	0	1,000	1,000	0	261	261	2,267	2,267	0
Canada Water Leisure Centre	11,828	1,867	10,828	(1,000)	11,914	11,914	0	0	1,000	1,000	23,742	23,742	0
Blue Market Regeneration Programme	5	(29)	5	0	0	0	0	0	0	0	5	5	0
Revitalising the Blue	1,862	3	850	(1,012)	0	1,012	1,012	0	0	0	1,862	1,862	0
Riverside Walk	1,365	3	100	(1,265)	100	1,365	1,265	0	0	0	1,465	1,465	0
Regeneration North	3,150	141	1,786	(1,365)	1,451	2,309	857	362	869	507	4,964	4,964	0
Revitalising Camberwell	1,000	0	0	(1,000)	1,095	1,000	(95)	0	1,095	1,095	2,095	2,095	0
Peckham Rye Station Redevelopment	12,941	(1,011)	1,892	(11,050)	0	9,800	9,800	0	1,250	1,250	12,941	12,941	0
The Old Vic	2,736	0	2,736	0	1,000	1,000	0	0	0	0	3,736	3,736	0
Regeneration South	13,199	(360)	11,526	(1,673)	360	2,013	1,653	0	20	20	13,559	13,559	0
21-23 Parkhouse Street	3,380	0	3,380	0	0	0	0	0	0	0	3,380	3,380	0
Peckham Library Square	6,357	7	6,357	0	0	0	0	0	0	0	6,357	6,357	0
Regeneration Capital	1,955	74	1,919	(36)	4,400	4,436	36	0	0	0	6,355	6,355	0
Strategic Acquisitions	22,572	130	2,132	(20,440)	0	20,440	20,440	0	0	0	22,572	22,572	0
Property Services	2,024	218	1,826	(198)	860	1,058	198	0	0	0	2,884	2,884	0
Elephant & Castle Regeneration	4,800	0	4,800	0	12,300	12,300	0	10,816	10,816	0	27,916	27,916	0

Appendix D - General fund capital programme 2022-23 M4 detail

Capital Programme 2022/23 - 2031/32	2022/23				2023/24			2024/25 - 2031/32			Total Programme 2022/23-2031/32		
Description of Programme / Project	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive's Total	91,441	1,049	51,142	(40,299)	33,480	69,646	36,166	11,178	15,311	4,133	136,100	136,100	0
Children's and Adults' Services													
Adult PSS Capital Allocations	500	0	700	200	500	500	0	4,285	4,085	(200)	5,285	5,285	0
Telecare expansion	43	11	43	(0)	0	0	0	0	0	0	43	43	(0)
Lifecycle capital prog- Anchor homes	2,024	(0)	522	(1,502)	1,362	1,000	(362)	1,000	2,864	1,864	4,386	4,386	(0)
Lifecycle capital prog- ASC properties	788	11	581	(207)	748	500	(248)	8,414	8,869	455	9,950	9,950	(0)
Mosaic Management Information Development	493	9	493	0	0	0	0	0	0	0	493	493	0
Bed Based Care	1,650	0	500	(1,150)	3,000	500	(2,500)	5,000	8,650	3,650	9,650	9,650	0
Primary Schools Refurbishment Programme Retention	95	0	95	0	0	0	0	0	0	0	95	95	0
Primary Schools refurbishment programme 2020/21	420	0	420	0	0	0	0	0	0	0	420	420	0
Primary Schools refurbishment programme 2021/22	1,024	283	539	(485)	0	485	485	0	0	0	1,024	1,024	(0)
Primary Schools refurbishment programme 2022/23	3,500	0	3,474	(26)	0	26	26	0	(0)	(0)	3,500	3,500	0
Autism Spectrum	0	0	0	0	900	900	0	0	0	0	900	900	0
Beormund Primary School Redevelopment	1,000	187	300	(700)	11,798	5,323	(6,475)	1,000	8,175	7,175	13,798	13,798	0
Healthy Pupils Programme	98	0	98	0	0	0	0	0	0	0	98	98	0
Ilderton School	0	0	0	0	0	0	0	0	0	0	0	0	0
LSBU Passmore	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Expansion	12,312	(5)	641	(11,671)	1,327	1,536	209	(0)	11,462	11,462	13,639	13,639	(0)
Primary Schools refurbishment programme	0	0	0	0	3,179	3,179	0	5,009	5,009	0	8,188	8,188	0
Riverside Primary School	2,000	214	415	(1,585)	3,857	3,800	(57)	(0)	1,642	1,642	5,857	5,857	0
School Retention	0	0	0	0	1,276	1,276	0	0	0	0	1,276	1,276	0
Rotherhithe Primary School Expansion	3,792	1,378	3,519	(274)	1,000	1,274	274	0	0	0	4,792	4,792	0
St Josephs CIL	0	0	0	0	0	0	0	0	0	0	0	0	0
SEND and disabilities development	1,631	24	1,631	0	10,707	10,707	0	0	0	0	12,338	12,338	0
Southwark Inclusive Learning Service KS4	0	0	0	0	3,200	3,200	0	0	0	0	3,200	3,200	0
Troubled Families	2,051	100	1,087	(964)	0	926	926	0	38	38	2,051	2,051	0
Classrooms	20	20	20	0	0	0	0	0	0	0	20	20	0
Children's and Adults' Services Total	33,441	2,232	15,077	(18,364)	42,854	35,132	(7,722)	24,709	50,795	26,086	101,003	101,003	(0)
Southwark Schools for the Future													
KS3 SILS	247	0	247	0	0	0	0	0	0	0	247	247	0
Contingency and retention payments	2,074	0	2,074	0	0	0	0	0	0	0	2,074	2,074	0
Southwark Schools for the Future Total	2,321	0	2,321	0	0	0	0	0	0	0	2,321	2,321	0
Housing and Modernisation													
Gypsy and Travellers Site Fire Safety Reconfiguration	169	1	169	0	0	0	0	0	0	0	169	169	0
IT Investment Schemes	5,948	125	5,027	(920)	125	3,204	3,079	4,083	1,925	(2,159)	10,156	10,156	0
PPM & Compliance Programme (CRP)	429	52	195	(234)	400	368	(32)	8,251	8,517	266	9,080	9,080	0
Operational Buildings Life Cycle Investment	3,364	507	1,383	(1,982)	4,000	3,355	(645)	6,681	9,308	2,627	14,045	14,045	0
Smart Working Programme	0	217	2,130	2,130	0	259	259	2,389	0	(2,389)	2,389	2,389	(0)
Housing Renewal	2,820	283	1,585	(1,235)	3,466	2,613	(853)	21,563	23,651	2,088	27,849	27,849	0
Housing and Modernisation Total	12,730	1,061	10,489	(2,241)	7,991	9,799	1,808	42,967	43,400	433	63,688	63,688	(0)
Capital Programme 2022/23-2031/32	Total General Fund Programme												
	2022/23				2023/24			2024/25 - 2031/32			Total Programme 2022/23-2031/32		
	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance

Appendix D - General fund capital programme 2022-23 M4 detail

Capital Programme 2022/23 - 2031/32	2022/23				2023/24			2024/25 - 2031/32			Total Programme 2022/23-2031/32		
Description of Programme / Project	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	176,743	8,476	112,252	(64,491)	116,454	150,710	34,256	149,390	179,625	30,235	442,587	442,587	(0)
Total Resources	44,419	0	34,906	(9,513)	35,677	40,348	4,671	82,132	86,974	4,842	162,228	162,228	0
Forecast variation (under)/over	132,324	8,476	77,346	(54,978)	80,777	110,362	29,585	67,258	92,651	25,393	280,359	280,359	(0)
Cumulative position					213,100	187,708	(25,393)	280,358	280,358	(0)	280,359	280,359	(0)

Appendix E - Capital programme 2022/23 M4- New capital bids

Paragraph	Service	Project/Programme Description	2022/23 £'000	2023/24+ £'000	Total Programme £'000	Financing	
						Funded (S106/CIL, Grant etc) £'000	Resources to be identified £'000
Paragraph 94	Environment & Lesiure	Parks & Leisure Priority Health and Safety Works		1,195	1,195	-	1,195
					-	-	-
					-	-	-
					-	-	-
					-	-	-
			-	1,195	1,195	-	1,195

Item No. 10.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Southwark SEND Strategy 2022-25	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People and Education	

FOREWORD - COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND EDUCATION

This strategy strengthens Southwark Council's commitment to maximise positive outcomes for children with Special Education Needs and or Disabilities (SEND) and their families, through proposals for greater collaboration and a renewed focus on priority areas. This approach could not be timelier, with 2,891 children and young people currently with active Education Health and Care Plans and an increasing demand for specialist services we want to make sure that our children have the opportunity to attend high quality local provision, to enjoy learning and to reach their potential.

Developed and co-designed in partnership with the Institute of Public Care in consultation with our SEND service users, the voices of our families with children with special educational needs have helped reshaped our ambitious vision.

We are building on an already well-established SEND system, with excellent provision for children, young people and families across Southwark's special and mainstream schools and early years settings. While we cannot underestimate the challenges involved in improving the quality of special needs services, these challenges will not temper our commitment and ambition to deliver the best for our children and young people with special educational needs.

The current cost of living crisis is bearing down on all our families, not least those reliant on special educational needs services. Working together will improve outcomes for children and young people, by helping us overcome administrative and external financial challenges and find better ways to deliver services.

The four key priorities that came out of the consultation will be at the centre of our joint work. As clearly set out in this strategy, these are: *Improving provision for complex needs; Provision of more timely, high quality identification and provision; Development of greater confidence skills and competencies in all*

settings; and Development of pathways into adulthood for young people with SEND.

The priority framework will enable all relevant partners to focus on the areas important to our children and young people, including the importance of working with children in their early years and later on in their transition from childhood to adulthood. The strategy will also help develop close working relationships that could make a real difference to life chances through educational and employment opportunities.

The collaborative approach to the strategy will be maintained throughout the next phase, namely the design of the implementation plan. The SEND Operational Group, with representation from all agencies across the borough including health, social care, parents and carers, CAMHs and adult health, mental health and therapy services, will sign off and monitor the plan.

As deputy leader and cabinet lead for children, young people and education, I ask cabinet to agree this strategy and work closely with your departments to influence the delivery of the vision.

In the spirit of this strategy we must work together to make this strategy and plan purposeful, we will hold a new open annual Southwark Special Education Needs and Disabilities conference to bring members, key stakeholders and families with special educational needs together. Everyone including councillors will have a meaningful opportunity to understand and positively contribute to our commitment to enhance the lives and outcomes for children and young people with special educational needs in Southwark.

RECOMMENDATIONS

1. That the Cabinet agree the special educational needs and disability Strategy 2022-25 as set out in Appendix 1 of the report.

BACKGROUND INFORMATION

2. In line with the national trend Southwark has and continues to experience year on year increase in demand and complexity of need for special educational, needs and disability (SEND) services.
3. Our own data shows an increase in children and young people with a diagnosis for autism and an increase in demand for services in the early childhood. In addition there is a growing need for developing a range of alternative pathways for those age 19-25.
4. The Southwark SEND Strategy recognises and reflects the priorities for and identified by Southwark children, young people, families and services and sets a challenging agenda for improvement that remains within budget.
5. This strategy also looks to build on the good progress made since the SEND Area Review in 2018 (50019750 (ofsted.gov.uk)) and to address the areas for action identified in that review.

6. The final draft strategy has been developed in collaboration with the Institute of Public Care (IPC). IPC carried out much of the consultation process with professionals, parents and carers and young people in the SEND Local Area.
7. The consultation process commenced in March 2022, and was concluded in early June. A number of methods were used to engage the entire community and specifically the SEND community. A full report from IPC is presented in Appendix 2 of the report and provides detail of how the consultation was conducted, who was consulted, the process and the findings.
8. Consultees were broadly happy with the themes and the direction of the strategy, but wanted to strengthen references to inclusion, prevention and wellbeing, including being more specific about evidence of disproportionality and being broader in the descriptions of need (to include complex and/ or multiple needs). There was also feedback on simplifying, or changing wording in some cases to make the strategy clearer.
9. The recommendations for redrafting the strategy are included in Appendix 2 and the redrafted strategy in light of these is presented in Appendix 1 of this report.
10. There was further discussion about whether the most appropriate term to use was ASD (Autistic Spectrum Disorders) or ASC (Autistic Spectrum Conditions), with parents/ carers favoring the latter and the World Health Organisation favoring the former. We have decided to continue using ASD in the strategy for that reason.
11. The final strategy is more accessible for all stakeholders in the SEND Local Area and provides the framework for the implementation plan that will follow and the budget recovery work underway.

KEY ISSUES FOR CONSIDERATION

12. Alongside increasing the capacity of SEND provision locally to meet the needs of children and young people from 0-25 years old, the Southwark SEND Strategy is focused on ensuring good practice in every school and a stronger commitment to inclusion at all ages from 0-25.
13. The local area's challenge in this period is to ensure that we focus our resources on the most educationally effective provision that provides best value for money, remain within budget and that we use what we know about our children and young people, and their families, to plan ahead effectively.
14. The final strategy is ambitious. There are four key areas for development and all require engagement and support from across the council and its partners in order to deliver the desired outcomes.
15. The SEND operational group has a broad membership across the Local

Area and will oversee the development of the SEND implementation plan (to be called the SEND Inclusion Plan), assign project leads, monitor timelines and delivery.

16. Senior managers will be kept up to date with progress through SEND governance and quarterly reports.
17. It needs to be emphasised that the outcomes in the strategy can only be achieved with the engagement of all agencies to support our SEND population and coproduction at all levels of the system from individual casework to developing new in borough provision.
18. The strategy is designed to be a summary document that is accessible to all. Please find enclosed with this report the following appendices:
 - Appendix 1: The Southwark SEND Strategy
 - Appendix 2: Consultation response report

Policy framework implications

19. The essential features to recognise here are:
 - I. There are no conflicts with existing SEND policy and practice. All processes adhere to the Children and Families Act 2014 and follow the statutory guidance in the SEND Code of Practice 2015.
 - II. The SEND Strategy should complement the wider strategic planning and vision of the Council. Including its borough plan, linking to “A great start in life” and “Tackling health inequalities”.

Community, equalities (including socio-economic) and health impacts

Community impact statement

20. This Strategy will impact the community of children, young people, parents, carers and families with SEND; those who have SEND support and those with an Education, Health and Care Plan (EHCP). It may also impact those who have not yet received a diagnosis. The strategy specifically address support provided for children and young people 0-25. Central to the strategy is inclusion in mainstream and universal services. This will have a positive impact on the culture of the wider community.
21. In developing the strategy we consulted widely with members of the public as well as those directly involved in or impacted by SEND provision delivery, please see Appendix 2 of the report.

Equalities (including socio-economic) impact statement

22. A full Equalities Impact Needs Analysis (EINA) is presented in Appendix

3 of the report.

Health impact statement

23. The Strategy seeks to improve the health and life chances of children and young people with SEND and has been developed with due regard to the draft Joint Health and Wellbeing Strategy and the draft Joint Strategic Needs Assessment (JSNA). The data and analysis can be found in the EINA and the draft JSNA due for release soon.

Climate change implications

24. The SEND strategy will have a positive impact on reducing carbon emissions as there is a drive to develop more local provision therefore reducing the need for travel out of borough.

Resource implications

25. There are a number of resource implications to ensure the strategy delivers effectively and within budget.

Consultation

26. Appendix 2 details the extensive consultation undertaken in preparation of the strategy and gives detail of how children and young people, parents/carers and families were consulted, as well as education settings and residents. It provides information about the feedback we received and evidence of how we have used it to amend the strategy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

27. This report seeks the agreement of the cabinet to the council's Special Educational Needs and Disability (SEND) strategy 2022-25.
28. The strategy is produced in the context of the statutory requirements set out in the Children and Families Act 2014 together with the guidance in the SEN Code of Practice that was issued alongside the 2014 Act.
29. These provisions include the duty to keep under review the educational provision, training provision and social care provision (1) made in its area for children and young people who have special educational needs or a disability, and (2) made outside its area for children and young people for whom it is responsible who have special educational needs or who have a disability (section 27 of the 2014 Act). The Act also requires the authority to consider the extent to which this provision is sufficient to meet the educational needs, training needs and social care needs of the children and young people concerned.

30. In addition the council also has a duty under section 30 to set out a “Local Offer” which indicates the range of education, health and care provision available in the Borough for children and young people with special educational needs or a disability or outside the Borough for those children and young people with special educational needs that it is responsible for or who have a disability where this may be needed. The Act and Code of Practice make it clear that the Local Offer should reflect the services that are available as a result of the strategic assessments of local needs and reviews of local education and care provision under section 27. The Code of Practice states that “linking these assessments and reviews to the Local Offer will help to identify gaps in local provision.” Section 27 also requires the council in producing a strategy to have regard to the assessment of relevant needs and joint local health and wellbeing strategy.
31. In carrying out its review and producing the strategy the council is statutorily required to consult a number of people including children and young people with special educational needs and disabilities and their parents and local schools. The report refers to the consultation that has been carried out in connection with this strategy which is attached as Appendix 2. It is necessary, as a matter of law, for the cabinet to carefully take account of the outcome of this consultation as set out in the report and appendix in reaching its conclusions on this matter.
32. The council also has a statutory duty under the Education Act 1996 to secure that there are sufficient primary and secondary schools available in the Borough and in doing so have to give particular regard to the need for securing that special educational provision is made for pupils who have special education needs (section 14).
33. The production of this strategy is an executive function of the council which is required to be considered by the cabinet in accordance with the Local Government Act 2000 and Part 3B of the council’s constitution.
34. The cabinet will need to ensure that the public sector equality duty in section 149 Equality Act 2010 is considered i.e. to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others. Reference is made to this in the “Community, equalities (including socio-economic) and health impacts” section above and an equalities impact assessment has been carried out and is attached as Appendix 3 to which the cabinet should give due regard in its deliberations.

Strategic Director of Finance and Governance

35. The cost of placements for SEND pupils is met from the High Needs block of the Dedicated Schools Grant. The High Needs block had a deficit of £21.6m at the end of the 2021/22 financial year and this is expected to grow to £23.6m by the end of March 2023. The number of pupils with SEND is also expected to grow and inflation is expected to add pressures to the budget. The funding from central government is not expected to

increase in line with this. This strategy needs to ensure it controls and reduces the cost of provision.

36. Further financial and policy strategies are being worked on alongside this report to ensure that the high needs expenditure remains with the resources available. The Schools Forum will consider this on the 29th September 2022.
37. Alongside this, discussions are taking place with the Education and Skills Funding Agency for Southwark to become a “Safety Value Funded Authority”. This will potentially provide financial support to address some of the accumulated deficit within the High Needs block. Any funding will be subject to the delivery of the plans.
38. There is no immediate impact on the Core Funding, but if in the future the High Needs Block remains overspent then this may fall on the Core.

Other officers

39. Not applicable.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Care Quality Commission and Ofsted Joint Local Area SEND Inspection, 2018. (50019750 (ofsted.gov.uk))	SEN and Inclusion Education Directorate Children’s and Adults’ Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://files.ofsted.gov.uk/v1/file/50019750		
SEND Code of Practice 2015	SEN and Inclusion Education Directorate Children’s and Adults’ Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.gov.uk/government/publications/send-code-of-practice-0-to-25		
SEND	SEN and Inclusion Education Directorate	Yvonne Ely 020 7525 52738

Background Papers	Held At	Contact
	Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	
Link: https://www.gov.uk/children-with-special-educational-needs		
NHS - Autistic Spectrum Disorders	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.nhs.uk/conditions/autism/		
Children and Families Act 2014	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.legislation.gov.uk/ukpga/2014/6/contents/enacted		
Equalities Act 2010	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.legislation.gov.uk/ukpga/2010/15/contents		
Institute of Public Care	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738

Background Papers	Held At	Contact
Link: https://ipc.brookes.ac.uk/		
Southwark Council's Equality Objectives	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link (please copy and paste into browser): https://www.southwark.gov.uk/council-and-democracy/equality-and-diversity/equality-objectives		
Public Sector Equality Duty	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link (please copy and paste into browser): https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty		
Southwark Council's response to tackling the climate emergency	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.southwark.gov.uk/environment/climate-emergency		

APPENDICES

No.	Title
Appendix 1	SEND Strategy for children and young people 0-25 (2022-2025)
Appendix 2	IPC Consultation report
Appendix 3	Equalities Impact Needs Analysis

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People and Education	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults' Services	
Report Author	Yvonne Ely, Assistant Director SEND	
Version	Final	
Dated	1 September 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	1 September 2022	

Item No. 11.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to Report of the Education and Local Economy Scrutiny Commission: Special Educational Needs and Disabilities (SEND) provision in the Borough of Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Lead for Children, Young People & Schools	

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

I would like to thank the Education and Local Economy Scrutiny Commission for their recent scrutiny of Special Educational Needs and Disabilities (SEND) provision in Southwark. Support for children and young people with special educational needs could not be more important. With increasing demand for specialist services and a vicious cost of living crisis bearing down on our families, we welcome this opportunity to help us maximise opportunity for families reliant on our services.

Enclosed in this report you will find detailed responses to each of your recommendations.

Recommendation one in working with schools to increase confidence is already happening. We can assure you that your suggestion that the council to assist schools with early identification and support for children with special educational needs is a priority. The school must and do identify their leads and we are doing everything possible to improve support. But in the spirit of your recommendation we will work hard to do better.

On *recommendation two* regarding the new Integrated Care System (ICS) it is clear that there was a misunderstanding of the structural transition from Clinical Commissioning to the new ICS. From 1 July and the previous CCG staff have transferred to a new ICS Board. There is a continuity of care, and as our detailed response states, it is disappointing that you weren't able to secure contributions to your scrutiny from health colleagues.

I want to reassure you that under the new structures work with education colleagues within special educational needs provision remains a priority for health partners.

Recommendation three is noted, accepted and we are working closely with health partners on early diagnosis of autism, and this will be a key feature in the incoming Special Educational Needs and Disabilities strategy.

Recommendation four asks that we make clearer to parents when an EHC plan assessment may be necessary. We accept this and provide details below on what more we are doing and what more will be done to support parents understand when an assessment and support will be necessary. Certainly this is a key feature of our incoming SEND strategy.

Recommendation five asks a shortening of average timescales. As can be seen from the answer below a reduction in timescales in this climate of increasing demands would add further pressure to the financial budget. We acknowledge issue on timescales and budget remains an issue that we should work collaboratively to improve with the right resources. But are unable to accept this recommendation now.

On balance we're delivering on recommendation one, and recommendation two. We agree your recommendation three and four and are not in a position to agree recommendation five.

Today cabinet will agree the new Special Educational Needs and Disabilities strategy. This will help strengthen our commitment and ability to make sure that all our children and young people with special educational needs and or disabilities have the opportunity to attend high quality provision locally, to reach their potential, and to enjoy learning.

We remain ambitious for our families with special educational needs and disabilities and we look forward to scrutiny on the strategy and more importantly on its delivery so that everything that we do here is purposeful and improves lives.

RECOMMENDATIONS

1. That cabinet note the response of the Lead Member to the recommendations of the Scrutiny Committee on SEND in the London Borough of Southwark.

BACKGROUND INFORMATION

2. At the 14 June cabinet meeting the Local Economy Scrutiny Commission presented a report titled 'Special Educational Needs and Disabilities (SEND) provision in the Borough of Southwark'.
3. This report made five recommendations for the Lead Member to respond to. These are set out below with response to each.

KEY ISSUES FOR CONSIDERATION

4. The recommendations and Lead Member response are below in table form for ease:

Recommendation 1 - The Commission notes the increased acuteness of the needs of children in Southwark being diagnosed with SEND needs. The Commission supports the council's plans to continue to increase the levels of provision available within the borough to improve both the quality of experience for children with SEND needs, and the cost effectiveness of the provisions. *The Commission recommends that before the new SEND strategy is finalised, the council explore routes to supporting mainstream schools in improving the quality of training plans for their SEND provision, including Continuous Professional Development for staff.* The Commission identified varying levels of confidence and competence in schools across Southwark which will likely affect the ability of schools to identify and provide the necessary support to children who may have limited SEND needs that do not meet the threshold for receiving an Education, Health and Care Plan (EHC Plan), but that would greatly benefit from early identification and support.

Response to Recommendation 1:

The Council is already committed to working with all settings to target support and training to where it is most needed and to enable mainstream settings to be as inclusive as possible, celebrating best practice. It is a duty for each school to ensure they have a qualified Special Education Needs Coordinator and provide staff with relevant training based on the needs of children and school. There are already plans to provide further support including better signposting to the wide range of training opportunities that are already easily available for staff at all levels in schools at little or no cost.

Recommendation 2 - The Commission notes that from 1 July 2022 Southwark council and specifically Southwark Clinical Commissioning Group (CCG) which is now a part of South East London (SEL CCG) are due to implement an integrated care system (ICS) in line with Government guidance, entailing joined up care for people across the council, NHS and other partners with systems and governance arrangements aligned.

The Commission recommends that the respective senior responsible officers (SROs), including but not limited to Genette Laws (Director of Commissioning, Children's and Adults Services, Southwark council) and Dr Robert Davidson (GP Clinical Lead for Southwark, SEL CCG Governing Body) prioritise, in addition to the core requirements of ICSs:

- i) Setting out clear processes for sharing respective organisational "ways of working", given the distinct culture and practices of each organisation*
- ii) Agreeing processes for participation in shared education-related scrutiny and improvement processes, given the challenges of securing participation of health colleagues in out-of-hours scrutiny during this Commission's investigations*

Response to Recommendation 2:

The new Integrated Care System (ICS) has now been implemented from 1 July. Previous CCG staff have transferred to the new statutory Integrated Care Board (ICB), which forms part of the ICS, so there is continuity of existing local relationships. It is therefore disappointing that through these pre-existing relationships the Commission's difficulties in securing appropriate health presence at their evening sessions was not raised to allow an opportunity to rectify the situation. It is not clear who the Commission approached for evidence from across the health partners. Going forward, given health and care partners are working together through Partnership Southwark, the Chief Operating Officer would be a good initial contact and be able to assist Scrutiny Commissions in their work programmes and reviews as they relate to health, by connecting with the range of local health partners as appropriate.

It would be helpful as proposed that protocols for engagement and ways of working locally with health partners are refreshed between the ICB/Partnership Southwark team, council colleagues, and Scrutiny Commission chairs and lead officers considering the ICS changes and this work has already been agreed with the Health and Care Scrutiny Commission Chair and lead officer. A verbal briefing on the ICS changes can also be arranged.

As part of embedding the new ICS changes, there is significant local development underway and planned to support both leadership and front-line health and care staff as they work together in more joined-up ways. Work with educational and council colleagues in general and within SEND provision is critically important and remains a high priority for health partners.

Recommendation 3 - The Commission notes the council's successes in improving early diagnosis of autism. *The Commission recommends that the council works more closely with health colleagues to provide earlier diagnoses of other relevant SEND needs where assessment has historically been health and mental health led. In particular, the Commission recommends the council looks at whether under the new ICS, there should be an attempt to improve early diagnosis and early support of ADHD.*

Response to Recommendation 3:

The council, health colleague partnership has been successful in early diagnosis of and support for autism in the borough. In turn this has contributed significantly to the £21.6m overspend on high needs which is a potential risk to the council. Within the context of new ICS arrangements locally, the Council, local health and education partners recognise the need to build on existing operational strengths in SEND provision to further develop the SEND strategic partnership. We recognise that these arrangements will need to consider the recommendations arising from a recent draft joint strategic needs assessment (JSNA) and strategy for SEND, growing pressure on the council SEND budget and any future national guidance arising from an expected white paper.

We agree with the Scrutiny Commission's recommendation in relation to ADHD diagnosis and acknowledge that people are experiencing waits and will work with key partners and stakeholders in this provision to explore and develop cost effective improvements.

Recommendation 4 - *The Commission recommends that the council's information and guidance makes it clearer to parents and carers when an EHC Plan assessment may be necessary. This will give a better indication of the likelihood that a child with certain characteristics is going to be eligible. The Commission is concerned that current guidance risks giving parents and carers misleading guidance regarding their child's likely eligibility and limited information about support available in the absence of an EHC Plan.*

Response to Recommendation 4:

The Council follows the statutory guidance in the SEND Code of Practice 2015 in all decisions about Education, Health and Care assessments. The Council has also published extensive criteria about how decisions are made and these are available on the Southwark Local Offer ([local offer.southwark.gov.uk](http://localoffer.southwark.gov.uk)) to all in the borough. The SEND Team is working with the local parent carer forum (Southwark Independent Voice) to further develop the information and guidance available for parents of children with SEND. The SEND Strategy, about to be published, fully recognises the importance of engagement and working together with all stakeholders in the local area and particularly parents and carers.

Recommendation 5 - *The Commission strongly supports the council's commitment to providing early stage support and information, advice and guidance for parents and carers who are concerned that their child may have SEND needs. The Commission also acknowledges that Southwark has some of the lowest waiting times nationally with regards to SEND and EHC Plan assessments. The Commission recommends that the council explores shortening the average timescale for SEND diagnosis from the current, statutorily required, 20-week target. Whilst the Commission appreciates that there can be some support for children during the assessment period, the Commission notes the impact of this lengthy period on parents and carers, and on the ability to provide the best possible early support and schools to fund appropriate support before EHC Plan funding is forthcoming.*

Response to Recommendation 5:

As in the response to recommendation 4 above, timely support to meet need is always the aim. However, demand is high and rising in the Education, Health and Care assessment process. This does mean that meeting the 20 week deadline is already a challenge for all agencies involved. It would be unreasonable for the commission to place further demands on our schools, health partners and other agencies to provide reports any more swiftly than the statutory timescales allow. Reduction in timescales would also add further pressure to the SEND budget.

Policy framework implications

5. The council must work within the provisions in the Children and Families Act 2014 and the SEND Code of Practice 2015 in meeting the needs of children and young people 0-25 with SEND.

6. The responses as set out in this report advocates the council's values, commitments, priorities and promises to the residents of the borough. Specifically, giving every child in Southwark the opportunity to grow up in a safe, healthy and happy environment. With continuous investment to allow young people reach their full potential to thrive.
7. All of Southwark's educational settings offers a safe, healthy and happy space for children to grow, develop and learn their potential of which is closely monitored to uphold all commitments for children of borough.

Community, equalities (including socio-economic) and health impacts

Community impact statement

8. Section 149 of the Equality Act 2010, lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The council's [Approach to Equality](#) commits the council to ensuring that equality is an integral part of our day to day business.
9. The council's Education Directorate involves working closely with all relevant stakeholders and partners across the sector and collectively we are committed to upholding the responsibilities towards advocating the Public Sector Equality Duty and complying with the Equalities Act 2010.
10. The PSED enables public bodies to consider the diverse needs of groups and have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Due regard is about considering the different needs of protected characteristics in relation to the three parts of the duty.
11. The Equalities Act 2010 define the following as protected characteristics; age; disability, gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Equalities (including socio-economic) impact statement

12. It is widely acknowledged that there is a disproportionate (unequal) impact on the health and education of children and families who have a lower socio-economic status and often for those who have a special educational need. Through all of our work we aim to achieve inclusion in education and individual success for all our children and young people with special educational needs.

13. The global pandemic has placed an additional layer of complexity onto service development and family life, encouraging a necessary focus on immediate priorities, safety, and continuity of existing delivery. Southwark mobilised a multi-agency, back- to school working group in April 2020 to support the attendance of vulnerable children (including those with SEND).

Health impact statement

14. Our schools work closely with the local authority and Public Health teams to roll out initiatives and campaigns that relate to children and young people with Special Educational Needs across the borough.
15. In addition, we support staff in maintained schools to access support for example through Sunshine House, Early years Autism team and other services.

Climate change implications

16. All schools including special schools have a travel plan with many, putting in place actions aimed at reducing congestion and vehicle access in their communities including, Zones around schools, banning cars, idling and encouraging children to walk, cycle wherever possible. A number of schools work closely with Transport for London (TfL) to support sustainable travel initiatives. Funding opportunities for schools to make their environments greener are regularly circulated and adopted by school communities.

Resource implications

17. The funding for children and young people with special educational needs is largely through the Designated Schools Grant High Needs Block. This is already overspent each year. The Southwark SEND strategy prioritises our areas of focus going forward which will be driven by an implementation plan and close financial oversight.

Consultation

18. Consultation on the Southwark SEND Strategy took place earlier this year and is also being considered by Cabinet at the September 2022 meeting.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

19. Not applicable.

Director of Law and Governance

20. Not applicable.

Strategic Director of Finance and Governance REF: [CAS22/07]

21. The cost of placements for SEND pupils is met from the High Needs block of the Dedicated Schools Grant. The High Needs block had a deficit of £21.6m at the end of the 2021/22 financial year and this is expected to grow to £23.6m by the end of March 2023. The number of pupils with SEND is also expected to grow and inflation is expected to add pressures to the budget. The funding from central government is not expected to increase in line with this.
22. Further financial and policy strategies are being worked to ensure that the high needs expenditure remains with the resources available. The Schools Forum will consider this on the 29th September 2022.
23. Alongside this, discussions are taking place with the Education and Skills Funding Agency for Southwark to become a “Safety Value Funded Authority”. This will potentially provide financial support to address some of the accumulated deficit within the High Needs block. Any funding will be subject to the delivery of the plans.
24. There is no immediate impact on the Core Funding, but if in the future the High Needs Block remains overspent then this may fall on the Core.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
14 June 2022 Cabinet Agenda Item 17: Report of the Education and Local Economy Scrutiny Commission: Review of special educational needs and disabilities (SEND) provision in the Borough of Southwark	SEN and Inclusion Education Directorate Children’s and Adults’ Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
<p>Link (please copy and paste browser): https://modern.gov.southwark.gov.uk/documents/s107251/Report%20Scrutiny%20report%20Special%20Educational%20Needs%20and%20Disabilities%20SEND.pdf</p>		

Background Papers	Held At	Contact
26 September 2021 Education and Local Economy Scrutiny Commission Agenda Item 5: Special Educational Needs and Disability (SEND) Provision - Scrutiny Review	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link (please copy and paste browser): https://moderngov.southwark.gov.uk/documents/s101563/Report_Special%20Educational%20Needs%20and%20Disabilities%20SEND.pdf		
SEND	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.gov.uk/children-with-special-educational-needs		
Children and Families Acct 2014	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.legislation.gov.uk/ukpga/2014/6/contents/enacted		
Equalities Act 2010	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.legislation.gov.uk/ukpga/2010/15/contents		
Southwark Council's Equality Objectives	SEN and Inclusion Education Directorate Children's and Adults' Services	Yvonne Ely 020 7525 52738

Background Papers	Held At	Contact
	4 th Floor, 160 Tooley Street, London, SE1 2QH	
Link (please copy and paste browser): https://www.southwark.gov.uk/council-and-democracy/equality-and-diversity/equality-objectives		
Public Sector Equality Duty	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link (please copy and paste browser): https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty		
Southwark Council's response to tackling the climate emergency	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.southwark.gov.uk/environment/climate-emergency		
NHS Overview ADHD	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738
Link: https://www.nhs.uk/conditions/attention-deficit-hyperactivity-disorder-adhd/		
Southwark's Borough Plan	SEN and Inclusion Education Directorate Children's and Adults' Services 4 th Floor, 160 Tooley Street, London, SE1 2QH	Yvonne Ely 020 7525 52738

Background Papers	Held At	Contact
Link: https://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Lead for Children, Young People & Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults' Services	
Report Author	Yvonne Ely, Assistant Director of SEND	
Version	Final	
Dated	1 September 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	No
Strategic Director of Finance and Governance	Yes	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		1 September 2022

Item No. 12.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the Education and Local Economy Scrutiny Commission: Ethnicity Pay Gap	
Ward(s) or groups affected:		All	
Cabinet Member		Councillor Stephanie Cryan, Cabinet Member for Finance, Democracy and Digital	

FOREWORD: COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR FINANCE, DEMOCRACY AND DIGITAL

Southwark is a proudly diverse borough and it is important that our workforce reflects that diversity across all levels. I am proud of the role this council plays in tackling all forms of racism and inequality, and the commitment we have made to be an inclusive, anti-racist employer.

Two years ago, we established Southwark Stands Together, which includes a workstream dedicated to improving the experience of Black, Asian and minority ethnic employees. Since then, we have designed and delivered a comprehensive programme of activity including the introduction of inclusive recruitment practice and development opportunities targeted at employees from Black, Asian and minority ethnic communities.

However, as our ethnicity pay gap demonstrates, there is still much more for us to do to achieve our ambition of eradicating racism and discrimination. I want to thank the members of the Education and Local Economy Scrutiny Commission for shining a light on the council’s ethnicity pay gap and for the recommendation they have made to help us meet this aim.

Earlier this year, the government announced it will not introduce a legal requirement for employers to calculate and publish their ethnicity pay gap. This is a very short-sighted and regressive announcement, which goes against any commitments made to Level Up. I am pleased to announce that Southwark Council is among the employers who voluntarily choose to publish this information. Being transparent about our ethnicity pay gap is a vital step towards closing it.

We are furthering our commitment to close the ethnicity pay gap through our Council Delivery Plan. We will be developing and delivering a new three-year ethnicity pay gap strategy, and have set a target to ensure the council’s senior management team is proportionately representative of Southwark’s Black, Asian and minority ethnic communities by 2030. In line with the performance management framework that underpins the Council Delivery Plan, I will be directly accountable to the Leader for the council’s progress in this area.

There is no quick fix to closing the council's ethnicity pay gap. It will require meaningful and sustainable change to cultural norms, policy and practice. I am committed to leading that change and I know my determination to close the council's ethnicity pay gap is shared by colleagues in Cabinet and council officers as well as members of the Education and Local Economy Scrutiny Commission.

RECOMMENDATIONS

That Cabinet:

1. Notes the recommendation made by the Education and Local Economy Scrutiny Commission.
2. Approves the response set out in this report.
3. Reaffirms its commitment to closing the council's ethnicity pay gap, which has been included as a priority in the new Council Delivery Plan.

BACKGROUND INFORMATION

4. The ethnicity pay gap is the difference between the average hourly pay of people from Black, Asian and minority ethnic communities and the average hourly pay of white people, irrespective of their role or seniority.
5. Unlike the gender pay gap, there is no legal requirement for employers to publish their ethnicity pay gap and many do not. The council voluntarily chooses to publish its ethnicity pay gap to promote transparency and accountability for addressing racial disparities in our workforce.

KEY ISSUES FOR CONSIDERATION

6. In February 2022, the Education and Local Economy Scrutiny Commission considered the council's ethnicity pay gap and the actions being taken to close it. Members of the commission asked questions about the recruitment process for the council's chief executive, retention of employees, and the reason for the slight increase in the council's ethnicity pay gap, which rose from 14.67% in April 2020 to 14.68% in April 2021.
7. Commission members expressed a concern that responsibility for closing the council's ethnicity pay gap was shared between two Cabinet portfolios: Finance, Performance and Democracy (as this portfolio was named at the time of the Scrutiny Commission meeting) and Equalities, Neighbourhoods and Leisure. As a result, in June 2022, the Commission made the following recommendation to Cabinet:

that the Leader of the Council takes formal responsibility for closing the growing ethnic minority pay gap in the council, and for ensuring that other pay gaps (principally the gender pay gap) do not follow a similar trend

Proposed response

8. The Leader of the Council is responsible for all executive functions and decides which of these should be delegated to cabinet members on an annual basis. At the Council Assembly in May 2022, the Leader appointed Councillor Cryan as the Cabinet Member for Finance, Democracy and Digital, which includes responsibility for equality and diversity in the council's workforce. As a result, Councillor Cryan is directly accountable to the Leader for progress towards closing the council's ethnicity pay gap and addressing any other disparities in our workforce.
9. The new Council Delivery Plan included elsewhere on the agenda at today's meeting reinforces this accountability. Commitments assigned to Councillor Cryan in the plan include:
 - the design and delivery of a three-year ethnicity pay gap strategy, which is to be co-produced with employees at every level of the council
 - progress towards our goal of ensuring the council's senior management (officers graded G14 and above) is proportionately representative of Southwark's Black, Asian and minority ethnic communities by 2030
10. Through the Southwark Stands Together programme, council officers have been leading the delivery of a comprehensive action plan designed to improve the experience of Black, Asian and minority ethnic colleagues and close the council's ethnicity pay gap. Activity to date includes:
 - the development and delivery of a new diversity and inclusion training programme, which addresses themes such as anti-racism, white privilege and imposter syndrome
 - the introduction of inclusive recruitment practice, including greater use of diverse recruitment panels and values-based questioning
 - the launch of new coaching, mentoring and development programmes, including Black on Board, which is targeted specifically at Black, Asian and minority ethnic colleagues
 - the development and delivery of directorate action plans
11. Ethnicity pay gap data for 2022 will be calculated and published later on this year. The government has announced it plans to issue voluntary guidance recommending how employers should measure their ethnicity pay gap. The council's approach will take account of this guidance once it is available.

Community, equalities (including socio-economic) and health impacts

12. The voluntary publication of our ethnicity pay gap reflects the council's commitment to tackling racial disparities in our workforce.

Climate change implications

13. There are no specific climate change implications arising from this report.

Resource implications

14. Resources are allocated to closing the council's ethnicity pay gap through investment in the Southwark Stands Together programme and the use of existing resources such as directorate budgets for learning and development. There are no specific resource implications arising from this report.

Legal implications

15. There are no specific legal implications arising from this report.

Financial implications

16. There are no specific financial implications arising from this report.

Consultation

17. There is no legal requirement to consult on the Cabinet's response to the recommendation made by the scrutiny commission.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Director of Law and Governance**

18. Since there are no specific legal implications arising from this report, no legal concurrent is required.

Strategic Director of Finance and Governance

19. The Strategic Director of Finance and Governance notes the content of the report, including the resource and finance implications.

BACKGROUND DOCUMENTS

Background Document	Held by and Contact
Report of the Education and Local Economy Scrutiny Commission: Ethnicity Pay Gap	Southwark Council Everton Roberts everton.roberts@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s107252/Report%20Scrutiny%20report%20ethnic%20minority%20pay%20gap.pdf	

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Finance, Democracy and Digital	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Ben Plant, Director of HR and Organisational Development	
Version	Final	
Dated	31 August 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2022

Item No. 13.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the Housing and Community Engagement Scrutiny Commission: Southwark Construction Consultation Strategy Response	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Darren Merrill, Council Homes and Homelessness	

FOREWORD – COUNCILLOR DARREN MERRILL, CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS

With 16,000 households on the waiting list for a council homes our new council homes building programme is one of the most important areas of the council's work. In a densely populated borough finding space for these homes is not easy. To get this right, and to ensure the homes are great places to live in for their future tenants, we know we need to work closely with local people. Including working together to identify sites, design the homes and take the opportunity to improve the estates and streets these new council homes are built on too. We are committed to doing this well and to working with residents to learn how we can continue to improve the way we involve them in this process.

The council welcomes the engagement from the Scrutiny panel and further welcomes and accepts the helpful and constructive suggestions and recommendations that have kindly been received as part of this interaction. Southwark Council remains one of the largest and most progressive local authorities in terms of its new home building programme, achieving its set target of 2,500 starts two months earlier than the timescale set. This was achieved against a backdrop and wealth of additional challenges which included Brexit and the associated significant uplift in costs of both materials and labour and, of course, the Covid pandemic. Such challenges caused total turmoil within the building industry (amongst others) and in doing so completely upturned all embedded engagement tools and techniques that had been well established via the well documented charter of principles.

Southwark had to quickly adjust all of its methodologies to meet the needs of our residents and to ensure that they remained at the heart of all that we do, inevitably that was restricted, despite all efforts, by the environmental challenges with which we were faced.

I am delighted that Southwark have continued to develop our programme of much needed housing and that we are in receipt or further guidance to ensure

that our engagement remains full and fresh, continuous improvement and remaining agile and flexible remains at the root to delivering best practice and we will endeavour to do so with our programme.

RECOMMENDATIONS

1. That cabinet accepts the assurance provided by the Cabinet Member for Council Homes and Homelessness of his ongoing commitment for ensuring Southwark Construction has in place robust consultation and engagement strategies for all new homes to be delivered in the future programme with local residents, key stakeholders and any recognised bodies who work closely with the council to engage with/and represent local residents.
2. That the cabinet accepts that Southwark Construction is aware of its duty of care to review its consultation strategy, to adopt best practice arising, from any legislative white papers.
3. That Southwark Construction will review its consultation strategy on an annual basis to see if and where adjustments need to be made to reflect the consultation requirements of its consultees.
4. That the cabinet notes the Planning Department's role, as an independent body, which must fulfil its statutory obligations of consultation on all planning applications and scrutiny of such to ensure they meet with planning policy requirements irrespective of the developer being the council.
5. That the cabinet accepts the limited resources and tools available to the then New Homes Development Team, during the Covid 19 pandemic, for which the two case studies; Kingston estate and Brenchley Gardens estate were being consulted on during this time.
6. That the cabinet recognises that the level of engagement carried out on the two estates case studied and reported on at the meeting of 5 October 2021 were projects where hampered by the pandemic.
7. That the cabinet notes that in giving residents a real say in how the new homes are managed in accordance to the Charter of Principle pledge will include:
 - We will work with residents on an area basis on options for involving you in the longer term management and upkeep of your home.
 - During all new homes consultation we will work with residents to improve localised issues such as reducing Anti-Social Behavior (ABS), improved gardens and accessibility, waste management, outside environmental improvements and play areas. This will ensure that new homes built provide long term benefits to the local community as well as meeting housing demand

- We will always be receptive to engaging with our communities to consider the creation of working groups and longer term management provision that retains residents at the heart of an improved community

BACKGROUND INFORMATION

8. At its meeting on 5 October 2021 the housing and community engagement scrutiny commission received a report from the then Director of New Homes, and Development Manager, Housing and Modernisation Department on New council homes on existing estates as a case study 1, on Brenchley Gardens Estate. The commission also received addresses from the Cabinet Member for Council Homes and Homelessness, councillors of Peckham Rye Ward and representatives of the Tenant Management Organisation (TMO), and Tenants and Residents Association (TRA).
9. At its meeting on 15 December 2021 the housing and community engagement scrutiny commission received the case study 2, on Kingston estate from the Cabinet Member for Council Homes and Homelessness, Development Manager, Head of Development, and Director of New homes, Housing and Modernisation Department.
10. At its meeting on 7 February 2022 the commission received addresses from a resident of the Kingston estate and the Ward Councillor for the area of Kingston estate on the consultation issues during the development project.
11. The commission considered and agreed the set of recommendations at its meeting on 24 March 2022. The rationale and commission recommendations are set out in paragraphs 35 to 53.
12. This reports seeks to respond to the six recommendations arising from the commission's meeting on 24 March 2022.

KEY ISSUES FOR CONSIDERATION

New Homes Development Team cessation

13. The then New Homes programme was originally established in January 2015 when the council agreed its new long-term housing strategy for the borough including specific commitments to increase housing supply, this included building 11,000 new council homes for social rent by 2043.
14. The New Home Development Team and its structure no longer exists and has been superseded with Southwark Construction for which an organogram can be found at appendix 1.

Consultation Strategy – Charter of Principle

15. The Charter of Principle (appendix 2) was approved by cabinet at the meeting held on 18 November 2014 (item 8) following extensive consultation. Over 2,000 residents responded to this consultation and the vast majority of these were council tenants and leaseholders / homeowners. The size and representativeness of the sample gave a high level of confidence that the findings of the engagement exercise reflected the views held by the majority of our residents.
16. The consultation took place with both the formal consultation structures of Tenant and Homeowners Council, Area Housing Forums and more broadly with those not engaged in these formal structures.
17. Cabinet reaffirmed its commitment to engaging as widely as possible with residents as the 11,000 new homes programme progressed at that time Officers were to continue to consult through the formal tenant and homeowner structures and in other ways to ensure that those who are not engaged in the formal structures are able and encouraged to get involved.
18. Since its approval in 2014 and its review in 2019 the Charter of Principles is the foundation upon which all consultation for new homes schemes, through the New Homes Development Team and Southwark Construction has been borne from.
19. At each stage of our schemes, defined by the RIBA Stages, the commitment set out in the pledges have been translated into consultation activities and implemented.
20. Each lead officer for a scheme is required to gather information at the inception of their project, which will not only be used to inform the Cabinet Member for Council Homes and Homelessness but also to aid in the development of bespoke consultation strategy for the scheme.
21. During this feasibility stage engagement will be undertaken with key internal stakeholder such as the Resident Engagement Team and Tenants and Homeowner Involvement Officer, Resident Services Officer and existing TRA and any other parties who provide useful on the ground intelligence which is continued throughout the life of the scheme.

Coronavirus (Covid 19)

22. The world was plunged into an unforeseen and unprecedented global pandemic with coronavirus (Covid 19) with first reporting cases being in January 2020.
23. The UK Government and each of the three devolved governments (in Scotland, Northern Ireland and Wales) introduced public health and economic measures, including new laws, to mitigate its impact. A national

lockdown was introduced on 23 March 2020 and lifted in May 2020, replaced with specific regional restrictions.

24. During the national lockdown the council's maintained its duties and responsibilities – as business as usual. Staff were required to fulfil their day to day duties working full time from home, where possible and adopting to the new ways of working to continue to deliver their area services.
25. There are many impacts which flowed from lockdowns, including not being able to see family and friends, travel or take part in leisure activities. The pandemic has exacerbated existing inequalities and differences and created new ones, as well as exposing critical societal needs and strengths. These can emerge differently across places, and along different time courses, for individuals, communities, regions, nations and the UK as a whole.
26. Whilst the need for homes at affordable rents increased, it should be recognised those with whom the council would normally consult with were themselves experiencing a range of issues arising from the pandemic which resulted in low feedback or in some instances no feedback to information issue by the council.
27. For the New Home Development Team to deliver the much needed homes in accordance with the council's then housing target of having 2,500 new homes on site or completed by May 2022 consultation had to be rethought as the consultation strategy that was in place relied, quite rightly, on face to face consultation and engagement.
28. Amendments were made to the Charter of Principles (appendix 3) to reflect the new era and staff adapted to not only working arrangements and the impact of the pandemic on their day to day lives but sought to bring in new ideas and initiatives that would enable engagement to continue utilising tools that were at their immediate disposal such as Commonplace which became the main consultation platform as it had the ability for residents to feedback via a non-paper method.

Commonplace

29. Commonplace is an interactive consultation platform, used widely by other local authorities, for which the council had an existed unlimited user licence's.
30. This platform allows consultation boards to be uploaded onto the website which is open to the public and our residents can view and comment on the plans in their own time. This, combined with in person consultation events, has been successful in communicating our plans to residents, and stakeholders and keeping them informed of our progress during the pandemic and remains in place. It was acknowledge and recognised that not all residents had the means or know how to use the internet and

paper copies were still issued giving residents the opportunity speak to a member of staff if they had any queries or concerns about the new homes.

31. In addition newsletters and questionnaires included images, site plans and drawings so that residents could visual see what they were being consulted on.

Southwark Construction Branding

32. Our branding has been updated to tie in with the creation of Southwark Construction and our mission to create thousands of new homes. This includes a refresh of all communication templates, hoarding designs, newsletters and letter templates. It is important that our residents receive a positive experience.
33. In documenting the individual scheme responses, we can demonstrate that we are able to confidently mitigate resident concerns and utilise their observations to provide fully localised housing solutions. Further, the programme is committed to working with Resident Project Groups in the designing and delivery of new homes and the improvements in the public realm on the proposed estates.

Overview of Recommendations

34. The six recommendations contained within the report can be summarised as a requirement for those services providing new homes to review existing practices to:
 - improve early engagement
 - to including a lessons learnt at key stages of the consultation process,
 - to include clearer narrative in communication
 - take into account Southwark Group of Tenants Organisation (SGTO) consultation practices.
35. **Recommendation 1** – Given the issues with the written report provided to the Housing and Community Engagement Scrutiny Commission on 5 October 2021, the Cabinet Member takes steps to ensure all officers in housing understand the function of scrutiny and the importance of providing a full and accurate assessment of where things may have gone wrong, for lessons to be learned for the future.
36. **Reply to recommendation 1** – the Cabinet Member can confirm that all officers in housing understand the function of scrutiny and the importance of providing full and accurate assessments of where things may have gone wrong. Whilst there is a formal lessons learnt key milestone report and meeting at completion of a scheme lessons learnt review will be incorporated at key milestones particularly where substantial consultation

has been carried out. Where a Project Group or TRA is in place they will be invited to participate in this process.

37. **Recommendation 2** – Cabinet Member asks officers to build early discussions with key local stakeholders into the new homes process including arranging webinars or online meetings where ward councillors, TMOs and TRAs can explain their perspective on new housing projects, and how councillors seek to input into these.
38. **Reply to recommendation 2** – the Cabinet member confirms that early discussions with key local stakeholders in the new homes process forms part of its standard processes and procedures.
39. On line meetings with ward councillors, TMOs and TRAs also take place throughout the development of the scheme and at key milestones before the scheme is submitted to planning. Once the scheme is on site a representative from the local community or TRA is also invited to attend the monthly progress meetings with the contractors for which they have an allocated slot.
40. **Recommendation 3** – The cabinet should give due consideration to incorporating the principles of the SGTO consultation charter into its own consultation protocols.
41. **Reply to recommendation 3** – The member is committed to ensuring that the housing officers involved in delivering new homes take best practice from SGTO consultation charter and other recognised bodies associated/working closely with the council to meet its objectives.
42. This includes the Greater London Authority (GLA) for whom the council will continue to seek and obtain the funding available from them to deliver new homes and b compliant with their policy requirements for housebuilding which will include the balloting of residents.
43. From 18 July 2018, the Mayor requires any landlord seeking GLA funding for estate regeneration projects which involve the demolition of social homes to show that residents have supported their proposals through a ballot. The requirement applies to projects that involve the demolition of any social homes and the construction of 150 or more homes (of any tenure).
44. The commitment in the SGTO's consultation charter for schemes that fall below the GLA 150 or more homes to be balloting is not a commitment the council can implement because this will have a detrimental impact on the ability of the council to meet its housebuilding target.
45. The Cabinet Member will commit to ensuring that where there are new homes options that residents will consulted in the principle of balloting to select the scheme that will be taken forward to planning.

46. **Recommendation 4** – The Cabinet Member asks officers to implement a consultation protocol which prioritises clear, consistent and timely communications for all development projects where the council is building on existing estates. This protocol should take account of recommendations made in the SGTO consultation Charter.
47. **Reply to recommendation 4** – the Cabinet Member can confirm that a consultation protocol which prioritises clear, consistent and timely communication for all development projects is in place and is in line with the council's 6 pledges set out in the Charter of Principles.
48. It should be noted as detailed in the reports presented at the meeting that the discrepancies identified in the case studies; Kingston estate and Brenchley Gardens were in the main a direct correlation to the impact Covid 19 was having at the time and the tools available to the officers to fulfil its consultation obligations.
49. Furthermore for Kingston Estate unresolved historical matters, for which distrust of the council, was having an impact on the officers ability to discuss the new homes scheme with residents when residents felt there were more important unresolved matters that the council should be focusing on.
50. **Recommendation 5** – The Cabinet Member should ensure that the protocol on consultation makes clear that it is the council's project team who is responsible for consultation with all residents and that TMOs and TRAs are important bodies to consult, but they are not a replacement or proxy for all residents.
51. **Reply to Recommendation 5** – the Cabinet Member can confirm that residents are advised that the council's project team are responsible for consultation with residents and that the TMOs and TRAs will ensure that the council's project team's literature and consultation platform, Commonplace, explicitly states that they are responsible for the consultation with all residents and that the TMOs and TRAs are important bodies to consult, but they are not a replacement or proxy for all residents.
52. **Recommendation 6** – The Cabinet Member should review consultation practice to ensure there is always an easily available non-digital alternative route for residents to find out about proposals and contribute their views. The Cabinet Member should also review the effectiveness and reliability of Commonplace as a tool for engagement.
53. **Reply to Recommendation 6** – It is important that as the 11,000 new homes strategy is developed and delivered, local residents remain at the heart of the programme. The officer's consultation processes do and will continue to include non-digital routes and other forms, which meet the needs of the individual consultee needs. They will clearly communicate how and why we are building the new homes. They will also continue to

ensure other stakeholders are involved and consulted on plans for new homes building within their communities.

Policy framework implications

54. The new homes delivered through the Southwark Construction Programme are in line with the council's principles and vision for a new housing strategy which is aimed at increasing the availability, affordability and quality of homes in the borough.
55. The long term housing vision for the borough (sets a clear policy direction for the council. The vision comprises four overall principles:
 - a. The council will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
 - b. The council will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
 - c. The council will support and encourage all residents to take pride and responsibility in their homes and local areas.
 - d. The council will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

Community, equalities (including socio-economic) and health impacts

Community impact statement

56. All communities will be able to participate fully in the development of new homes in their areas at key stages of the development and post the completion of the developments where it is hoped the estate improvement and community benefits provided as part of the development will provide a lasting legacy and provide an improvement to residents' lives.

Equalities (including socio-economic) impact statement

- 57. All officers and consultants appointed will need to adhere to the council's equality and diversity policies.
- 58. All homes provided by the council will be available to people on the council's housing waiting list. The council's equality and diversity policies will be adhered to during the letting process.

Health impact statement

- 59. All new homes will afford residents the opportunity to live in energy efficient homes compliant with the latest policies and regulations.
- 60. Permanent homes will enable residents with health issues and those who may have been in homes that no longer suited their needs the opportunity to move to more suitable homes. This will have a positive health impact on all these households as this address both their physical and mental well-being.
- 61. The provision of new quality homes provides a positive impact on health inequalities, as the new homes will be designed to current quality and space standards that will contribute towards addressing health inequalities.
- 62. The proposals to increase the supply of genuinely affordable, good quality homes will benefit households in need from all Southwark communities, and will increase the housing options available for older people and people with disabilities.

Climate change implications

- 63. On 18 June 2019, the council's cabinet agreed the resolution passed by the council assembly on 27 March 2019 to "declare a Climate Emergency and do all it can to make the borough carbon neutral by 2030." The cabinet noted "that there are considerable financial savings to be made by 'going green', whether it be more energy efficient lighting, smart meters at council properties, or piloting energy generation schemes such as installing solar panels on council properties".
- 64. The government estimates that residential buildings account for 27% of Southwark's carbon emissions. The council's direct emissions account for 12% of the borough's emissions and council housing is the second largest contributor to carbon emissions at 14%.
- 65. Through this strategy it is expected that the carbon reduction on site will be significantly above the London Plan minimum target of 35% reduction in regulated carbon dioxide emissions and the development will contribute to a low carbon future.

Legal implications

66. Please see the legal concurrence of the Director of Law and Governance

Financial implications

67. There are no financial implications arising from the recommendations set out in this report. Southwark Construction will continue to resource the consultation requirements for each scheme through its existing staffing structure, drawing on expertise and support of other key departments as and when required

Consultation

68. Local residents have and will continue to be consulted at each stage of new homes development in line with the Charter of Principles approved by Cabinet.

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

69. Cabinet notes the recommendations one to eight within this report and that any expenditure arising from this report will require separate gateway reports in line with the Public Contract Regulations 2015 and the council's Contract Standing Orders.

Director of Law and Governance

70. There are no significant legal implications arising from the recommendations in this report. The Director of Law and Governance and her staff will provide advice to officers on any legal and governance issues arising from specific consultation exercises.
71. This report is being considered by the cabinet in accordance with the rules in the council's constitution.

Strategic Director of Finance and Governance

72. The Strategic Director of Finance and Governance notes the response to the report from the Housing and Community Engagement Scrutiny Commission, and in particular the recommendations made as set out in paragraphs 35 to 54 of this report. As outlined in the financial implications of this report, the implementation of these recommendations will be met from existing resources within the HRA.

Other officers

73. Not applicable for this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Update on consultation and plans for the delivery of 11,000 new homes	Housing and Modernisation Department	Stuart Davis
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ielssueDetails.aspx?IId=50004735&PlanId=0&Opt=3#AI34451		
Charter of Principle Engagement Plan	Housing and Modernisation Department	Michael Scorer
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s49939/Appendix%20%20Charter%20of%20principles%20resident%20engagement%20plan.pdf		

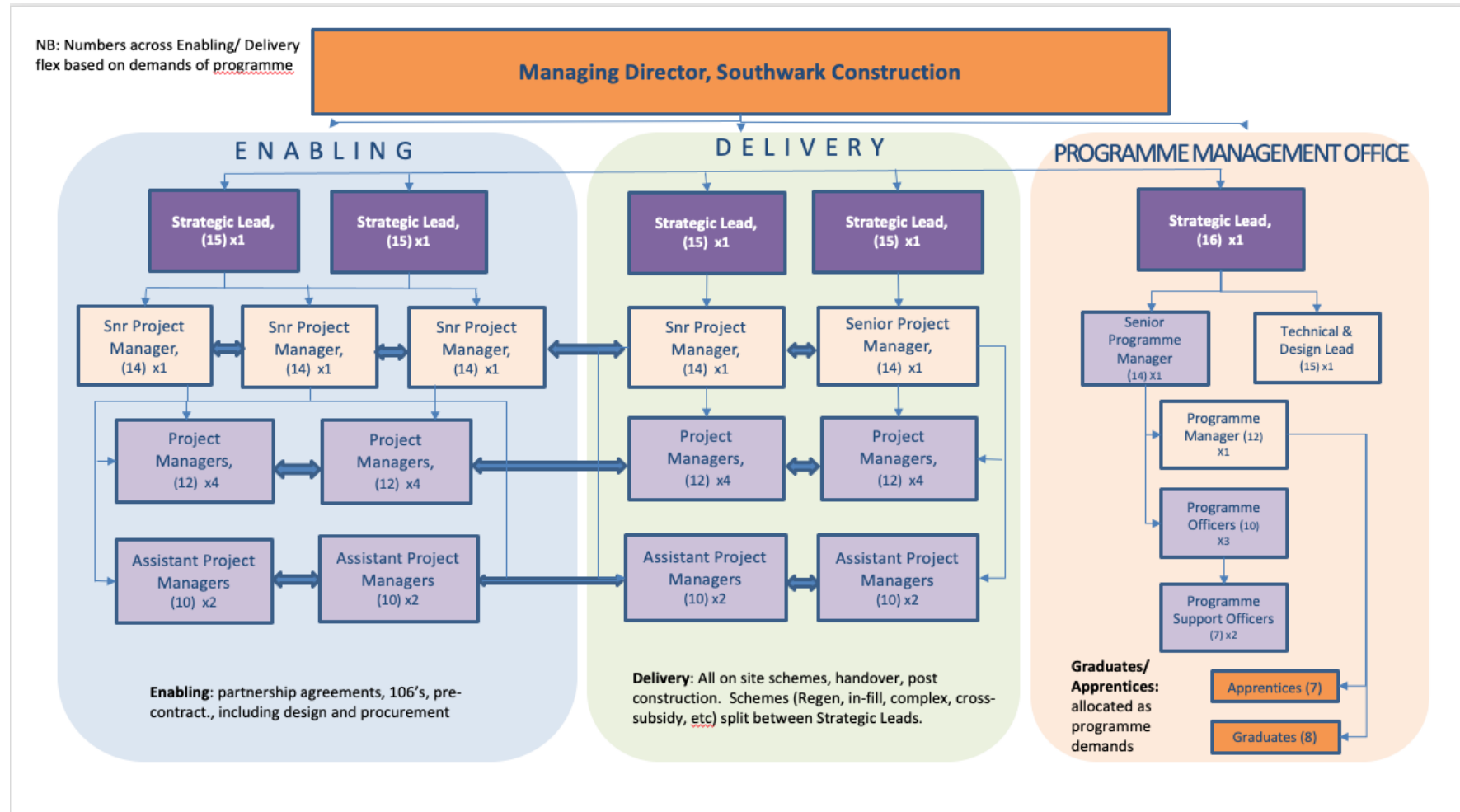
APPENDICES

No	Title
Appendix 1	Southwark Construction Structure Chart
Appendix 2	Charter of Principle
Appendix 3	Charter of Principle (amended for Covid 19)
Appendix 4	Summary of Recommendations

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness	
Lead Officer	Stuart Davis, Director of New Homes	
Report Author	Lorraine Roach, Development Manager	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 September 2022

Appendix 1 - Southwark Construction Structure Chart



CHARTER OF PRINCIPLES

APPENDIX 2

The Charter of Principles sets out our commitment to how the council and our partners will work with residents on our programme of investment and renewal. It contains six key pledges to give people who live and work in Southwark a real say in the programme to build 11,000 new council homes.

Pledge 1

How we will work with you on developing the principles for housing investment and renewal of our estates

- We will work with you to identify what factors make an estate a success and worth investing in for the future
- We will involve the community area by area as we work with you to consider the options and opportunities for development in each part of the borough.

Pledge 2

How we will work with you on the development of the new homes on your estate

- We will work with you on the design of each scheme and keep you informed every step of the way as the programme progresses
- Consultation and engagement will continue throughout the design and delivery of the programme rather than being a one off exercise at the beginning without further opportunities to give us feedback. We will keep you informed as to how your views have been taken into account
- Each scheme will have a named lead officer so that residents know who to contact
- Consultation will be led by local project groups of residents and local councillors in each area
- We will hold one to one meetings for any resident that wants one
- We will only proceed with submitting a planning application for proposals for this programme where there has been thorough dialogue and consultation with residents.

Pledge 3

How we will involve you in ensuring that the new homes are delivered to a high standard

- For each scheme we will set up a residents' project team of interested residents to regularly meet with us on the delivery of the new homes

- We will involve representatives from the wider community affected by the development of new homes
- We will hold monthly site meetings with resident representatives from the residents' project team
- We will walk around the site with resident representatives and ward councillors a week before
- the handover
- We will carry out a satisfaction survey to find out how satisfied you are with how the projects are delivered, and what we can learn for the future
- We will work with you to ensure we get value for money for every pound spent on the programme.

Pledge 4

Giving you a real say in how the new homes are managed

- We will work with you on an area basis on options for involving you in the longer term management and upkeep of your home.

Pledge 5

We will demand high standards for the quality and affordability of new homes

- The 11,000 homes that we develop for rent will be let at formula or target rent i.e. true council rent levels
- We aim to develop new homes that meet high standards of construction, design and environmental sustainability
- The programme will include homes that fully meet the needs of vulnerable people and people with disabilities. We will make sure that our new homes help people to live independent lives
- We will work with you not just to build new homes but to create great neighbourhoods with a strong sense of community. We will work with you to plan how our investment can create opportunities for improvements to the whole neighbourhood, building communities of which we can all be proud
- We will ensure that the programme supports local employment and skills, sourcing local labour and involving local businesses.

Pledge 6

Your housing options if you are affected by redevelopment of your estate

- We will ensure that leaseholders and homeowners affected by redevelopment get access to dedicated advice, support and information on their options for the future. This will include, where it is necessary, offering a full range of options for rehousing including shared ownership and shared equity, and any loss, compensation or disturbance payments residents may be entitled to
- The programme aims to benefit local people and any tenant or leaseholder wanting to stay in an area where development takes place will be offered options to do so
- We want to make most effective use of the new stock to make sure it is let fairly and in a way that deals with any specific local issues and concerns, and contributes to sustainable and mixed communities. We will work with residents to give them a say on lettings so that, for example, we make provision for those freeing up underoccupied properties, and to ensure that lettings take account of local circumstances
- Where tenants of the new homes want to move they will have the same rights to transfer and exchange their homes as any other Southwark tenant
- At least half of the homes we develop will be available to tenants in housing need on the estate at the first letting to make sure that local residents affected by redevelopment get a fair deal.

APPENDIX 3

CHARTER FOR INFLUENCING AND BENEFITING FROM NEW COUNCIL HOMES DEVELOPMENT (CHARTER OF PRINCIPLES)

The Charter of Principles sets out our commitment to how the council and our partners will work with residents on our programme of investment and renewal. It contains key pledges to give people who live and work in Southwark a real say in the programme to build 11,000 new council homes.

The council remain committed to working with residents on our programme during this period of uncertainty and will follow the advice issued by Central Government as to the precautionary measures and action to take to ensure that residents, staff, and partners are protected from the Coronavirus through face to face and public gatherings.

Our long term commitment to building 11,000 new council homes means that the programme for delivery of these homes must continue so that there are new homes that will continue to meet the increasing housing need in our borough.

When things return to normal we will provide information on all the projects where interim measures were in place and give you the opportunity, via a drop in and questionnaires to provide any feedback you may have but for now we will adapt the way we engage with you whilst seeking to give you every opportunity to work with us in the development of new homes. We acknowledge that we will have to be creative to ensure genuine engagement with you and other residents. We are committed to exploring new methods, and welcome good suggestions from the public on how to do this.

Pledge 1

How we will work with you on developing the principles for housing investment and renewal of our estates

- We will work with you to identify what factors make an estate a success and worth investing in for the future, where appropriate, developing an Estate Improvement Plan
- We will involve the community area by area as we work with you to consider the options and opportunities for development in each part of the borough.

Interim Measures:

We will use our Consultation Hub to involve you in considering the options and opportunities for development in your area.

The council will also assess where some residents, for example vulnerable residents, may need a more tailored approach to consultation and adapt processes to be inclusive.

Where we hold email addresses we will send information via email and ask for feedback to be provided to us via the Consultation Hub and provide links to the webpage (www.southwark.gov.uk/11000homes). We will continue to use the postal service for those who do not have an email address.

Pledge 2

How we will work with you on the development of the new homes on your estate

- We will work with you on the design of each scheme and keep you informed every step of the way as the programme progresses
- Consultation and engagement will continue throughout the design and delivery of the programme rather than being a one off exercise at the beginning without further opportunities to give us feedback. We will keep you informed as to how your views have been taken into account
- Each scheme will have a named lead officer so that residents know who to contact
- Consultation will be led by local project groups of residents and local councillors in each area
- We will hold one to one meetings for any resident that wants one
- We will only proceed with submitting a planning application for proposals for this programme where there has been thorough dialogue and consultation with residents.

Interim Measures:

We will use our Consultation Hub to present the designs for the schemes, display exhibition board, and ask for your feedback your comments. We may ask you specific questions depending on where we are in the designing of the new homes. We will also be available to talk to you by telephone.

We will where requested hold one to one meetings via Telephone, Facetime, Whatsapp or other digital systems that all parties that do not have a charge.

We will continue to consult with your project group representatives on any key decisions that need to be made and hold at least 3 meetings with them.

We will broaden the range of consultation and engagement tools we use.

We will continue to issue newsletters, flyers and information via the post or email.

Pledge 3

How we will involve you in ensuring that the new homes are delivered to a high standard

- For each scheme we will set up a residents' project team of interested residents to regularly meet with us on the delivery of the new homes
- We will involve representatives from the wider community affected by the development of new homes

We will hold monthly site meetings with resident representatives from the residents' project team

▪

We will walk around the site with resident representatives and ward councillors a week before the handover

- We will carry out a satisfaction survey to find out how satisfied you are with how the projects are delivered, and what we can learn for the future
- We will work with you to ensure we get value for money for every pound spent on the programme.

Interim measures: we remain committed to setting up a project group and involving the community either via the Consultation Hub, email or post.

We will continue to hold monthly site meetings where possible with the contractors via digital methods and will invite resident representatives from the residents' project team.

We will ensure that adequate measures for handover of sites are agreed with residents and councillors.

Pledge 4

Giving you a real say in how the new homes are managed

- We will work with you on an area basis on options for involving you in the longer term management and upkeep of your home.

Interim measures: there will be no changes at this time to how we carry out this pledge.

Pledge 5

We will demand high standards for the quality and affordability of new homes

- The 11,000 homes that we develop for rent will be let at formula or target rent i.e. true council rent levels
- We aim to develop new homes that meet high standards of construction, design and environmental sustainability
- The programme will include homes that fully meet the needs of vulnerable people and people with disabilities. We will make sure that our new homes help people to live independent lives
- We will work with you not just to build new homes but to create great neighbourhoods with a strong sense of community. We will work with you to plan how our investment can create opportunities for improvements to the whole neighbourhood, building communities of which we can all be proud
- We will ensure that the programme supports local employment and skills, sourcing local labour and involving local businesses.
- In some cases, where there is a demand or the scheme is of a sensitive nature and a stand alone scheme , we will give an opportunity to influence the selection of architect (from a pre-qualified framework) This needs to be balanced against the benefits of packaging a number of schemes together to ensure value for money and to expedite the programme

Interim measures: there will be no changes at this time to how we carry out this pledge.

Pledge 6

Your housing options if you are affected by redevelopment of your estate

- We will ensure that leaseholders and homeowners affected by redevelopment get access to dedicated advice, support and information on their options for the future. This will include, where it is necessary, offering a full range of options for rehousing including shared ownership and shared equity, and any loss, compensation or disturbance payments residents may be entitled to
- We will carry out an assessment of the housing needs of any block affected by redevelopment with one to one visits to all those directly impact by the redevelopment.
- The programme aims to benefit local people and any tenant or leaseholder wanting to stay in an area where development takes place will be offered options to do so
- We want to make most effective use of the new stock to make sure it is let fairly and in a way that deals with any specific local issues and concerns, and contributes to sustainable and mixed communities. We will work with residents to give them a say on lettings so that, for example, we make provision for those freeing up underoccupied properties, and to ensure that lettings take account of local circumstances. This will involve, in most cases,

agreeing a local letting plans in line with guidance from the overall allocations policy.

- Where tenants of the new homes want to move they will have the same rights to transfer and exchange their homes as any other Southwark tenant
- At least half of the homes we develop will be available to tenants in housing need on the estate at the first letting to make sure that local residents affected by redevelopment get a fair deal.
- New homes will be pre-allocated and residents will be able to decide on some of the internal finishes.*

Interim measures: there will be no changes at this time to how we carry out this pledge.

*This will only apply to schemes that have been approved starting design from 01/01/2020

Pledge 7

We demand the best from our contractors

- We will ensure our constructors' are signed up to considerate constructor schemes (it's a requirement)
- Each site will have a named site manager and contact details displayed
- Where residents are going to be affected by works we will ensure that contractors keep residents informed on progress and any disruption that may impact on them

Appendix 4 – Summary of Recommendations

No.	Recommendation	Accepted/ Rejected	If “Accepted”, Action plan for Implementation or if “Rejected”, Reason for Rejection
1.	Given the issues with the written report provided to the Housing and Community Engagement Scrutiny Commission on 5 October 2021, the Cabinet member takes steps to ensure all officers in housing understand the function of scrutiny and the importance of providing a full and accurate assessment of where things may have gone wrong, for lessons to be learned for the future.	Accepted	All officers in housing continue to be trained to understand the function of scrutiny and the importance of providing full and accurate assessments of where things may have gone wrong
2.	Cabinet member asks officers to build early discussions with key local stakeholders into the new homes process including arranging webinars or online meetings where ward councillors, TMOs and TRAs can explain their perspective on new housing projects, and how councillors seek to input into these.	Accepted	Early discussions with key local stakeholders in the new homes process forms part of its standard processes and procedures.
3.	The Cabinet should give due consideration to incorporating the principles of the Southwark Group of Tenants Organisation (SGTO) consultation charter into its own consultation protocols.	Accepted	Housing officers involved in delivering new homes take best practice from Southwark Group of Tenants Organisation (SGTO) consultation charter and other recognised bodies associated/working closely with the council to meet its objectives.
4.	The Cabinet member asks officers to implement a consultation protocol which prioritises clear, consistent and timely communications for all development projects where the council is building on existing estates. This protocol should take account of recommendations made in the SGTO consultation Charter.	Accepted	A consultation protocol which prioritises clear, consistent and timely communication for all development projects is in place and in is in line with the council’s 6 pledges set out in the Charter of Principles.
5.	The Cabinet member should ensure that the protocol on consultation makes clear that it is the council’s project team who is responsible for consultation with all residents and that TMOs and TRAs are important bodies to consult, but they are not a replacement or proxy for all residents.	Accepted	The council’s project team’s literature and consultation platform, Commonplace, explicitly states that they are responsible for the consultation with all residents and that the TMOs and TRAs are important bodies to consult, but they are not a replacement or proxy for all residents.
6.	The Cabinet member should review consultation practice to ensure there is always an easily available non-digital alternative route for residents to find out about proposals and contribute their views. The Cabinet member should also review the effectiveness and reliability of Commonplace as a tool for engagement.	Accepted	The officer’s consultation processes do and will continue to include non-digital routes and other forms, which meet the needs of the individual consultee needs. They will clearly communicate how and why we are building the new homes. They will also continue to ensure other stakeholders are involved and consulted on plans for new homes building within their communities.
No.	New Recommendation	Accepted/ Rejected	Action or Implementation
1.	To annually review the Charter of Principles and make local adjustments and improvements enhance resident consultation and engagement	N/A	This will enable Southwark Construction to amend, improve or incorporate new ways of working seamlessly

Item No. 14.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the report of the overview and scrutiny committee – Scrutiny Review of Regeneration in the borough of Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor James McAsh, Climate Emergency and Sustainable Development (maternity cover)	

FOREWORD - COUNCILLOR JAMES MCASH, CABINET MEMBER FOR THE CLIMATE EMERGENCY AND SUSTAINABLE DEVELOPMENT

This will be circulated separately.

RECOMMENDATIONS

1. Cabinet notes the recommendations of the Overview and Scrutiny Committee and endorses the response set out in Appendix 1 of this report.

BACKGROUND INFORMATION

2. The overview and scrutiny committee undertook a scrutiny review of regeneration in the borough of Southwark, drawing upon past community and developer experience to identify lessons learnt and to gain a better understanding of issues/areas where the council might want to consider making changes with a view to improving the experience of regeneration for residents and stakeholders in the borough.
3. The review was undertaken between October 2020 and March 2022.
4. The overview and scrutiny committee agreed its report for referral to cabinet at its meeting held on 2 March 2022.
5. Cabinet on 14th June 2022 noted the scrutiny report and requested that the relevant cabinet member reports back to cabinet on the recommendations contained in the report of the overview and scrutiny committee within eight weeks.

KEY ISSUES FOR CONSIDERATION

6. This report sets out the council’s consideration of the recommendations in the Scrutiny report and where appropriate updates Cabinet on the steps that are being taken to address them.

7. The scrutiny report contains a large number of recommendations. For ease of reference these have been set out in Appendix 1 to this report together with the response.

Policy framework implications

8. Decisions on major regeneration schemes in the future will continue to be taken having regard to all relevant policy considerations including those in the Southwark Plan, Movement Plan and Climate Strategy.

Community, equalities (including socio-economic) and health impacts

Community impact statement

9. There are no direct impacts on these issues arising from this report. These issues will however continue to be assessed at the point at which decisions on major regeneration schemes are taken.

Equalities (including socio-economic) impact statement

10. There are no direct impacts on these issues arising from this report. The council's Public Sector Equalities Duty will continue to be assessed at the point at which decisions on major regeneration schemes are taken.

Health impact statement

11. There are no direct impacts on these issues arising from this report. The assessment of Health requirements arising from new major regeneration will be assessed at the outset of future schemes having regard to Southwark Plan policies where appropriate.

Climate change implications

12. There are no direct implications arising from this report. The alignment of the council's climate strategy with the delivery of the council's major regeneration schemes will be considered when decisions on future major regeneration schemes are taken.

Resource implications

13. There are no financial implications associated with the recommendations set out within this report.

Legal implications

14. There are none directly arising from this report. The legal implications of major regeneration schemes will continue to be assessed at the point at which new decisions on them are taken Insert text

Financial implications

15. There are none directly arising from this report. The financial implications of major regeneration schemes will continue to be assessed at the point at which decisions on them are taken.

Consultation

16. There will continue to be specific consultation mechanisms for future major regeneration schemes which will be tailored to the circumstances of individual projects.
17. As noted in the response to the review the council has already adopted a statement of community involvement which sets out the expectations for consultation in advance of submitting planning applications.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

18. In accordance with the powers given to it under Part 3B of the Constitution, Cabinet is being asked to note the recommendations of the Overview and Scrutiny Committee in respect of regeneration in the borough and to endorse the response to each recommendation.
19. As this report is not authorising specific actions in respect of any current regeneration projects there are currently no legal implications arising from the recommendation.
20. Should a future decision be taken in respect of a regeneration project then any legal implications arising out of that decision will be considered at that time.

Strategic Director of Finance and Governance

21. This report is requesting the Cabinet to note the recommendations of the Overview and Scrutiny Committee and endorse the response set out in Appendix 1 of this report.
22. The strategic director of finance and governance notes that there are no financial implications arising from this report.
23. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Overview and Scrutiny Committee: Scrutiny Review of Regeneration in the Borough of Southwark	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s107244/Appendix%20A%20Scrutiny%20Review%20of%20Regeneration.pdf		
Movement Plan , annual report and future changes	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Links (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s104619/Report%20Movement%20Plan%20update.pdf https://moderngov.southwark.gov.uk/documents/s104624/Appendix%201%20Movement%20Plan%20update.pdf		
Southwark Plan	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/development-plan/southwark-plan		

APPENDICES

No.	Title
Appendix 1	Response to Scrutiny Review of Regeneration in the borough of Southwark.

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency and Sustainable Development (maternity cover)	
Lead Officer	Stephen Platts, Director of Planning Growth	
Report Author	Jon Abbott, Head of Sustainable Growth	
Version	Final	
Dated	31 August 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2022

APPENDIX 1	
Response to Scrutiny Review of Regeneration in the borough of Southwark	
Recommendation	Response
1. The Council should review its consultation procedures for major regeneration projects. The review should take on board the following aspects:	
(i) Ensure before embarking on any regeneration exercise an audit of the current situation in a given locality as contained in the Council's Development Charter of the provision services, amenities, housing, transport, businesses, schools, GP surgeries, etc. This audit should be compiled and agreed with local community groups, tenants and residents associations, businesses and potential developers, and then incorporated into a Supplementary Planning Document (SPD).	The council has adopted this approach through its Southwark Plan process. The Plan has assessed the implications of growth for public services including that generated from individual housing/regeneration schemes. Policies and proposals to support public transport, health and community facilities etc which are needed to support growth are included in the plan. All such documents are subject to consultation with residents.
(ii) Specifically the Council should be mindful and include at all times, the given needs of a locality, particularly in terms of the 9 protected characteristics in reducing inequalities and meeting housing need, and the impact a given scheme would have on the local residents sense of belonging and pride of place in an area.	<p>The council has had regard to its Public Sector Equalities Duty when considering regeneration, housing and other development projects and will continue to do so.</p> <p>Policy SP2 in the Southwark Plan, "Southwark Together", requires that developments are designed for the diverse communities in Southwark, including all principles of the Southwark Stands Together initiative and to ensure accessibility, inclusivity, and interaction, regardless of disability, age, race, religion or belief, sex, sexual orientation, pregnancy and maternity, marriage or civil partnership or gender, and allow all to participate equally, confidently and independently in everyday activities.</p>
(iii) Evolve a Community Consultation Framework similar to the Lambeth Council model and incorporating the Council's own initiatives such as the Local	The Council has already adopted a Statement of Community Involvement. It was consulted on in 2019 and again from 14 December 2021 to 23 March 2022. We are

<p>Development Study in Camberwell, to enable local residents, tenants and residents associations, businesses and community groups to comment on identifying concerns with a masterplan in terms of design, content or omission</p>	<p>currently preparing the final version based on feedback we received earlier this year.</p> <p>The Draft Southwark Statement of Community Involvement (SCI) takes a unique approach to public participation which focuses on transparency and accountability. Most notably, the SCI introduces a document called the Development Consultation Charter (DCC) which requires developers to provide evidence, throughout the planning application process, that demonstrates how they have consulted with local stakeholders. This evidence is listed as a validation requirement for any major applications and Council owned schemes. This allows planning officers to assess the extent to which developers have undertaken meaningful engagement with the local community and push back where necessary to require further consultation. In comparison, the Lambeth Statement of Community Involvement (adopted in October 2020) outlines some 'potential engagement methods' that it encourages developers to use. However, it does not include any explicit requirements for developers beyond what is required in statute. Therefore, the Southwark SCI and DCC set a benchmark for engagement with planning in the borough that goes beyond the traditional scope of an SCI which performs a statutory function in educating local residents about how to engage with planning.</p> <p>Statement of Community Involvement - Southwark Council</p>
<p>(iv) Creating on-going consultative forums through the life of a regeneration project and the passed programming of works such as the Community Review Panel model on the Old Kent Road regeneration scheme.</p>	<p>The council has established different types of consultative forums over a number of years to support large area based schemes. The council will continue to do this where applicable in the future. For example discussions are taking place to establish a consultative forum for the Aylesham redevelopment. The type of forum and specific remit will be dependent on the type of scheme and other local circumstances</p>

	and should therefore be agreed on a case by case basis.
2. The Council should continue to develop town centre based regeneration plans for the main centres of Bermondsey, Borough, Camberwell, Dulwich, Peckham, Rotherhithe and Walworth that are regularly reviewed and recalibrated.	Town centre plans are in the process of being developed as part of the Council's delivery plan. The initial focus is on Peckham which is a council priority but it is expected that this approach will then be applied to other town centres as resources allow.
3. In the implementation of regeneration schemes the Council should seek to adopt the following measures as good practice:	
(i) Be transparent and clear as to the objectives of the project in terms of the potential in realising residents and businesses aspirations for the locality and the Council's own preferred outcomes	<p>The council recognises that this is a key principle that should underpin all our consultation with residents. Planning and cabinet reports are already published in advance of meetings. Our Southwark Plan was adopted following extensive consultation and was subject to an independent examination in public at which residents could make representations.</p> <p>We are actively opening up the planning process to our residents and placing more information on line including digital forms of consultation, and reporting on planning application monitoring as well as monitoring affordable housing delivery.</p> <p>Monitoring affordable housing delivery - Southwark Council</p>
(ii) To promote the benefits of regeneration to a locality with the aim of evolving more integrated and sustainable communities in terms of good quality housing, job creation, apprenticeships, boosting the local economy, provision and improvement of local amenities (such as open spaces, green parks and trees, GP surgeries, schools, libraries, etc.), creating more socially diverse communities, improved educational attainment and facilities, increased community safety.	The council fully agrees with this recommendation. The objective underpins our policies in the Southwark Plan, Council delivery plan and how we approach the allocation of CiL. For example in the first round of local CiL we allocated £6.5m to a range of projects including investment to improve community facilities [Surrey Quay's Farms], parks [Leathermarket], and public realm.
(iii) Ensure that the liaison and communication with developers is	Our planning service endeavours to make the application process as efficient as is

<p>maintained at all times and that the resultant planning applications are dealt with in an energised and timely manner.</p>	<p>practical. Inevitably however there can be resource challenges which may impact on the speed of delivery. We now require Pre application agreements with developers to ensure resource plans are in place for complex schemes. It will inevitably remain the case that applications which comply with the full range of policies the council has adopted will make more rapid process through the system than those which don't and therefore require more negotiation.</p>
<p>(iv) That the allocation of Section 106/CiL funds be transparent and linked to the long-term benefits of communities and meeting their needs across the locality.</p>	<p>The Southwark Plan includes policies for the use of s106 to mitigate the impacts of development on our residents. Cabinet will shortly be asked to consider a report on the priorities for the allocation of CIL.</p> <p>The S106 and CIL SPD provides more detail and this will be updated following the adoption of the Southwark Plan to give further guidance.</p>
<p>(v) The Council should provide a dedicated team linking all relevant services for each major regeneration scheme to ensure smooth progress and increased speed of delivery, together with more planning lawyers and highways staff to cover increased volumes of work.</p>	<p>We have recently completed an internal reorganisation to create dedicated delivery teams to continue to deliver the council's housing and regeneration programmes. These are supplemented by cross departmental project boards to increase coordination where appropriate.</p>
<p>4. Strategically the Council should seek to establish the following:</p>	
<p>(i) Publish annually income levels across the borough's population, the sales and rent levels across the borough and the discrepancy between them.</p>	<p>The Southwark Plan includes information on this from 2018.</p> <p>The council housing department reports on private rents and sales prices as part it's market trend bulletin. We occasionally source information on income levels from external specialist organisations at a cost when this is required for specific policy work such as Strategic Housing market Assessment work</p>
<p>(ii) A review of the affordable housing policy with a view to increasing the level of affordable housing in regeneration schemes to 50% (whilst retaining the social housing element of the council's affordable housing policy).</p>	<p>Policy SP1 of the Southwark Plan has a strategic target of 50% affordable homes which is consistent with the London Plan.</p> <p>The Plan will continue to support delivery by the public and private sectors of one of the highest levels of new homes nationally in Southwark.</p>

	<p>As set out in the Southwark Plan currently in Southwark development by the public and private sectors is producing on average around 42% affordable housing. This equates to 9,200 gross new affordable homes and 6,416 net affordable homes between 2004-2019.</p> <p>The London Plan includes a requirement for 50% affordable homes on public land. Where existing estates are being developed there is a further requirement to replace affordable housing with the equivalent sq.m of new affordable accommodation.</p> <p>We will seek to meet the SP1 target of 50% affordable homes through a combination of the following;</p> <ol style="list-style-type: none"> a. Policy compliant private sector developments [35% affordable of which 25% social rent and 10% intermediate] b. Through new council homes delivery programme on public land. c. RSL development which often exceed the minimum 35% policy requirement. d. Encouraging developers to exceed 35% social rented and intermediate homes delivery. To facilitate this we have introduced a fast track policy for development which provides 40% social rented and intermediate housing, with a policy compliant tenure mix, (a minimum of 25% social rented and a minimum of 10% intermediate housing) with no grant subsidy. Where developments follow the fast track route they will not be subject to a viability appraisal.
<p>(iii) Embody the core principles of recycling and reuse in all regeneration plans in line with meeting the Council's own objectives concerning climate change and sustainability. This investigation should focus on how to long-term fix many housing disrepair issues in existing stock in order to make</p>	<p>The Southwark Plan 2022 Policy P70 (Energy) and Policy P62 (Reducing waste) sets out requirements for all major development that is referable to the Mayor to submit a Whole Life Cycle Carbon Assessment and Circular Economy Statements following the GLA's London Plan Guidance. These documents together assess the embodied carbon in existing</p>

<p>conditions more suitable for tenants to stay in their properties.</p>	<p>structures and materials, and assess sustainable approaches. The Circular Economy Statement provides more detail on the recycling and reuse strategy for the materials on site. The reduction and proper management of waste to reduce carbon emissions is crucial for mitigating against climate change. An Environment and Climate Change Supplementary Planning Document (SPD) to give further guidance is currently being scoped out and prepared. The case for retention or redevelopment of a block/estate would need to be assessed on a case by case basis having regard to policy at the time and the outcome of the assessment together with the financial implications would inform the recommendations in a report to cabinet.</p>
<p>(iv) Spell out the financial cost/benefit analysis of any given regeneration scheme, not only concerning the loss of homes/businesses and number of replacement homes/businesses, but also that the viability tests reflect the true increase in land value over time.</p>	<p>The council's delivery plan includes a commitment to establish a Land Commission [LC]. It is recommended that the LC consider this matter and make recommendations as appropriate.</p>
<p>(v) Undertake a cost benefit analysis that evaluates the opportunity area policies, and looks specifically at the comparison between large private sector opportunity projects being delivered, and longer term slower, but local authority driven projects being delivered. This piece of work be brought back through the scrutiny function once it is completed.</p>	<p>The London Plan designates 4 Opportunity Areas [OA's] in Southwark – Borough, Bankside and London Bridge, Old Kent Road, Elephant and Castle and Canada Water. All 4 are also in the Southwark Plan and on Southwark Maps – the Southwark Plan has Area Visions for each area.</p> <p>OA's are identified as areas of growth in new homes and jobs. They require the development of both public and private land. OA's also require significant investment in Public Transport and other social infrastructure [parks, health and other community facilities] which also require financial contributions from both the public and private sectors [via CIL]. As a consequence there isn't in a practical choice between public only and private only regeneration of OA's.</p> <p>Where the council is considering new regeneration schemes within OA's it can evaluate delivery options including direct</p>

	delivery and development agreements with private partners. Such an evaluation would need to have regard to the council's financial position at that time.
(vi) Guarantee that displaced secure tenants are offered secure tenancies on return to the locality, and that leaseholders are given options reflecting a fair market price pre-regeneration.	Planning policy in respect of existing businesses is set out in P33 of the Southwark Plan 2022 "Business Relocation". This policy requires that where existing small or independent businesses or small shops may be displaced by development a business relocation strategy, written in consultation with affected businesses, must be provided. Generally where schemes in private ownership are being redeveloped these are Landlord and Tenant issues and therefore the council has limited scope beyond this adopted policy to intervene directly in them.
5. That the cabinet consider stating that in the instance of any council estate regeneration in the future, that the first preferred option in all circumstances be to deliver such a programme as local authority homes. If the council wishes to propose a partnership agreement with private or third sector organisations in future, then the cabinet must lay forth in a report why an in-house/council controlled regeneration is not possible, and any such report must be considered through the council's overview and scrutiny functions.	Southwark Construction will lead on estate regeneration schemes in the future. Options for delivery of future schemes will be considered through the council's decision making processes.
6. Specifically for transport related aspects of regeneration the Council should:	
(i) Develop and improve its strategy for the implementation of better sustainable networks whether large or small as a catalyst for regeneration in the borough.	The Sustainable Growth team is responsible for a programme of investment in the council's town centres that support contribute to the delivery of these recommendations. Projects include working with partners to improve Elephant & Castle underground station; Peckham, Surrey Quays, Denmark Hill and Elephant and Castle overground stations. In addition there are a number of interventions to improve cycling and pedestrian routes which are being implemented using local CiL or are secured through agreements with development partners.
(ii) Seek to promote and introduce healthy streets through more localised street space schemes providing feeder links to create more of a community way in or out routes.	

	<p>The programme of work is taking place within the policy framework and priorities established by the Council's Movement Plan [MP] and the council's delivery plan for 2022/26. The MP is currently being prepared following a monitoring report which Cabinet considered in February 2022. https://moderngov.southwark.gov.uk/documents/s104619/Report%20Movement%20Plan%20update.pdf</p> <p>As noted in that report the MP takes a people centred approach that coordinates all modes, public realm and environment. The primary focus of the MP is to increase walking, riding, and public transport, making it the easiest choice by reducing driving, vehicle ownership and reallocating space from vehicles to people. Consultation on the Movement Plan is scheduled to start in October and the current programme anticipates a report to Cabinet in May next year.</p>
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Item No. 15.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the Report of the Education and Local Economy Scrutiny Commission: Procurement, Accessibility and Social Value	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Finance, Democracy and Digital	

FOREWORD: COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR FINANCE, DEMOCRACY AND DIGITAL

Southwark wants to keep more wealth within our communities. We're working hard so the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations too.

We also know that these are challenging economic times for all of us, and we understand those challenges are likely to get more acute in the coming months. The Council has already set out its initial plans for how we support our communities through the Cost of Living Crisis and we know our response needs to be both short and long term. Buying locally means putting more into our local economy which over time helps generate local employment including apprenticeships which therefore means more spend stays in our town centres and neighbourhoods making our local places thriving and sustainable places to live in the long term. There are also benefits to the climate in keeping things local, including less travel and less emissions.

I would like to thank the Education and Local Economy Scrutiny Commission for the work they have carried out in looking at how we can get the best from procurement, accessibility and social value and welcome their recommendations. Together with the officer team across all services and partners across the borough we will consider the recommendations as part of our work in developing a new economic strategy and our local procurement policy including a new social value framework. This work will also take account of national changes anticipated early next year in legislation governing public sector procurement.

The work and future reporting will be incorporated in our Council Delivery Plan to 2026, which is our council wide plan for what we will deliver with and for our residents. It will also help feed into Southwark 2030 and our long term vision for the future of Southwark. I look forward, with the cabinet, to presenting further

reports on how we further generate local wealth and enhance social value in all we do, especially for those who need our support the most.

RECOMMENDATIONS

1. That Cabinet note and agree the response to the recommendations to the Education and Local Economy Scrutiny Commission's report on procurement, accessibility and social value dated 14 June 2022.

BACKGROUND INFORMATION

2. In February 2022 the Education and Local Economy Scrutiny Commission received an update on scrutiny recommendations to Cabinet made in 2020-2021 council year from the Director of Law and Governance on procurement: accessibility and social value. The update also included an overview of the Fairer Future Procurement Framework.
3. As part of this discussion, the Commission sought further information on contract monitoring, staff recruitment in procurement, challenges of the Social Value Act, apprenticeships and corporate reporting. The commission then agreed a further set of recommendations as set out in a report to cabinet. These recommendations are set out in paragraphs four to six below.
4. **Recommendation 1** - The Commission notes continued challenges in centrally understanding adherence to and performance against our Fairer Future Procurement Framework. The Commission recommends that the Council maintains its commitment to recruiting additional staff in the procurement team who can help address the known issues with tracking performance against, and implementation of the Fairer Future Procurement Framework. The Commission supports exploring further non-pecuniary routes to attracting new staff in this area and notes that as Test and Trace activity winds down there may be less demand elsewhere for staff with the requisite skills to deliver this role.
5. **Recommendation 2** - The Commission recommends Paragraph 55 (sic) of the Fairer Futures Procurement Framework is updated to reflect that:
 - A blanket target of 1 apprentice per £1 million in contract value will in many cases not be sufficiently ambitious.
 - Provide specific, more ambitious targets in areas where more apprenticeships can be supported per unit of contract value.
6. **Recommendation 3** - The commission recommends that the council revisit the percentages allocated to social value and consider raising them in the face of an existential threat of the pandemic to many local businesses and the declared climate emergency.
7. The recommendations of the review were presented to cabinet on 14 June

2022, with a request for the relevant cabinet member to bring back a report to respond to the recommendations provided.

KEY ISSUES FOR CONSIDERATION

8. The Commission's report contained three recommendations that it argued will enhance the delivery and reporting of outcomes as part of the council's Fairer Futures Procurement Framework.

Recommendation 1 – monitoring the Fairer Future Procurement Framework

9. *“The Commission notes continued challenges in centrally understanding adherence to and performance against our Fairer Future Procurement Framework. The Commission recommends that the Council maintains its commitment to recruiting additional staff in the procurement team who can help address the known issues with tracking performance against, and implementation of the Fairer Future Procurement Framework. The Commission supports exploring further non-pecuniary routes to attracting new staff in this area and notes that as Test and Trace activity winds down there may be less demand elsewhere for staff with the requisite skills to deliver this role.”*
10. The Procurement Advice Team at Southwark Council is a small central advisory function, supporting the council's developed Procurement structure with advice and guidance. The procurement function is devolved to departments and strategic directors therefore the responsibility for carrying out procurement and contract management activities, sits with each service area, many of which have procurement or contract teams.
11. A restructure of the Procurement Team was undertaken following the change of reporting lines to Law and Governance within Finance and Governance in November 2020 with the aim of delivering a team comprised of experienced, skilled and resilient staffing structure to support the council.
12. A recruitment process was undertaken in April 2021, that was only successful in appointing the junior member of the team (one of the five vacancies), in part due to uncertainty around the pandemic and working practices such as hybrid working, as well as issues with alternative sources of employment offering substantially over the salary levels being offered by the Council.
13. The main functions of the team are:
 - Providing strategic procurement advice on major themes, regulations and projects
 - Attendance at Departmental Contract Review Boards and Corporate Contract Review Board
 - Developing and maintaining procurement templates, documents, guidance and training including a Contract Management Toolkit

- Providing procurement concurrents for Gateway Reports
 - Updating and maintaining Council policy and processes such as the Fairer Future Procurement Framework and Contract Standing Orders
 - Training for and maintenance of the eProcurement system
 - Maintenance of access to the Approved List
 - Maintenance of the Social Value Portal system for larger tenders
 - Provision of credit checks if required
14. The Procurement Team comprises four members of staff. These being a Head of Procurement, two Specialist Procurement Advisors and one assistant Procurement and Contract Officer. The overall size of the team was reduced by two full time equivalent post as part of budget reductions in the financial year 2021/22.
15. Within the devolved structure of procurement in Southwark, contracts and contract management are the responsibility of each department. Each Strategic Director (as set out in Contract Standing Orders) is responsible for contract monitoring and performance, as well as tracking the performance of the fairer future procurement framework. The Procurement Advice Team does not monitor the procurement framework centrally.
16. Officers will undertake a review of systems to further enable Contract Managers to the report on contract management and monitoring, including Social Value and the obligations of the fairer future procurement framework. This will include consideration of any costs.

Recommendation 2 - Apprenticeships

17. *The Commission recommends Paragraph 55 (sic) of the Fairer Futures Procurement Framework is updated to reflect that:*
- *A blanket target of 1 apprentice per £1 million in contract value will in many cases not be sufficiently ambitious.*
 - *Provide specific, more ambitious targets in areas where more apprenticeships can be supported per unit of contract value.*
18. The Commission's report on procurement and social value states that on apprenticeships, it is important that the council look to be more ambitious and increase its target to more than 1 apprentice per £1 million in contract value. The report argues that while this might not be possible in some cases where contracts are for six months, more needs to be done for the benefit of young people in Southwark by working with local merchants and businesses to maximise the social value of contracts.
19. The current Fairer Futures Procurement Framework at paragraphs 62-63 states that, for all contracts over £1m in value the expectation will be that where practical at least one apprenticeship will be provided per £1m of contract value. These are aims. When it is not possible to achieve the aims this should be noted in the Gateway 1 report and, in any event, other social

value options should be considered.

20. The policy goes on to state that all apprenticeships should be of high quality and include an ambition for good quality employment and training provision, and the expectation that the apprentice is fairly paid, preferably at London Living Wage.
21. The council also has a robust section 106 policy when securing apprenticeship opportunities through development. This is set out in the council's Section 106 (S106) Supplementary Planning Document (SPD).
22. The SPD states that one new apprenticeship start (or in-work NVQ) should be secured for every 2000square metre of development.
23. Where the target number of sustained jobs, short courses or apprenticeships cannot be provided, a contribution will be sought to be used by Southwark Council to provide equivalent opportunities in the local area to residents based on the following formula:
 - Shortfall against target number of apprenticeship starts x £1,500 (which is the approximate cost of a typical construction sector Level 2 qualification).
24. Through this approach, the council has secured 548 apprenticeship since 2014. However, there is limited correlation between our S106 approach and that set out in our FFPF. As part of an imminent review of the council's suite of Supplementary Planning Documents (SPD), we will take the opportunity to ensure closer alignment between our S106 SPD and broader approach to social value.
25. A high-level assessment of central London borough social value policies has shown that where a specific policy on securing apprenticeships is referenced, Southwark's approach is congruous with other London boroughs.
26. For example, the London Borough of Hackney's policy states that one apprenticeship for every £1million spend should be secured where the workforce delivering the contract is significant. Westminster take a similar approach.
27. Other boroughs adopt a more flexible approach. Tower Hamlets for example, has no authoritative list of what the benefits should be secured but allows flexibility when selecting what benefits can be included in the tender process. When selecting these benefits, officers are required to keep in mind the value of the commissioned contract.
28. There are benefits and challenges with different approaches. As identified in the report by the Education and Local Economy Scrutiny Commission, a simplified policy of the number of apprentices per the value of contract as we have currently may not be sufficient to reflect the broad range of goods

and services procured by the council. Conversely, too much flexibility with limited guidance of expected outcomes may result in a sub-standard number of apprenticeships secured through procurement.

29. Reaching an appropriate balance between maximising impact and outcomes while ensuring deliverability of apprenticeships is key. As such, officers as a next step response will review our policy in relation to securing apprenticeships relative to contract size procured. This review will be set within a broader approach to developing local Community Wealth Building and our economic strategy for ensuring we deliver an economy that works for all, review of our Section 106 SPD and forthcoming changes to procurement legislation through the Procurement Act. This will be a cross-council piece of work involving all council departments led by the Director of Strategy and Economy and Director of Law and Governance.
30. This work will be incorporated into the proposed Council Delivery Plan (elsewhere on this agenda), particularly with regards commitments to keep more wealth within our community. A further report will be presented to Cabinet in the final quarter of 2022/23.

Recommendation 3 – social value

31. *The commission recommends that the council revisit the percentages allocated to social value and consider raising them in the face of an existential threat of the pandemic to many local businesses and the declared climate emergency.*
32. The fairer future procurement framework requires that: “For all contracts over £100k in value, this should consider the inclusion of social value and where applicable, use this as part of the evaluation methodology for the tender award. Evaluation criteria should be assessed on a case-by-case basis and the weightings should therefore reflect the relative importance of the social value element to the subject matter of the contract and should be proportional to this. It is however advised that this element be allocated at least 15% of the available evaluation marks.”
33. The procurement strategy (gateway one) reports for all contracts over £100k in value must set out the appropriate level of the evaluation criteria to be assigned to quality, cost and social value. The approval of the reports is made in line with the arrangements as set out within Contract Standing Orders (CSOs) by Chief Officer, Individual Decision Maker or Cabinet:

<https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=425&MIId=7427&Ver=4>

34. There are new Procurement Regulations (the Procurement Act) that are due to come into effect in 2023 that is being proposed to amend the way in which non-commercial elements can be taken into consideration and evaluated in tenders. At present, the council is restricted from taking into account non-commercial considerations when entering into

contracts/making decisions regarding procurements (section 17 of the Local Government Act 1988). The Public Services (Social Value) Act did amend section 17 to enable non-commercial matters to be considered to the extent that the council considers it necessary or expedient to facilitate compliance with the Social Value.

35. There are many non-commercial elements, including the consideration of the Fairer Future Procurement Framework, the gender pay gap as well as modern slavery and Climate Change and the support of local businesses that can all play a role in procurement and those organisations that we enter into contract with. Not all of these however need be explicitly part of the evaluation process. Instead these can be compliance requirements with processes such as an obligation to work with the council's adopted carbon measuring process to allow this part of their contract deliverables to be measured and baselined and reduced during the contract performance in line with the requirements of the Climate Change Strategy.
36. Evaluation criteria themselves allow a differentiation between the offers that are made to the council to deliver contracts for goods, works and services with their quality, cost and wider social value benefits that can be offered.
37. In the report to Cabinet in January 2021 on the Fairer Future Procurement Framework (FFPF), it was recommended that Social Value Policy was needed for Southwark Council that reflected the council's commitment in this area, including but not limited to procurement and contracts: "Given the nature of the current economic climate and impact of Covid-19 on businesses and the move to support greater local and small business support, a further review should be undertaken of the way in which social value (both what and how) is measured and assessed in procurement activities. This needs to include consideration of social value for lower value procurements, whilst taking account of the potential impact on smaller businesses and their ability to meet additional requirements."
38. Officers will review our work on social value as part of the wider package of work that includes developing our approach to local Community Wealth Building and our economic strategy to ensure we deliver an economy that works for all, a review of our Section 106 SPD and forthcoming changes to procurement legislation through the Procurement Act. This will be a cross-council piece of work involving all council departments led by the Director of Strategy and Economy and Director of Law and Governance. It will be incorporated into the proposed Council Delivery Plan (elsewhere on this agenda), particularly with regards commitments to keep more wealth within our community. A further report will be presented to Cabinet in the final quarter of 2022/23.

Policy framework implications

39. Southwark Council's Fairer Future Procurement Framework (FFPF) sets out how the council will use its procurement to support the delivery of the Borough Plan and Fairer Future Commitments and the processes and

practices that are needed to do this. The council expects all of its procurement activity to be undertaken to the highest ethical, sustainable and responsible standards and within a robust and transparent governance framework.

40. If agreed by cabinet, the Education and Local Economy Scrutiny Commission's recommendations on procurement will result in a review of social value policy, informed by our approach to developing local community wealth building that will necessitate an update or rewrite of the current version of the FFPF. The full extent of these impacts will be set out in future reports to cabinet.

Community, equalities (including socio-economic) and health impacts

Community impact statement

41. If agreed by cabinet, the Education and Local Economy Scrutiny Commission's recommendations on procurement will result in a review of social value policy that will require an assessment of community impacts. The full extent of these impacts will be set out when reporting back to cabinet.

Equalities (including socio-economic) impact statement

42. If agreed by cabinet, the Education and Local Economy Scrutiny Commission's recommendations on procurement will result in a review of social value policy that will require an assessment of equalities impacts. The full extent of these impacts will be set out when reporting back to cabinet.

Health impact statement

43. If agreed by cabinet, the Education and Local Economy Scrutiny Commission's recommendations on procurement will result in a review of social value policy that will require an assessment of health impacts. The full extent of these impacts will be set out when reporting back to cabinet.

Climate change implications

44. If agreed by cabinet, the Education and Local Economy Scrutiny Commission's recommendations on procurement will result in a review of social value policy that will require an assessment of climate change impacts and opportunities. The full extent of these impacts will be set out when reporting back to cabinet.

Resource implications

45. There are no immediate resource and financial implications arising from this report.

46. However, the recommendations made by the Education and Local Economy Scrutiny Commission have potential resource implications, especially where leading to policy review, change and renewal. It is not possible at this stage to quantify these but the agreement of actions to be taken will need to be subject to consideration of any associated staffing, IT or other resource requirements. Future resourcing decisions will be considered as part of the council's normal budget setting process.
47. The financial implications and funding requirements of actions agreed will be addressed in further reports at the point at which decisions on them are taken.

Legal implications

48. The recommendations made by the Education and Local Economy Scrutiny Commission have potential implications in relation to the forthcoming Procurement Bill currently before Parliament. It is not possible at this stage to quantify these but a fuller appraisal will be set out when reporting back to cabinet.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (CE22/031)

49. This report is requesting the Cabinet to note and agree the response to the recommendations to the Education and Local Economy Scrutiny Commission's report on procurement, accessibility and social value dated 14 June 2022.
50. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and notes the comments in resource implications on the future resourcing.
51. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Document	Held by and Contact
Report of the Education and Local Economy Scrutiny Commission: Procurement Accessibility and Social Value	Southwark Council Everton Roberts everton.roberts@southwark.gov.uk
Link (please copy and paste into browser): https://modern.gov.southwark.gov.uk/documents/s107253/Report%20Scrutiny%20report%20Procurement%20Accessibility%20and%20Social%20Value.pdf	

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Finance, Democracy and Digital	
Lead Officer	Doreen Forrester-Brown, Director of Law and Governance Stephen Gaskell, Director of Strategy and Economy	
Report Author	Stephen Gaskell, Director of Strategy and Economy	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 September 2022

Item No. 16.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the Report of the Education and Local Economy Scrutiny Commission: Town Centre Action Plan – Southwark Pioneers Fund	
Ward(s) or groups affected:		All	
Cabinet Member:		Cllr Martin Seaton, Jobs, Business and Town Centres	

FOREWORD: COUNCILLOR MARTIN SEATON, CABINET MEMBER FOR JOBS, BUSINESS AND TOWN CENTRES

The introduction of the Pioneers Fund aims to release the potential of Southwark entrepreneurs and to bring together the support and finance that our residents need to grow a new wave of social and commercial enterprises. The aim of the Fund is to support people in turning their ideas into successful ventures.

The main objectives of the Pioneers Fund will be to increase the creation and survival of social and commercial enterprises, widen the diversity of residents who own and lead enterprises in Southwark, create good quality employment for Southwark residents and to generate wider social value across the Borough. Financial support in the form of grants will be made available in addition to advice and guidance for new start enterprises and businesses looking to grow.

I would like to thank the Education & Local Economy Scrutiny Commission for its work in contributing to the development of this programme to help ensure that our Southwark Pioneers can thrive and prosper.

RECOMMENDATION

1. That Cabinet notes the approach undertaken by the council in procuring providers for the Southwark Pioneers Fund (SPF) Start-up and Growth contracts.

BACKGROUND INFORMATION

2. In June 2022, a report from the Education and Local Economy Scrutiny Commission recommended to cabinet that the Council develops a framework of business support providers for both the Start-up and Growth programme to best serve the diversity of need amongst Southwark's entrepreneurs and social businesses. At the point that this recommendation was received, procurement of the Start-up and Growth contracts was almost complete, as agreed in the Delivery Strategy approved by the Cabinet Member for Jobs, Business and Town Centres in the IDM dated

February 2022.

3. The establishment of the SPF was originally driven by the 2018-22 Council Plan commitment to “establish an Innovation Fund to invest in Southwark’s entrepreneurs of the future”.
4. In order to deliver on this promise, the SPF was developed in 2018/19 with ambitions to generate inclusive growth by supporting the creation or scale-up of commercial and social enterprises (including revenue-raising charities). Cabinet approved the establishment of the SPF in June 2019 (see background documents).
5. The delivery of the SPF was regrettably interrupted by the coronavirus pandemic and the programme necessary paused. Following this enforced hiatus, there was clear merit in refreshing the SPF to reflect the significant changes to the economic climate brought about not only by the pandemic, but also Brexit, climate change, and the progress made across the borough to address inequalities as part of Southwark Stands Together.
6. With these factors in mind, the SPF has the following five key aims:
 - i. Increase the creation, survival and scale-up of commercial and social enterprises (including revenue-raising charities)
 - ii. Widen the diversity of people who own and lead enterprises in Southwark
 - iii. Reduce enterprises’ carbon emissions
 - iv. Create good quality employment for Southwark residents
 - v. Generate wider social value for the people of Southwark
7. A refreshed four-year SPF enterprise support programme was proposed and agreed by the Cabinet Member for Jobs, Business and Town Centres via IDM in February 2022 (see background papers). The SPF is particularly relevant to the Council Delivery Plan (2022-26) measures to:
 - Back Southwark residents to start more businesses, co-operatives and social enterprises
 - Provide extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people
 - Grow a network of start-up hubs rooted in our communities.
8. To deliver these aims and ambitions, the SPF is split into the following four themes, delivered by four separate agreements:
 - a) **Start-up Programme** - Enterprises support for start-ups and aspiring entrepreneurs
 - b) **Growth Programme** - Enterprise support for later-stage enterprises focused on growth
 - c) **Green Programme** - Support for enterprises to decarbonise and reduce their environmental impact

- d) **Social and Community Programme** - support for social and community enterprises led by women or people from Black or minority ethnic backgrounds (delivered through the Local Access Programme (LAP)).

KEY ISSUES FOR CONSIDERATION

9. Several procurement routes for the Start-up and Growth programmes were considered to ensure that they effectively catered for the diversity of needs of local entrepreneurs and businesses.
10. Thorough soft market testing was undertaken with a range of local, regional and national business support providers but there was little appetite for segmenting either of the Start-up or Growth contracts by stages, sector or backgrounds.
11. Specific feedback from providers indicated that support can be relatively sector agnostic to a large extent as business issues/barriers are often universal while sharing challenges outside of your sector can be beneficial for entrepreneurs in order to gain a different perspective. Furthermore, there is scope within the SPF for a business to use grant funds to obtain specialist advice or services if necessary.
12. In terms of stages, there will be a collaborative agreement in place between the Start-up and Growth providers to ensure that a business is a 'right fit' for the most appropriate programme. The programmes have been designed to complement each other and have flexibility in the referrals process to cater for specific business needs and the stage they are at in their journey of growth.
13. The idea of segmenting the contracts via target groups was tested with entrepreneurs and although it received some favour, there was not sufficient support to justify taking this approach. However, there may be instances where specific cohorts are recruited to create synergies, e.g., an Accelerator programme specifically for black female-led enterprises.
14. A robust procurement exercise was recently undertaken, and bidders were able to successfully demonstrate an ability to provide relevant and effective support services to local wantpreneurs, start-ups, and growth business whatever specific stage, sector or group the owner/founder falls into. A total of twenty-three tenders were received: nine submissions for the Start-Up contract and fourteen for the Growth contract.
15. The Start-up Programme aims to provide support to residents who are interested in exploring self-employment but may not yet have a business idea, right the way through to those at an early stage of trading and want to sustain and develop their enterprise. Trampoline NH CIC (the successful provider) will deliver enterprise support to 240 early-stage enterprises, or residents seeking to start an enterprise. In addition, they will deliver 24 information, advice and guidance (IAG) sessions to 520 residents

interested in self-employment, or who want to learn more about what starting an enterprise involves. Support will be delivered via a mixture of open days based in Southwark's communities, one-to-one coaching, group seminars, masterclasses and networking events. Support will be available both in person and online to provide a flexible, accessible offer for residents and enterprises.

16. The aim of the Growth Programme is to support entrepreneurs who have been trading for some time and wish to develop their enterprise and achieve their growth ambitions. Hatch enterprise (the successful provider) will deliver enterprise support to 248 enterprises. 120 of these will participate in an accelerator programme designed for enterprises who want to plan their path for growth and scale. These enterprises will receive approximately 60 hours of support delivered via a mixture of one-to-one support, masterclasses, peer workshops, mentoring and a demo day. 128 enterprises who are either not yet ready for the accelerator or able to make the time commitment will receive between 3 and 12 hours of one-to-one support, masterclasses, networking events, peer round tables and mentoring. Support will be delivered both in person and virtually, with the accelerator content being delivered virtually to ensure accessibility.
17. Both providers are local or have a strong Southwark presence and have existing connections and relationships with organisations and communities in the borough. What differentiated these two bids from the other tenders received was the level of experience and ability to engage and provide support to the target demographics demonstrated in their respective submissions. Trampoline offers a grassroots approach to community engagement giving confidence that those most disadvantaged and under-represented in entrepreneurship will be targeted for support. Hatch offers holistic, wrap-around support to entrepreneurs, demonstrating that they understand the barriers faced by the target groups and giving them the additional support needed to help make their enterprises a success. Both providers' missions strongly align with the aims of the SPF and Southwark Stands Together (SST), giving confidence that support will go towards those who are most disadvantaged and under-represented within entrepreneurship.
18. Trampoline and Hatch are both SMEs, with Trampoline being a Black women-led micro CIC. Awarding to these providers will help build capacity in small, local providers and keep the council's funds within the local community.

Policy framework implications

19. This SPF was originally driven by the 2018-22 Council Plan commitment to "establish an Innovation Fund to invest in Southwark's entrepreneurs of the future". The essence of this commitment remains relevant and is encapsulated in the 2022-26 manifesto pledge:
 - *We will back Southwark residents to start more businesses, co-*

operatives and social enterprises, growing a network of start-up hubs rooted in our communities. With extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people.

20. It also delivers against the following pledges:

- *We will create more opportunities for you when you leave school, including 250 paid internships for young people from disadvantaged backgrounds, 2,000 apprenticeships and free support to start a business*
- *We will keep more wealth within our community, ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women-led businesses and third sector organisations.*

Community, equalities (including socio-economic) and health impacts

Community impact statement

21. With due regard to the Public Sector Equality Duty, an equality analysis was carried out on the SPF during its initial development. The analysis identifies service users across the protected characteristics, with detail of the mitigating actions that could be incorporated into the service design. The EIA has been reviewed and revised to reflect the updated delivery strategy, the change in the economic climate, and more recent research.
22. More recently, the views of potential service users across the protected characteristics have been captured and incorporated into the development of the specifications. For example, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. Of the respondents, 56% identified as a minority ethnic business, 44% as a woman-led business and 8% as a disabled-led business. Other channels have also been explored to further engage and incorporate the views of those groups most underrepresented in business – please see the consultation section for further details.
23. People from Black, Asian and minority ethnic backgrounds, women, young people and disabled people are underrepresented amongst entrepreneurs. A core aim of the SPF is to support these groups start up and grow their enterprises. Although the enterprise support is not limited to these groups, bidders were evaluated on how their service will target these communities to ensure support is tailored to their needs. Trampoline and Hatch scored very highly on these criteria which is what set them apart from the other bidders. Their approaches include:
- A grassroots approach to community engagement, utilising existing connections and relationships within Southwark's communities to engage with the target groups;

- Tailoring marketing and promotion work to under-represented groups to raise awareness about the support on offer;
 - Providing mentors with lived experience who can deal with the overlap of personal and business challenges
 - Offering a regular bursary to programme participants
 - Signposting to health and well-being services.
24. Additionally, ambitious equality and diversity targets have been set, with the aim of achieving high programme participation amongst the target demographics.
25. The council will ensure that the provider's practices are inclusive and require them to have an Equalities & Diversity policy in place.
26. Additionally, the Start-up provider will be required to develop links with Southwark Works, the Council's employment service. Southwark Works supports a combination of groups that are overrepresented in unemployment measures, including some of the most marginalised groups in the labour market. Through collaboration, the service seeks to widen employment opportunities, specifically to meet the needs of protected characteristic groups. This service will help Southwark Works fulfil this aim by promoting job opportunities created with the support of the Start-Up and Growth programmes.

Equalities (including socio-economic) impact statement

27. The SPF has been designed to be accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people. The commissioning and monitoring processes will be used to ensure that this is the case across all four SPF themes and appropriate targets put in place in the Start-Up and Growth programmes initially.

Health impact statement

28. A core aim of the SPF is that it is accessible to those under-represented in business. This includes disabled people and people with additional health needs. Services under the SPF are designed to be fully accessible to people with additional health needs. Trampoline and Hatch both offer a mix of in-person and virtual delivery to ensure that their programmes are fully accessible. The support provided will be holistic, considering additional needs, focussing on building clients' confidence, and offering motivational support, helping them to set up survival plans/budgets and providing networking opportunities. Additionally, Hatch provides signposting to health and wellbeing services, mental health first aid training and providing mentors with lived experience who can provide holistic as well as business support.
29. It is anticipated that a long-term outcome of the programme will be that enterprise owners and aspiring entrepreneurs are able to start and grow their own enterprise, have greater control over their own working conditions due to

being self-employed and generate increased revenue. As a result, it is hoped that entrepreneurs have greater financial security and improved health and economic wellbeing.

Climate change implications

30. A key aim of the SPF is to support enterprises to reduce their carbon emissions. Although this will primarily be delivered via the Green Programme, the Start-Up and Growth programmes will also include performance measures around carbon reduction. Providers were required to set their own measures and targets in relation to environmental impact.
31. Trampoline will deliver ethical business & leadership masterclasses including topics such as the benefits of using local suppliers and sustainable materials. Hatch will integrate a Sustainability Toolkit into the SPF cohorts to support enterprises to build strategies to reduce their environmental impact.
32. Additional environmental measures such as the number of enterprises supported operating in the green sector will be discussed on contract award.
33. Much of the enterprise support will be delivered online, or at community hubs, reducing the need for clients to travel.

Resource implications

34. There are no direct staffing implications. Quarterly monitoring meetings and all other contract management meetings/ work will be undertaken by the Local Economy Team's lead officer for the contract or a delegated officer as appropriate within existing staffing.

Legal implications

35. Please see concurrent from the Director of Law and Governance.

Financial implications

36. There are no financial implications associated with this report.

Consultation

37. Since its inception in 2019, a considerable amount of consultation and research has been undertaken to help develop the model of the fund and the specification and procurement strategy for the enterprise support.
38. During the initial development of the fund, several enterprise support providers were consulted as part of an advisory group. Soft market testing informed the original enterprise support specification, and this learning was carried forward to inform the specifications for the current Start-Up and

Growth programmes. Further soft market testing has been undertaken to inform the development of the current specifications to ensure that the services continue to be relevant and meet the needs of enterprises in the current economic climate. It also helped develop suitable measures of success, realistic targets and provided up-to-date costs.

39. Findings from research and consultation with local enterprises have also been taken into account. Recommendations from a business survey conducted by an independent research organisation in autumn 2020, after the first national lockdown, have shaped the design of the fund. Additionally, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. 367 responses were received which gave us an understanding of what types and topics of support are most relevant to local enterprises.
40. The views of participants of the Start-up in London Libraries (SiLL) programme were sought via an online survey, specifically to gain insight into any lessons learned so that these could be incorporated into the Start-Up programme which will replace SiLL. Although the response rate was not high, the comments received were very useful and helped shape the specification.
41. Additionally, in an effort to delve deeper into what we can do to ensure the services are accessible as possible, an online engagement forum was trialled. The forum asked more specific, open questions with the aim of gaining more detailed answers and inviting a more in-depth conversation with people from the target demographics. It was promoted to enterprises, utilising networks expanded through the Southwark Stands Together programme. Some ideas presented on the forum received some feedback and support, however unfortunately the response rate was not very high.
42. Research and consultation from the early development of the SPF during 2018-19 has also been included in the redevelopment of the fund. For example, views from the original SPF advisory group, a needs analysis undertaken by the Young Foundation and the results from a survey to businesses via the Consultation Hub.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

43. This report confirms to Cabinet the approach that has been undertaken to procuring providers for the Southwark Pioneers Fund (SPF) Start-up and Growth contracts. Paragraphs 9-18 summarise the process that was undertaken and contracts awarded.
44. Full details of the procurement process and evaluation that was undertaken are detailed in the report, as well as in the gateway reports, included within

the background documents. These confirm that the process processes followed were in line with the council's Contract Standing Orders.

Strategic Director of Finance and Governance (CE22/023)

45. The strategic director of finance and governance notes that there are no financial implications arising from this report.
46. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Pioneers Fund: Establishment (July 2019) Report and background documents at item 13	Local Economy Team	Matt Little 020 7525 0388
Southwark Pioneers Fund - Delivery Strategy (February 2022) https://moderngov.southwark.gov.uk/mgDecisionDetails.aspx?Id=50028108&Opt=1	Local Economy Team	Matt Little 020 7525 0388

APPENDICES

No.	Title
Appendix 1	SPF Gateway 1
Appendix 2	SPF Gateway 2

AUDIT TRAIL

Cabinet Member	Councillor Martin Seaton, Jobs, Business and Town Centres	
Lead Officer	Danny Edwards, Head of Economy	
Report Author	Matt Little, Principal Strategy Officer	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	No
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 September 2022

Item No. 17.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the Housing and Community Engagement Scrutiny Commission: Licensing in the private rented sector in the Borough of Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Dora Dixon-Fyle, Community Safety	

FOREWORD - COUNCILLOR DORA DIXON-FYLE, CABINET MEMBER FOR COMMUNITY SAFETY

I would like to thank Councillor Edwards and the Housing and Community Engagement Scrutiny Commission for their report and wide-ranging recommendations around property licensing in the private rented sector in Southwark.

The growth of the private rented sector (PRS) in Southwark has been accompanied by an increase in housing and ill health related problems. Rising rents has had a huge impact on affordability and this in turn has led to overcrowding, tenants being made homeless and a deterioration in property conditions. The situation has been made much worse by the pandemic, with overcrowding responsible for increases in the rate of virus transmission and a huge increase in homeless referrals due to financial issues. The increase in energy prices and cost of living crisis has exacerbate these issues and will continue to have detrimental impact on residents in this sector.

The Council is committed to improving the management and condition of privately rented properties in the borough. Around 43,000 homes in the borough are privately rented. Whilst the majority of these are well maintained and safe, a growing minority is sub-standard and dangerous. Even well meaning landlords may not always be up to date with the latest legal and safety requirements. These properties not only endanger the health, safety and wellbeing of tenants, but also cause issues with neighbours requiring many interventions from already stretched Council services. The Council is using all of the tools it has to improve the situation for tenants in this sector and property licensing is integral to the Council's strategy.

The Council is building on the successes of its previous licensing schemes to help as many tenants renting in the private sector as possible. The new schemes require privately rented single-family properties to be licensed for a period of five years. The schemes will allow the Council to deal directly with persons ultimately responsible for maintaining housing standards and managing poor tenant behaviour in these properties. Other benefits include:

- safeguarding a larger proportion of vulnerable private sector residents
- raising housing standards through enforcement
- reaching a wider cohort of landlords and encouraging investment in Southwark's legacy private sector housing stock
- narrowing trends in deprivation
- reduction of antisocial behaviour (ASB) and fly tipping incidents from domestic properties.
- collaborative working between stakeholders to deal with specific issues (e.g. fuel poverty, climate change, mental health)
- providing tailored advice to tenants and landlords to address specific issues that are problematic in Southwark

The licensing schemes will be implemented in two phases. This is illustrated in the table below:

Phase	Wards Covered	Justification for licensing	Timescale	Comments
1	Newington and Champion Hill	Anti -Social Behaviour	1/03/ 2022 to 28/02/2027	In progress. Secretary of State Approval not required as licensing scheme covered less than 20% of the Borough
	Faraday, Goose Green and St Giles	Property conditions		
<p><i>Officers are collating data to demonstrate Phase 1 has led to improvements in the private rented sector. This data is needed to support the Councils application to the Secretary of State for his approval for Phase 2.</i></p>				
Phase	Proposed Areas Covered	Justification for licensing	Timescale	Comments
2	North Walworth, Nunhead & Queens Road, Old Kent Road and Peckham	Deprivation Poor property conditions	September 2023 to August 2028	Secretary of State approval required as over 20% of the Borough will be subject to licensing
	Camberwell Green, Chaucer, Dulwich Hill, Dulwich Wood, London Bridge & West, Bermondsey, Peckham Rye, Rotherhithe, Rye Lane, South Bermondsey and Surrey Docks	Poor property conditions		

RECOMMENDATIONS

1. Cabinet welcomes the recommendations of the Overview and Scrutiny Committee (paragraph 2) and notes the response set out in this report.

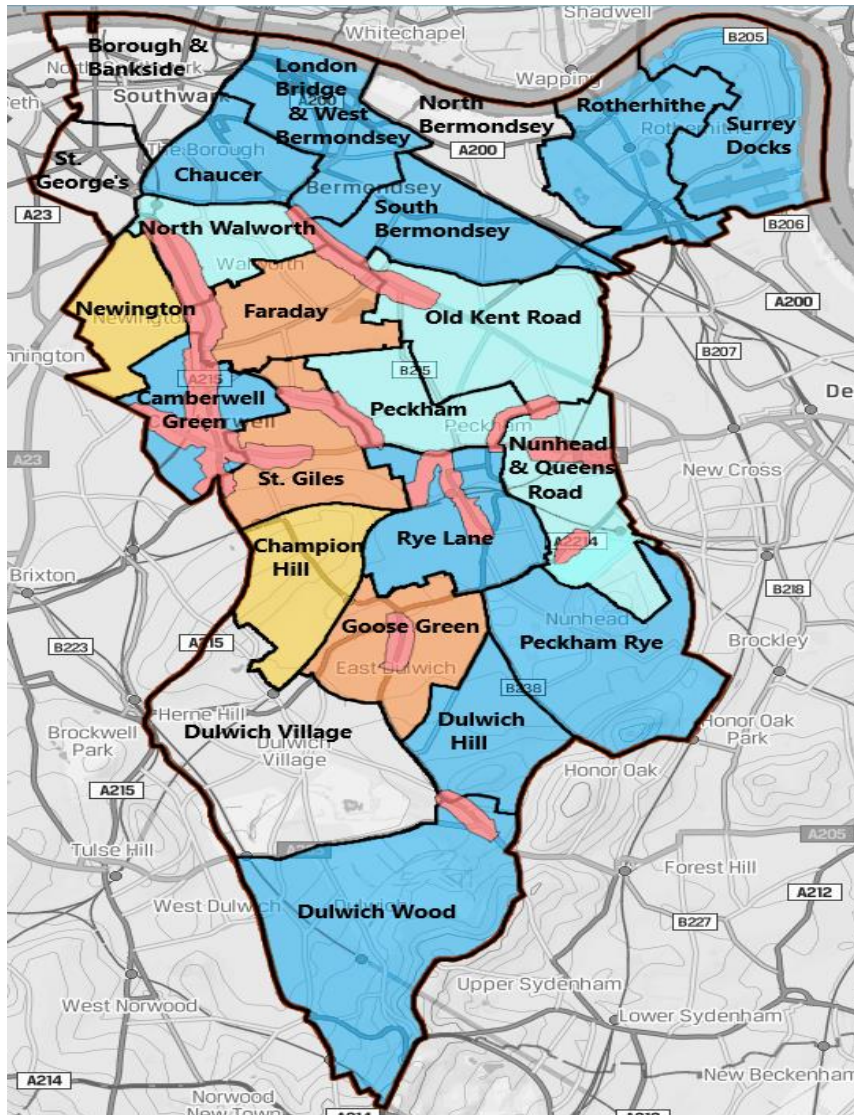
BACKGROUND INFORMATION

1. At its meeting on 23 November 2021 the Housing and Community Engagement Scrutiny Commission received a report from the Cabinet member for a Safer Cleaner Borough on private rented housing. The commission also received a presentation from the Private Sector Housing Enforcement Manager and Director of Environment on private rented housing, including licensing and the renter's union.
2. The commission considered and agreed the set of recommendations at its meeting on 24 March 2022. The recommendations were as follows;
 - Carry out an assessment of the impact on the private rented sector, which once fell under regulation (between 2016 and 2020) but is now outside of regulation.
 - Landlords who apply for the current "gold standard" license receive a reduction in their fee as an incentive. Consider extending this incentive to landlords who offer affordable housing to refugees arriving in the borough. This recommendation is clearly of a more urgent nature because of recent tragic developments in Ukraine.
 - Consider extending landlord licensing to cover inhabitable homes that have been empty for more than three months.
 - Work with the Leader and Cabinet colleagues to investigate what steps could be taken via the council's HR processes to strengthen Southwark's recruitment in this area.
 - Consider that the rental properties having a higher ranking on their energy performance certificate receive a reduction in their licensing fees to encourage landlords to improve energy efficiencies of their properties.
3. This report sets out the council's consideration of these recommendations and updates the Cabinet on the steps that are being taken.

RESPONSE TO RECOMMENDATIONS

4. Recommendation 1- Carry out an assessment of the impact on the private rented sector, which once fell under regulation (between 2016 and 2020) but is now outside of regulation. Review whether housing conditions have deteriorated as a result of this and develop a roadmap to bring further wards within the scope of the new Private Rented Sector (PRS) scheme, particularly those areas covered by the 2016-2020 regulations.
5. The areas covered by the 2016-2020 selective licensing scheme have been considered and included as part of Phase 1 and Phase 2 of the current, and new, schemes as indicated in the map below. The only area, which was included in the previous scheme but will not be covered by the new scheme, is a very small area in Dulwich Village ward where the Telephone Exchange building is located (512 Lordship Lane). This is not

a residential building and the exclusion of this area will therefore have no impact.



Key:

Pink	Areas subject to selective licensing from 2016 to 2020
Orange and yellow	Wards subject to selective licensing under Phase 1 from 1 March 2022 for 5 years
Light and dark blue	Proposed wards for selective licensing for Phase 2 subject to Secretary of State for Levelling Up, Housing and Communities approval in 2023

6. **Recommendation 2-** Landlords who apply for the current “gold standard” license receive a reduction in their fee as an incentive. Consider extending this incentive to landlords who offer affordable housing to refugees arriving in the borough. This recommendation is clearly of a

more urgent nature because of recent tragic developments in Ukraine.

7. The service will amend its fee structure to offer an additional discount on application specifically for landlords of host properties for refugees. Therefore, any landlord who hosts a Ukrainian guest (or any other refugees) in a licensable property will be eligible to receive a 30% discount on their Part A fee. These landlords will also be eligible for the following discounts as appropriate:
 - i. Part B fee 50% discount if they are a Gold Standard Charter landlord
 - ii. Part B fee 50% discount if they are signed up to the Finder's Fee scheme

Note: Licensing fees are paid in two parts. Fee A is paid on application and Fee B is paid when the final license is issued.

8. Recommendation 3– Consider extending landlord licensing to cover inhabitable homes that have been empty for more than three months. Some elements will not be relevant to them but extension of those elements, which could help tackle negative environmental impacts and discourage landlords from leaving homes empty.
9. There is currently no provision under the Housing Act 2004 to allow Local Authorities to licence empty homes.
10. Recommendation 4 - Work with the Leader and Cabinet colleagues to investigate what steps could be taken via the council's HR processes to strengthen Southwark's recruitment in this area.
11. There is a recognised national shortage of suitably qualified staff in this area. This continues to have an impact on recruitment. The service has reallocated existing staff and resources to ensure successful delivery of Phase 1 of selective licensing. Additional agency staff are being recruited to process applications and free up existing staff to undertake targeted enforcement to support the evidence needed for Southwark's application to the Secretary of State for Phase 2.
12. Where there are vacancies in the existing structure the service is seeking to carry out targeted recruitment campaigns with the option of adding a market factor supplement for these hard fill posts.
13. Officers are currently mapping out resources needed for the implementation of phase 2 in 2023, in readiness for the Secretary of State's approval of Southwark's application.
14. Recommendation 5 - Consider that the rental properties having a higher ranking on their energy performance certificate receive a reduction in their licensing fees to encourage landlords to improve energy efficiencies of their properties.

15. Landlords are encouraged to improve the energy performance of their properties above the minimum requirement through the Gold Standard Charter status. These landlords receive a 50% refund on their Part B Payment.
16. The Council's private sector housing team are responsible for enforcing Domestic Minimum Energy Efficiency Standard (MEES) Regulations that set a minimum energy efficiency level for domestic private rented properties. From 1 April 2020, landlords can no longer let or continue to let properties covered by the MEES Regulations if they have an EPC rating below E, unless they have a valid exemption in place. Where a landlord has failed to fulfil their obligations under the MEES Regulations, a compliance notice will be served on the landlord. If a breach is confirmed, the landlord may receive a financial penalty.

Community, equalities (including socio-economic) and health impacts

Community impact statement

17. Anti-social behaviour and poor housing conditions have a direct impact on the communities of Southwark. The responses provided above set out the actions that the council is taking to support those who are affected by these issues.

Equalities (including socio-economic) impact statement

18. All tenants and landlords in Southwark are entitled to expect consistently good standards of advice and service. The responses to the recommendations in this report will support this.

Health impact statement

19. The Council is committed to promoting and improving the health of residents. The actions set out in this report around ASB and raising housing standards both contribute towards meeting this commitment.

Climate change implications

20. Public Protection initiatives such as property licensing schemes support the aims of the Councils Climate Change Strategy. Licensing mirrors the Councils commitment to raise property standards, reduce fuel poverty and encourage energy efficiency for residents. There is considerable scope for improving energy efficiency in the private rented sector through licensing.
21. **Resource implications**

Additional resources are required to support the council's case for Phase 2 of selective licensing. These will be absorbed through existing property licence fees.

Legal implications

22. There are no legal implications.

Financial implications

23. Any financial implications from the actions and proposals in this report have will be met through property license fees

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

24. Not applicable

Director of Law and Governance

25. Not applicable

Strategic Director of Finance and Governance

26. The Strategic Director of Finance and Governance notes the responses to the Housing and Community Engagement Scrutiny Commission: Licensing in the private rented sector in the Borough of Southwark (non-key)

27. The Strategic Director of Finance and Governance also notes the additional financial implications arising from the need for frontline staff to process applications and provide much needed support for enforcement staff.

28. All staffing and other related costs to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Engagement Scrutiny Commission agenda and minutes – 23 November 2021	Southwark Council Website	Anju.Sidhu@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CIId=551&MIId=7029		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Dora Dixon-Fyle, Community Safety	
Lead Officer	Matt Clubb, Director of Environment	
Report Author	Anju Sidhu, Head of Service for Regulatory Services	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	N/a	N/a
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	1 September 2022	

Item No. 18.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Authorisation to write off unrecoverable expenditure from action on a dangerous structure during the Christmas holiday period 2013 for Corelli Court	
Ward(s) or groups affected:		South Bermondsey	
Cabinet Member:		Councillor James McAsh, Climate Emergency and Sustainable Development	

FOREWORD - COUNCILLOR JAMES MCASH, CABINET MEMBER FOR CLIMATE EMERGENCY AND SUSTAINABLE DEVELOPMENT

This reports sets out rectifying actions to address non-recovery of expenditure relating to keeping the local community safe from a dangerous structure. This action will enable this historic issue to be resolved.

RECOMMENDATION

1. That approval is given for the write off of £348,000 of irrecoverable expenditure from action on a dangerous structure during the Christmas holiday period 2013 for Corelli Court, 316 Lynton road, SE1 5DD.

BACKGROUND INFORMATION

2. Initial building control dangerous structure work for removal of the overhanging damaged section of roof was work necessary to remove immediate danger at Corelli Court on Christmas Eve, December 2013. This was to remove the 'immediate danger' as set out in the dangerous structures legislation.
3. The scaffolding works to provide a temporary canopy also took place. This was beyond the statutory requirement. Looking at all of the circumstances, and in the absence of the point being expressly agreed in correspondence. It seems unlikely that the council could successfully argue that London Quadrant Housing Association (LQHA) took over responsibility for Wates (the contractor's) costs. It seems clear that Wates continued to act under the terms of the contract with the council, and the only issue is whether the council can re-charge the entire amount to LQHA.

KEY ISSUES FOR CONSIDERATION

4. We do not have a clear and unequivocal confirmation from LQHA that they were happy to proceed with the further works at rates which would have constituted an unambiguous and enforceable contract in respect of the further works.
5. The costs of the works was £648, 000 of which £300, 000 have been recovered from LQHA on April 8 2021 following the negotiations that took place.
6. Following this case coming to the Head of Service's attention, he arranged for training for all of the dangerous structures first-responders. The training covered managing the contractors and ensuring that they do no more than the minimum work to make the building safe. This ensures that costs are minimised, that officers operate only within their remit and also that the building owner is first given an opportunity to undertake the works themselves. There is a much closer monitoring of costs and in a recent case we ensured, via court action, that the council's costs would be recovered before taking action.

Policy framework implications

7. There are no policy framework implications.

Community, equalities (including socio-economic) and health impacts

Community impact statement

8. There are no impacts on the community from this decision.

Equalities (including socio-economic) impact statement

9. There are no equalities impacts from this decision.

Health impact statement

10. There are no health impacts from this decision.

Climate change implications

11. There are no climate change implications from this decision.

Resource implications

12. The resource implications from this decision are set out in the report. The total irrecoverable debt recommended for write off is £348,000.

Legal implications

13. There are no legal implications from this decision.

Financial implications

14. The total irrecoverable debt recommended for write off is £348,000.
15. There is sufficient provision for bad debts within the business unit's revenue budget to contain this debt write off.
16. Under the councils constitution a decision to write off debts with a value of more than £5,000 and less than £50,000 is delegated to individual Members within their own service area. Debt write-off under £5,000 can be authorised by Chief Officers. Recommendations to write off any debt over £50,000 must be referred to cabinet for authorisation.

Consultation

17. There are no consultation requirements on this decision.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

18. The Director of Law and Governance notes that this report recommends that the £348,000 of irrecoverable expenditure be written off.
19. Under the council's constitution, write-off of debts of £5,000 up to £50,000 is delegated to individual members within their own service area. Debt write-off under £5,000 can be authorised by chief officers. Write-off of any debt of £50,000 or over must be referred to the cabinet committee for authorisation.
20. The Director of Law and Governance notes that the sum to be considered, being over £50,000 is being referred to the Cabinet committee as per the constitution.
21. There are a number of key reasons why the council may wish to write-off a debt. One of these includes where there has been a negotiated settlement as part of a complaint or dispute resolution which leaves a residual amount to be written off.
22. The Director of Law and Governance considers the proposed write-off to be lawful and in accordance with the council's procedures because of the fact that there has been a negotiated settlement between the council and London and Quadrant Housing Association, the party from whom the sum was sought.

Strategic Director of Finance and Governance (CE22/030)

23. The strategic director of finance and governance notes that the debts totaling £348,000 are recommended in accordance with the council's policies and procedures for write-off because they are deemed as irrecoverable.
24. The strategic director of finance and governance notes that the write off will not have any financial implication since there is sufficient provision for bad debts available to cover it.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency and Sustainable Development	
Lead Officer	Stephen Platts, Director of Planning and Growth	
Report Author	Juliet Seymour, Planning Policy Manager	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 September 2022

Item No. 19.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Motions Referred from Council Assembly	
Ward(s) or groups affected:		All	
From:		Council Assembly	

RECOMMENDATION

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

BACKGROUND INFORMATION

2. Council assembly at its meeting on 13 July 2022 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, cabinet can decide to:
 - Note the motion; *or*
 - Agree the motion in its entirety, *or*
 - Amend the motion; *or*
 - Reject the motion.

KEY ISSUES FOR CONSIDERATION

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
Link: Agenda for Council Assembly on Wednesday 13 July 2022, 7.00 pm - Southwark Council		

APPENDICES

Number	Title
Appendix 1	Tackling the cost of living crisis
Appendix 2	Saving South London Buses
Appendix 3	Save Southwark Buses
Appendix 4	A plan for Southwark's Housing Repairs
Appendix 5	Standing Up for Responsible Tax Conduct
Appendix 6	Making Cycle Storage Accessible for All
Appendix 7	Equal Pavements Pledge
Appendix 8	Patients not Passports
Appendix 9	The closure of St Francesca Cabrini Primary School

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer	
Version	Final	
Dated	1 September 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Finance and Governance	No	No
Director of Law and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 September 2022	

APPENDIX 1**Tackling the cost of living crisis**

1. Council assembly notes that:
 - a. The people of our country and borough are facing a cost of living crisis, with inflation rising at the fastest rate for 40 years, and food and fuel costs spiralling. As a result, millions of families are struggling to make ends meet and facing impossible choices between heating, eating and paying their rent.
 - b. Ofgem are predicting that the number of households facing fuel poverty across the UK could double to 12 million next year. The price of food is also soaring, with the average price of pasta up by more than 50% since April 2021 and 94% of adults reporting that the price of their food shop has increased over the last month.
 - c. These spiralling costs follow a decade of Conservative and Liberal Democrat government policies that have cut the incomes of millions of families across the country, with almost 4 million children now living in poverty and national demand for foodbanks up 81% over the last five years. In our borough, the Southwark Foodbank supported almost 19,000 people in 2021 (of which 7,000 were children), a 289% increase from 2019/20.
 - d. Citizens Advice Southwark estimates that 31% of households in Southwark are in poverty, with the cost of living crisis likely to exacerbate this further. The council's revenues and benefits team has identified over 22,000 residents in need of financial support. Voluntary sector partners have also reported a rapid rise in the number of working people unable to make ends meet, as wages fail to keep up with the cost of living.
 - e. A recent Southwark Council Housing Residents' Working Party produced a report "Pulling at the Roots" which highlights the economic and financial impact of COVID on our council housing residents and made a number of helpful recommendations to support council tenants and homeowners in debt.
 - f. We have a strong voluntary and community sector in Southwark, with a community support alliance set up to ensure that residents who need help the most can get support from the sector and council. These organisations, however, have become inundated with residents facing challenges as a result of the cost of living crisis.
2. Council assembly also notes that:

- a. Since 2010, successive Liberal Democrat and Conservative governments have imposed austerity on the country, creating hardship and destitution on a scale not seen for decades.
 - b. This includes measures such as the benefit cap, the cap to the local housing allowance, child benefit caps, and a bedroom tax which the previous Liberal Democrat MP for Bermondsey and Old Southwark voted for 8 times.
 - c. It also includes the Conservative's and Liberal Democrat's failed economic policies, which have delivered the worst decade for wages our country has seen since the Napoleonic wars. Working families' pay is now falling by £1,300.
 - d. As a result, many of the gains made before 2010, including lifting 1 million children out of poverty, have sadly been reversed in the past decade.
 - e. That Rishi Sunak, who reportedly owns three homes in the UK, will receive £1,200 of help through the government's cost of living schemes, whilst many in Southwark with far greater needs will receive only £400. Analysis suggests that £620 million will go to people who own two or more homes.
3. Council assembly welcomes:
- a. Southwark Labour's success in maintaining the Southwark Emergency Support Scheme after the coalition government ended ring-fenced funding for Council Tax Support in 2013.
 - b. That Southwark Labour will support our most vulnerable households with over £5m of funding in the new Southwark Council Cost of Living Fund which brings together the Household Support Fund, the Discretionary Council Tax Rebate Fund and the Council's own contribution of £471,000.
 - c. The Mayor of London's announcement of a £43m warmer homes fund to further support residents.
 - d. The national Labour Party's successful campaign for a windfall tax on energy companies to fund support for people hit hardest by the cost of living crisis (resisted by the Conservatives for weeks, which led to the announcement of a package of measures announced on 26 May 2022).
4. Council Assembly also welcomes Southwark Labour's 10 point plan to tackle the cost of living crisis by:
- a. Creating of a new Cost of Living fund with over £5 million of critical funding that will support families who are struggling to make ends meet.

- b. Launching a Southwark Energy Savers Service, so residents can access the best advice to keep gas and electricity bills down while prices continue to spiral.
 - c. Continuing our free healthy school meals provision for all primary and nursery school children and our holiday food programme for children during the summer period.
 - d. Making Southwark a Right to Food Borough. This means working with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home. Meanwhile the council will do all it can to campaign for the national action needed to end food poverty for good.
 - e. Delivering more homes at truly affordable rents. Building on our success starting 2,500 new council homes, by starting 1,000 more new council homes by 2026 and ensuring that new development delivers at least 35% truly affordable homes including at least 25% at social rents.
 - f. Strengthening Southwark's network of community-led hubs, continuing to invest in our local voluntary sector, including independent advice services, so wherever you live you can access free advice on money matters and find free local activities.
 - g. Helping reduce energy bills for residents with a commitment to making our council homes warmer and greener with better insulation and modern heating.
 - h. Creating a new Southwark Living Wage Unit to double the number of London Living Wage employers in our borough and make work pay for more of our residents.
 - i. Delivering 2,000 new apprenticeships and 3,000 new training opportunities and free support to get a job for people who face the most barriers, so local people can take up careers in our borough's growth industries. We'll also create 250 paid internships for young people from the most disadvantaged backgrounds.
 - j. Keeping council tax low. Despite ongoing cuts to our budgets, we have kept council tax low and will continue to do so, only raising it to protect services for the most vulnerable.
5. Council Assembly also recognises that after a decade of Conservative and Liberal Democrat cuts to local government funding, the council does not have sufficient resources to alleviate the impact of the cost of living for every resident in need. Therefore council resolves to:
- a. Ask the Leader of the Council to write to the Chancellor of the Exchequer to demand:

- i. An above inflation increase in the government's National Living Wage, to lift millions of people out of poverty
 - ii. A Great Homes Upgrade, to save on energy bills now and in the longer term by insulating millions of homes, whilst cutting carbon emissions too.
 - iii. A fair benefits system that ensure everyone in our country can afford the basics in life including enough food to eat, a warm home and a roof over their head. Including; reversing the Conservative Party's £20 cut to universal credit, ending the two child limit which now impacts nearly a million children and has forced many thousands families into poverty, and uplifting the Local Housing Allowance which is currently set so low that it does not cover the cost of renting a home in the private sector in Southwark.
 - iv. Better targeted approach to support people hardest hit by the cost of living crisis, rather than the Government's current system that disproportionately benefits second homeowners.
 - v. A new national industrial strategy, to ensure we buy, make and sell more in Britain. Ending the Conservative Party's failed economic policies that have delivered the worst decade for wages in two centuries and replacing them with a new national plan to invest in our industries and infrastructure to deliver good jobs and real social and environmental benefits. Including an ambitious green new deal.
 - vi. Increased investment in council house building and the building of other social rent homes, given the transformative impact of having a truly affordable home in lifting people out of poverty.
 - vii. Increased funding for all public bodies and services, so public sector workers, from the nurses to the refuse collectors, who have supported our country through the pandemic can receive a fair pay rise.
- b. Ask Cabinet to work with the Community Support Alliance and other voluntary and statutory partners in our borough to alleviate the cost of living crisis for residents and to lobby for the changes that the Government needs to make to ensure we can end this cost of living crisis.

APPENDIX 2**Saving South London Buses**

1. Council assembly notes that:
 - a. The current proposal to cut bus services by up to a fifth as a result of the Conservative government's financial decisions will have profoundly negative impacts on the residents of Southwark.
 - b. At a time where the use of buses is actually increasing in the UK, Investment in affordable and sustainable public transport is more important than ever:
 - i. Buses offer an affordable means of transport for vulnerable residents struggling with the cost of living crisis.
 - ii. Petrol has risen to over an average of £100 a tank meaning driving is no longer an affordable option for residents.
 - iii. Public transport offers a sustainable transport option for residents as we continue to tackle the climate emergency.
 - c. Reductions in bus services will increase the need for interchanges, making journeys more difficult for those with mobility issues, who heavily rely on direct routes for travel.
 - d. The reduction of night bus routes will adversely affect key workers across London and will have a negative impact on people's safety.
 - e. The Conservative party is imposing deep cuts to Transport for London's funding.
 - i. In 2015, they agreed to remove £1bn a year of government funding from TfL and since the pandemic they have forced through hundreds of millions of further cuts
 - ii. None of the £500m raised every year from Londoners paying Vehicle Excise Duty collected by central Government is used to fund TfL's maintenance of London's roads. Instead, London's roads are effectively being cross-subsidised from fare-paying bus and tube passengers.
2. Council assembly further notes that:
 - a. Southwark is already poorly served by public transport, with much of the borough relying purely on buses for travel.
 - b. By May 2022, bus use had returned to 81% of pre-pandemic levels in Southwark, showing investment in our bus network is vital as we continue to recover.
 - c. 25% of the routes being cut entirely are routes that serve Southwark.

- d. These cuts will completely withdraw four routes currently serving Southwark residents: routes 12, 45, 78 and 521.
- e. The four routes set for withdrawal connect residents to London Bridge Hospital, Guy's Hospital, St Thomas's Hospital, Evelina Children's Hospital and King's College Hospital. The withdrawal of three of these routes will make it harder for people to access healthcare services.
- f. A further 17 routes serving Southwark residents will be affected by the proposed cuts, which will lead to a reduced service across a borough already inadequately served by public transport.

3. Council assembly calls on the cabinet to:

- a. Commission a robust detailed expert investigation on impacts of bus cuts in Southwark, the findings of which will form the basis of a Southwark response to TfL's proposals.
- b. Campaign with the Mayor of London for the Conservative government to:
 - i. Agree a long term funding settlement for TfL that ensures there can be continued investment in sustainable and affordable public transport in London, including the funding necessary to maintain current bus routes, so TfL can immediately halt any plans to reduce bus services in London.
 - ii. Invest in maintaining and enhancing the existing public transport options, such as buses and step-free access at stations, that Londoners need.
 - iii. Invest in alternative public transport options for South London including a river-crossing at Rotherhithe, reopening Camberwell station and the Bakerloo Line extension.
- c. Ask TfL to:
 - i. Explore all options to prevent the need for reductions to bus and other public transport services
 - ii. Hold public meetings before reducing the frequency of any bus routes.
 - iii. Extend the length of the consultation until the end of the summer to reflect the potential severity of the proposed cuts and ensure as many voices are heard as possible.

Save Southwark Buses

1. Council assembly notes that:
 - a. Southwark is facing unprecedented and damaging cuts to its public transport. Across the city, seventy eight of London's bus routes will be affected by recent proposals, with seventeen of the affected routes serving our borough, representing 22% of the changes across the capital.
 - b. Of the sixteen routes to be cut in their entirety, four are in Southwark, representing one in four bus routes. These routes included the 12 bus, a much-loved bus route which many Southwark residents use to get to and from the West End.
 - c. These cuts to services make it harder for our residents to get around the city, make journeys longer and often more expensive.
 - d. Transport for London (TfL) is still recovering from the huge financial damage caused by the pandemic. It reports that, in the latest funding settlement, the Government is asking TfL to cut the bus network by 4% by 2025.
 - e. These cuts are a political choice, forced on TfL by a government making an active decision to level down our city. London is one of the only transport systems in the world that does not receive any significant regular subsidy from its national government. Moreover, London generates £500m of vehicle licensing excise money that goes straight to Government. This means that in recent years, over 70% of TfL costs have been paid for by fares.
 - f. These regressive cuts will affect many of our lowest income residents during the cost of living crisis, impacting shift workers, keyworkers and those who need to travel early or late in order to get to work. Hard working people who keep the city running will now need to break their journey and wait for multiple buses as they try to get to work, making their working day even longer.
 - g. Southeast London's public transport is already less well-served than other parts of London and has weathered previous cuts. Our small number of tube stations means buses are the backbone of our transport network. If we are to build the homes and town centres people want and need, we have to have a public transport system that can serve them.
 - h. Southwark Labour councillors have made a difference by creating pop up street stalls and supporting a local petition to Save Southwark Buses, however more can be done to put pressure on the Government to provide TfL with an adequate settlement that London

needs in order to run an efficient public transport system, in line with other major cities across the world.

2. Council Assembly further notes the impact on key resident groups, including:
 - a. Users with mobility issues who may struggle to use other forms of transport or may not have access to alternatives locally.
 - b. School communities, parents and carers who may struggle to get children to school without adequate local buses.
 - c. Women, as transport hubs have been highlighted as a potential risk of increased violence against women and girls, therefore increased interchanges pose greater risks.
 - d. Worsening health inequalities by making it more challenging for people without access to either a car or alternative forms of transport to and from hospital or doctor appointments. This is also likely to disproportionately affect older people for the same reasons.
 - e. People living in social housing or those in private rented accommodation already dealing with fuel poverty who are far less likely to be able to absorb any additional costs of having to take alternative routes.
 - f. Local businesses who heavily rely upon people getting across the borough to increase footfall on our high streets.
3. Council Assembly therefore resolves to:
 - a. Continue to make the case to the Department for Transport for a better funding settlement for TfL on behalf of all Southwark residents, particularly those disadvantaged most by these changes.
 - b. Work with TfL to mitigate any changes to the Southwark bus network to ensure that disadvantaged groups in Southwark can still travel to and from work, school, town centres and key services.
 - c. Call for further engagement and meetings with key community groups in Southwark so TfL better understands the impact of the proposals put forward in Southwark.

A plan for Southwark's Housing Repairs

1. Council assembly notes that:
 - a. In 2010, an incoming Labour administration inherited one of the poorest standards of housing stock in London from the previous Liberal Democrat and Conservative administration. Only half of council homes met the decent homes standard, with 18,000 homes in disrepair.
 - b. By 2020 Southwark's labour run council had nearly doubled this number with 95% of homes meeting the decent homes standard.
 - c. In 2014, Labour also began a programme of replacing old kitchens and bathrooms in all our council homes. By 2020, more than 5,000 council homes were fitted with a new kitchen and/or bathroom.
2. Council also notes that:
 - a. The Covid-19 pandemic and nationwide lockdown had a severe impact on services.
 - b. Southwark is one of the largest council housing landlords in the country, therefore the proportional impact of the pandemic in terms of the number of repairs that were delayed (with officers not able to visit residents apart from essential repairs) was substantial. Residents report an average of 4,500 repairs requests per month.
 - c. Furthermore, the pandemic continues to affect repair staff, with staff testing positive for Covid (and therefore unavailable to visit residents).
 - d. That over £1 billion is required to fully decarbonise and replace inefficient heating systems and increase the insulation of homes to a modern energy efficient and low carbon standard.
 - e. The impact of the Conservative party's hard Brexit which has had a catastrophic impact on supply chains in the construction industry, with waiting times for many essential repairs materials having increased from days to months.
3. Council assembly thanks members of the repairs services for
 - a. the role they played getting support to vulnerable people during the peak of the pandemic, delivering food and support to thousands of Southwark residents
 - b. the work they have done to clear the whole backlog of repairs from the pandemic, that had been accumulated during the period when non urgent repairs had to be suspended.

4. Council resolves to:

- a. Ask cabinet to bring forward the repairs improvement plan to ensure an effective and efficient repairs services, that gets repairs right first time
- b. Ask cabinet to bring forward a housing asset management plan which aims to bring every council home up to a decent standard, including within this an updated damp and mould strategy.
- c. Welcome the pilot of a dedicated repairs task team comprising of specialist operators such as electricians, wet traders and decorators, with the view to roll services out where they are effective in terms of value for money and efficiency of service.
- d. Publish an updated damp and mould strategy and make the council's specialist leaks team permanent.
- e. Implement the heat networks strategy which aims to replace old heating systems with new, reliable, affordable and greener alternatives. This forms part of the commitment to decarbonise council housing stock.
- f. Ask Cabinet to lobby the Government for the national investment needed to deliver a Great Homes Upgrade to bring homes in the UK, including all council homes, up to a modern highly energy efficient and green standard, with upgraded insulation and low cost zero carbon heating.

Standing Up for Responsible Tax Conduct

1. Council Assembly notes that:
 - a. The pressure on organisations to pay their fair share of tax has never been stronger.
 - b. Polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.
 - c. Two thirds of people (66%) believe the Government and local councils should at least consider a company’s ethics and how they pay their tax, as well as value for money and quality of service provided, when awarding contracts to companies.
 - d. Around 17.5% of public contracts in the UK have been won by companies with links to tax havens.
 - e. It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues.
 - f. The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by a wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.
 - g. That Southwark Labour have a nationally recognised track record on procurement which builds on the aims of this motion. Our Fairer Future Procurement policy ensures that companies must demonstrate social value through a range of measures including requiring companies to pay London Living Wage and excluding companies who break the law by blacklisting.
2. Council Assembly believes that:
 - a. Paying tax is often presented as a burden, but it shouldn’t be.
 - b. Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.
 - c. As recipients of significant public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.

- d. Where councils hold substantive stakes in private enterprises, influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned.
- e. More action is needed, however, as current and proposed new UK procurement law significantly restricts councils' ability to either penalise poor tax conduct (as exclusion grounds are rarely triggered) or reward good tax conduct, when buying goods or services.
- f. UK cities, counties and towns can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

3. Council Assembly resolves to:

- a. Approve the Councils for Fair Tax Declaration.
- b. Lead by example and demonstrate good practice in our tax conduct, right across our activities.
- c. Ensure IR35 is implemented robustly and contract workers pay a fair share of employment taxes.
- d. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
- e. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately by suppliers as an artificial device to reduce the payment of tax and business rates.
- f. Demand clarity on the ultimate beneficial ownership of suppliers UK and overseas and their consolidated profit & loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.
- g. Promote Fair Tax Mark certification especially for any business in which we have a significant stake and where corporation tax is due.
- h. Support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses are proud to promote responsible tax conduct and pay their fair share of corporation tax.
- a. Support calls for urgent reform of UK procurement law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

Making Cycle Storage Accessible for All

1. Council assembly notes that:
 - a. Southwark needs more cycle storage
 - b. As we tackle the cost of living crisis and the climate emergency it is vital that we ensure cycling is accessible and affordable for all residents.
 - c. The Labour administration delivered over 500 cycle hangars since 2020. It has also already created 2,616 secure bike hangar spaces, the third highest of all London boroughs.
 - d. A comprehensive exercise has been undertaken by the council to identify many more residents who require cycle storage, with a website where people can request new cycle hangars.
 - e. Local ward councillors have access to funding streams such as Local Community Infra Structure Levy, Cleaner Greener Safer funds and Devolved Highways Funding which they can prioritise to deliver more cycle hangars. Wards with Liberal Democrat councillors delivered the lowest level of cycle hangars since 2020.
 - f. That the Labour administration's investment in cycle hangars and cycle lanes has led to Southwark having one of the highest cycling rates in London
 - g. That the council plans to bring cycle hangar provision in-house, meaning that we can roll out more at a faster pace.
2. Council assembly calls on cabinet to:
 - a. Make Southwark a Cycle Friendly Borough by:
 - i. Offering free cycle lessons for all Southwark residents
 - ii. Doubling the number of cycle hangars so you can store your bike close to your home, stations and in town centres.
 - iii. Rolling out more segregated cycle lanes,
 - iv. Extending cycle hire
 - v. Creating new ways for residents on low incomes to access an affordable bike.
 - vi. work with local communities to design safer, greener and healthier streets for walking and cycling, including safer junctions and crossing.
 - vii. ensure no group is left behind as we change all our streets for the better. Ensuring older and younger people, women and our Black, Asian and minority ethnic communities all have a full say, so we design streets that works for everyone.

- b. Identify and collaborate with local and London-wide organisations (such as Transport for London and Business Improvement Districts) to improve cycle storage provisions.

Equal Pavements Pledge

1. This Council notes:
 - a. the campaign of Transport for All calling on councils and transport authorities to sign an Equal Pavements Pledge (appended below)
 - b. 95 per cent of roads are the responsibility of London boroughs and only 5 per cent belong to the TfL network.
 - c. the majority of disabled people polled recently by Transport for All are worried that streets remain inaccessible with many streets still lacking even dropped kerbs to enable level access along pavements or to cross the street.
 - d. disabled people are concerned at the risk of further barriers being presented – either from the way in which changes to streets are delivered, or from al-fresco dining being delivered without consideration for the need for clear access on pavements.
 - e. Islington's people-friendly pavements programme, created following feedback from local people and engagement with a range of organisations representing disabled people in Islington, including Disability Action in Islington and Transport for All
 - f. That people-friendly pavements is a key element of the people-friendly streets programme and will help the Council make Islington a better place for all
 - g. The programme will include measures such as footway repaving, additional dropped kerbs and street clutter removal, and more
 - h. That our borough continues to need investment and progress in making pavements fully accessible.
2. This Council notes that the Transport for All Equal Pavements Pledge outlines a need to:
 - a. Listen to disabled people, and act
 - b. Keep pavements clear
 - c. Cut pavement clutter
 - d. Reduce the impact of waste removal
 - e. Audit pavements and install dropped kerbs where they are missing
 - f. Protect blue badge parking, with relocation kept to a minimum

- g. Work with disabled experts, committing to co-production of schemes.
3. This Council resolves to:
- a. support the Transport for All Equal Pavements Pledge
 - b. engage directly with organisations representing people with specific accessibility requirements
 - c. call upon the Mayor of London through Transport for London (TfL) to respond to the Equal Pavements pledge with a comprehensive programme of support to boroughs to be delivered in this current term
 - d. Call on central Government to fully fund TfL to support London Boroughs to deliver people-friendly Equal Pavements.

Patients not Passports

1. Council Assembly notes that:
 - a. The NHS was established after the Second World War at a time when there were high numbers of refugees and displaced people and general social chaos. It was founded on the principle of being free to everyone who needed it, regardless of their ability to pay, but has now become part of the Hostile Environment.
 - b. The Government is demanding that NHS Trusts check patients' ID before giving them treatment. If they don't have the right documents, they are forced to pay. If patients get into debt their details are sent by the Trust to the Home Office, creating fears about visa status or immigration claims and deterring many people from accessing healthcare.
 - c. This policy has had a devastating impact on those who are unable to pay, such as those from the Windrush generation. The impact of the hostile environment on migrants has become even more acute during the Covid-19 pandemic, particularly as it is known there is a higher mortality rate in Black, Asian and Minority Ethnic communities.
2. Council Assembly notes the impact of this system which:
 - a. embeds racial profiling because people have their entitlement to care challenged on the basis of their appearance, their name or their accent;
 - b. discourages those who are often already vulnerable from seeking help, including women needing maternity care, and their children;
 - c. normalises discrimination in institutions that are set up to care for the most vulnerable.
3. Council Assembly resolves to:
 - a. Work with Lambeth and Southwark Patients Not Passports campaign to raise awareness of migrant charging in the NHS and the climate of fear that surrounds it
 - b. Write to every GP surgery in Southwark to ask them to become a Safe Surgery to improve migrants' access to healthcare
 - a) Work with our hospitals to support migrant rights and access to healthcare.

The closure of St Francesca Cabrini Primary School

1. Council Assembly notes:
 - a. That St Francesca Cabrini Primary School is a brilliant local school in Peckham Rye ward which has served our local community for over 100 years.
 - b. That the Missionary Sisters of the Sacred Heart of Jesus have made the decision to leave London and the UK and as a result are withdrawing their sponsorship of the school from September 2023.
 - c. That like many Southwark and London schools, the school has seen declining pupil numbers in recent years. This means the school's financial viability is increasingly difficult.
 - d. That the school's governing body has explored with both the London Borough of Southwark and the Archdiocese of Southwark merging with another school on the school site. However, this proved not to be possible as the land and buildings are not owned by the Archdiocese or Southwark Council and the nearest other Roman Catholic School is some distance away.
 - e. That ward councillors, parents and the wider community were therefore saddened to learn the governing body is now consulting on a proposal to close the school from September 2023.
2. Council Assembly recognises the excellent support that council officers and the Cabinet Member for Children and Schools have already offered to the school and school community as they navigate this very difficult process.
3. Council Assembly calls on the Council to:
 - a. Continue to work closely with the school and governing body to explore all possible options that might allow the school to stay open and ensure its future financial viability.
 - b. Continue to explore with the Archdiocese of Southwark all possible options for amalgamation with other schools across the area including exploring whether any Catholic secondary or specialised provision could be offered at the site.
 - c. Ensure that the children at the school remain the absolute priority during this unsettling time and, if the proposal to close moves forward, ensure that the Council offers all possible support to children and families as they transition to other schools.

- d. Additionally ensure that the pre-school children and families that have been allocated Reception places at the school for September 2022 have all information available to them as they make decisions about what might be best for their children given the school's uncertain future.
- e. Should the proposal move forward, work closely with the Archdiocese to offer support and assistance to staff to find new employment. Given the location of the school this should include working with neighbouring local authorities to ensure all staff are fully aware of vacancies within local schools.

Item No. 21.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Fairer, Greener, Safer Southwark – Council Delivery Plan 2022-2026	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Leader of the Council	

FOREWORD - COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

They voted for a plan to tackle the cost of living crisis, to respond to the climate emergency and to build the homes local people need. They voted to make our borough fairer, greener and safer. This is why I am proud to launch this Council Delivery Plan, which sets out what we will do and precisely how we will achieve these goals.

I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

This plan is dedicated to tackling these questions - that the people of Southwark have told us are their priorities - and to ensuring the brightest possible future for all of our communities and neighbourhoods across the length and breadth of our borough. In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

RECOMMENDATIONS

That Cabinet:

1. Agrees the proposed Council Delivery Plan 2022-2026 (attached as Appendix 1).
2. Instruct officers to work with Cabinet members to develop detailed performance schedules for the Council Delivery Plan.
3. Agrees to the proposed arrangements for monitoring and reporting on progress against the Council Delivery Plan, as noted in paragraphs 7 to 10.

BACKGROUND INFORMATION

4. The Council Delivery Plan (CDP) is Southwark Council's business plan and sets out the programme of work that the council will achieve over the period 2022-2026.
5. The CDP is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will deliver a fairer, green and safer borough for all in Southwark.

KEY ISSUES FOR CONSIDERATION

6. The CDP is structured around seven priority themes. These reflect the topics that the people of Southwark said were most important to them. The themes are:
 - Transforming our borough
 - A thriving and inclusive economy
 - A healthy environment
 - Quality, affordable homes
 - Keeping you safe

- Investing in communities
 - Supporting families.
7. The CDP contains a range of commitments which the Council will deliver up to 2025/6. More detailed performance schedules, which sit beneath this council plan, are being developed for each CDP theme. These include lead cabinet member and chief officer responsibility for each commitment apportioned across the cabinet portfolios. This ensures the whole organisation is working towards delivery of the plan.
 8. The performance schedules will also outline the “measures and milestones” by which we can judge delivery of each commitment. To ensure that this plan has real impact, the measures and milestones that will underpin it will be monitored on a quarterly basis through the year by Cabinet and CMT, in addition to the corporate performance management framework within each department. This will culminate in an annual performance report on delivery which will be published each year.
 9. The council’s website will be the primary channel of communication, with updates also provided through our regular e-newsletters, social media channels and through Southwark Life magazine.
 10. The priority themes, measures and milestones will also guide our budget planning and how we organise the way we monitor and report on the progress of the plan. Separate capital and revenue budget monitoring reports are produced and presented to Cabinet each quarter as part of budget management.

Community impact statements

Equalities implications

11. The CDP describes how we will deliver our fairer, greener and safer vision for Southwark. The council’s commitment to equality and fairness runs throughout the Council Plan, in line with our equality and diversity policies.
12. The purpose of this report is for cabinet to agree the proposed CDP 2022-26. Throughout the plan we have made specific commitments to equality and fairness.
13. The proposed promises and commitments have been developed to have a positive impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics.
14. Future decisions made on the basis of the commitments highlighted in this plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate.

Climate Change implications

15. The CDP has numerous commitments that will positively impact on the council's climate change policy agenda.
16. While the CDP has several very specific commitments in relation to the reduction of carbon emissions and climate change mitigation, the detail on how the council will deliver, including with partners and residents, is set out in a more detailed Climate Action Plan.
17. A fuller analysis of carbon impact will be measured and evaluated through the Climate Action Plan.

Financial implications

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

19. In the past local authorities had been subject to various duties relating to the monitoring of performance. This regime has now largely been abolished, firstly by the Local Government and Public Involvement in Health Act 2007 and subsequently the Localism Act 2011.
20. However, a local authority is still under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". This CDP is one of the ways the council can demonstrate that it is achieving this requirement.
21. Cabinet is reminded that in the exercise of all its functions it must have due regard under section 149 Equality Act 2010 to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. Reference is made in the community impact section above to the specific commitments to equality and fairness set out in the plan and that further equality analysis will be undertaken and more detailed consideration of the impact on local people and communities as appropriate when decisions are made arising from the plan.
22. Approval of the CDP is an executive function that the Cabinet is delegated to make in accordance with section 3B of the Constitution.

Strategic Director of Finance and Governance (CE22/032)

23. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and notes the comments in the financial implication section.
24. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Council Delivery Plan 2022-2026

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Joseph Brown, Senior Cabinet Officer	
Version	Final	
Dated	31 August 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here Director of Strategy & Economy	Yes	Yes
Cabinet Member	Y	Yes
Date final report sent to Constitutional Team	1 September 2022	

Fairer, greener, safer

Southwark Council Delivery Plan

2022 - 2026

Published September 2022

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Leader's foreword



In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

They voted for a plan to tackle the cost of living crisis, to respond to the climate emergency and to build the homes local people need. They voted to make our borough fairer, greener and safer. This is why I am proud to launch this Council Delivery Plan, which sets out what we will do and precisely how we will achieve these goals.

I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

This plan is dedicated to tackling these questions - that the people of Southwark have told us are their priorities - and to ensuring the brightest possible future for all of our communities and neighbourhoods across the length and breadth of our borough.

In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

Cllr Kieron Williams
Leader of Southwark Council

Introduction

This Council Delivery Plan sets out our priorities and our commitments to the people of Southwark until 2026.

It is an action plan, which will drive the work of the entire council and focus our resource and time to ensure we are pulling together so we can make our borough fairer, greener and safer for all our residents.

Our plan is set out in seven separate themes:

- Transforming our borough
- A thriving and inclusive economy
- A healthy environment
- Quality, affordable homes
- Keeping you safe
- Investing in communities
- Supporting families

These themes will describe how we answer the big questions – tackle the rising cost of living, building more council homes, reducing our carbon emissions, creating new jobs and opportunities and protecting the borough’s mental & physical health.

But this plan also sets out how we will get the basics right – supporting our young people to succeed at school, ensuring our older people are cared for, keeping our streets clean and ensuring our homes and neighbourhoods are safe and well looked after.

Our values in action

Everything that we do as a council is to work towards a fairer, safer and greener Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.

Since 2010, when we first stated our vision, many of the challenges have changed and some of the solutions have too, but our values remain as strong as ever. We remain committed to supporting, standing up for and empowering residents. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council.

This is why in 2020, when the pandemic took hold and revealed even further the stark inequalities we face, we strengthened our values statement to include a commitment to equality and our opposition to discrimination and racism. As times change we will continue to review and update our values. These values will continue to inform all the work we do across the council and what you can expect from us.

We will:

- Treat residents as if they were a valued member of our own family
- Be open, honest and accountable
- Work for everyone to realise their own potential
- Spend money as if it were from our own pocket
- Make Southwark a place to be proud of
- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Transforming our borough

Southwark is a fantastic place, full of brilliant people, community groups, businesses, cultural institutions, schools, university, public services and so much more. However, for many of our residents the amazing opportunities within our borough and wider city feel out of reach. We will work to make Southwark a borough where everyone can participate, supported by a council that is rooted in the communities we serve.

At the heart of our approach will be commitments to empower communities to shape the places they live in and make decisions about the issues which affect their lives; to close the gap in life chances that holds so many people back; and to create thriving and sustainable neighbourhoods.

As part of this commitment, we will work together with the people and organisations of our borough to develop a renewed 2030 vision for Southwark, setting out the long-term change we will collectively work to deliver over the decade ahead. From creating more good jobs, to making Southwark net zero, to ensuring local people have the support they need to live healthy, fulfilling lives.

We will work with the people and organisations of our borough to:

- Create a people powered Southwark:
 - Putting residents at the heart of everything we do
 - Empowering communities to shape the places they live in and make decisions about issues which affect their lives
 - Working with you to design the services we provide and support local people to deliver for their community
- Close the gap in life chances:
 - Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future
 - Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people back
- Deliver thriving and sustainable neighbourhoods:
 - Ensuring wherever you live in Southwark your local area is a great place to live, with all the essentials of life close to your home, including:
 - Investment in your town centre and high streets
 - High quality green spaces and more trees
 - Great fitness and sports facilities
 - Good and outstanding schools
 - A local library
 - High quality playgrounds

Backed by a dedicated team to look after your neighbourhood

A thriving & inclusive economy

Your local council will drive growth and investment in our key industries, make our borough more digitally connected and support our high streets, creating new opportunities, jobs and apprenticeships. We will champion the London Living Wage and drive up standards at work by making residents and businesses more aware of the benefits of trade unions. We will keep more wealth in our community by ensuring the council and our partners buy local goods and services and bringing more services under council ownership and democratic control. We will support you during the cost of living crisis.

We will:

- Support residents hit hardest by the cost of living crisis:
 - Establishing a new Southwark Cost of Living Fund
 - Launching a new Southwark Energy Savers Service, so people on low incomes can access the best advice to keep bills down, whilst cutting carbon emissions
- Make Southwark a Right to Food Borough, working with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home
- Invest in our town centres and high streets:
 - Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets
 - Delivering major improvements to Camberwell, Canada Water, Peckham, Old Kent Road and Walworth town centres and The Blue in Bermondsey
 - Encouraging the expansion of street markets across Southwark
- Create 2,000 green jobs for local people and open a new Green Skills Centre
- Establish a world class health innovation district, working with our local hospitals, universities and businesses to make Southwark a global centre for urban health and care research and innovation
- Back Southwark residents to start more businesses, co-operatives and social enterprises:
 - Providing extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people
 - Growing a network of start-up hubs rooted in our communities
 - Delivering more affordable workspace
- Keep more wealth within our community:
 - Ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations
 - Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities
 - Bringing more council services in house, including our leisure centres
- Support residents who face the most barriers to employment into jobs
 - Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations
 - Creating 250 paid internships for young people from disadvantaged backgrounds

- Support residents to gain skills for work, creating 2,000 apprenticeships and 3,000 training opportunities so local people can take up careers in our borough's growth industries
- Improve pay and employment conditions:
 - Creating a new Southwark Living Wage Unit
 - Doubling the number of Southwark employers who pay at least the London Living Wage to all their staff. Working with trade unions and community groups to make the case to employers
 - Setting new stronger requirements on employers providing services to the council, to ensure they give trade unions access to the workplace and to make sure they are open to recognising a workplace trade union, where unions are active and have members
 - Delivering a major public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership
- Make Southwark a digitally connected borough:
 - Providing free access to the internet through our network of community buildings across the whole borough, so everyone in Southwark can benefit from the digital revolution
 - Making Southwark one of the most digitally connected boroughs, working with internet and mobile providers to extend super-fast broadband connections so more people can access the fastest connections at home or work
- Lead a council that works for you:
 - Introducing new Fair Tax rules so companies that want to provide goods and services to the council have to show they are paying their taxes
 - Ensuring the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030
 - Improving contact centre performance and bringing complaints down
 - Keeping council tax low, only increasing it to protect services for the most vulnerable, and spending every penny as if it is from our own pocket

A healthy environment

Your local council will cut carbon emissions and clean up our air. We will keep pollution away from our schools and help you make your home greener and cheaper to run. We will plant more trees and create more parks and nature sites, always seeking to protect and enhance the borough's biodiversity. We will make Southwark a walking and cycling friendly borough and improve public transport. We will keep our streets and our estates clean, increasing recycling rates and reduce waste.

We will:

- Plant more trees:
 - Making Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover
 - Working with local people and schools to find locations for and plant 20,000 trees
- Create more and better parks and green spaces, including new parks at Canada water and Old Kent road and, delivering major improvements to Elephant Park and Guy's Park
- Work with local people to create more nature sites, woodlands and urban planting
- Give communities on our estates a new right to have a community garden or food growing plots on their estate
- Work to end the council's carbon emissions:
 - Halving the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030
 - Making the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner, while ensuring we protect the pensions of our staff
 - Reporting annually detailing Council's progress
- Engage Southwark's community in tackling the climate emergency, delivering an ambitious programme of community engagement to help residents get involved in tackling climate change
- Make council homes greener:
 - Rolling out an ambitious programme to upgrade insulation and heating of our council homes
 - Making all of our future council homes projects net zero council homes
 - Ensuring all of our future council homes projects increase biodiversity
 - Piloting Southwark's first 'PassivHaus' council homes
- Reduce carbon emissions from buildings:
 - Introducing new stronger planning rules to make sure all new developments meet high green standards, in both construction and use
 - Streamlining processes for planning applications around new build and retrofit projects that meet high green standards
 - Establishing a free green homes advice service for homeowners to help make homes greener and lower carbon
 - Streamlining planning applications to green your home
 - Establishing a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly
- Act to improve air quality and road safety at every Southwark school:
 - Making more roads outside schools car-free at the start and end of the school day

- Reducing traffic near schools
- Providing more green screens, trees and air cleaning for schools
- Create safe, healthy, green streets:
 - Working with local communities to design safer, greener and healthier streets for walking and cycling, prioritising areas with high health inequalities and low car ownership first
 - Improving safety at junctions and crossings
 - Delivering on our Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone
 - Increasing disabled parking
 - Ensuring older and younger people, women and our Black, Asian and minority ethnic communities all have a full say, so we design streets and public transport that works for everyone.
- Improve public transport:
 - Working with TfL to reduce traffic on main roads and to make bus journeys quicker and more reliable
 - Working with the Mayor of London to upgrade Southwark's train and tube stations, including improvements to Peckham Rye, Elephant & Castle, Canada Water, Surrey Quays and South Bermondsey stations
 - Working to secure the Bakerloo Line extension and reopen Camberwell Station
- Make Southwark a Cycle Friendly borough:
 - Doubling the number of cycle hangars so you can store your bike close to your home, stations and in town centres
 - Rolling out more segregated cycle lanes
 - Extending cycle hire
 - Offering free cycle lessons for all Southwark residents
 - Creating new ways for residents on low incomes to access an affordable bike
- Reduce air pollution from vehicles:
 - Delivering 1,000 more electric vehicle charging points in Southwark, so there are more in every neighbourhood
 - Limiting parking next to electric vehicle charging points to electric vehicles only
 - Encouraging people to switch to less polluting cars, with lower parking fees for zero emissions and smaller vehicles across the whole borough
 - Piloting incentives to residents to give up their cars altogether, including installing pocket parks and cargo bike storage on streets where residents agree to go car free
 - Supporting businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes
 - Work to secure investment needed to make all buses zero emissions
- Reduce waste and increase recycling:
 - Ensuring Southwark has one of the highest recycling rates in inner London
 - Extending food waste recycling to estates
- Keep Southwark Clean:
 - Keeping your streets and estates clean
 - Clamping down on fly tipping and graffiti
 - Establishing a dedicated team to look after each neighbourhood
- Deliver a Land Commission to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations

Quality, affordable homes

Your local council will start building a thousand new council homes, on top of the 2,500 we have already built or have started. We will improve our estates and give residents a greater say over the services that matter to them where they live. We will look to reduce the number of empty homes and give greater support to private renters who are facing spiralling rents and tumbling conditions. We will seek to reduce homelessness and seek to ensure everyone has a home they can be proud of.

We will:

- Build more council homes:
 - Completing our first 2,500 new council homes
 - Starting an additional 1,000 new council homes
 - Build much needed family-sized new council homes
 - Build new council homes for older people, designed for people to live independently for longer
 - Working with residents to find sites for new council homes and design them
- Deliver other kinds of genuinely affordable homes:
 - Starting 500 homes for keyworkers at rents that nurses and teachers from our local hospitals and schools and other key workers can afford
 - Using our planning powers to robustly require new social rent homes in private developments alongside other types of genuinely affordable homes
 - Backing local people to build genuinely affordable homes, supporting them to establish Community Land Trusts, housing co-operatives and partnerships with faith groups that deliver homes that stay affordable forever
- Work with residents to improve our council homes:
 - Strengthening our Great Estates Guarantee
 - Ensuring repairs to council homes are done right first time
 - Clearing the backlog of repairs that has resulted from the pandemic within one year
 - Establishing a new resident-led repairs board to oversee progress in improving the service
 - Providing free independent advice and mediation for council leaseholders who live in their home
- Empower council tenants and resident leaseholders to get involved in making decisions about your home and estate:
 - Providing more support to start a Tenants and Residents Association
 - Providing more support to run key services on your estate like cleaning, repairs and grounds maintenance
- Work with residents to deliver major improvements to the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- Reduce the number of empty homes and rooms:
 - Increasing support for council tenants to rightsize to a home that is right for them, so we can also release more large homes for families living in overcrowded conditions
 - Launching a Good Lettings Agency that makes it easy for landlords who have empty homes to let them at affordable rents to essential workers, homeless families and refugees make it free to license a home that is rented through the agency
 - Taking a zero tolerance approach to empty homes, using all the powers available to the council to tackle the worst offenders
 - Re-letting vacant council homes as soon as possible
- Increase protections and support for private renters:
 - Extending our licensing scheme so private landlords have to meet higher standards

- Fund free advice services for private sector tenants so support is there if a landlord is acting unfairly
 - Taking a zero tolerance approach to rogue landlords, using all the powers available to the council to tackle the worst offenders
- Keep council homes safe and campaigning for the costs of the cladding crisis are met by developers, not leaseholders
- Guarantee support to everyone who is street homeless in Southwark access to a home of their own

Keeping you safe

Your local council will launch an anti-social behaviour task force and invest in our CCTV network. We will upgrade all our street and estate lighting and work with you to identify and redesign the spots where you feel most unsafe. We will take on misogyny and violence against women and girls, rolling out our women's safety charter to pubs and venues across the borough and delivering a women's safety centre where women can turn to for support when facing abuse. We will work to tackle youth violence, putting young people, victims and their families at the heart of our work. We will take a zero tolerance approach to hate and seek to make our borough safe for all our communities.

We will:

- Tackle anti-social behaviour:
 - Launching a new £2 million anti-social behaviour task force to provide a highly visible presence to tackle crime and anti-social behaviour hotspots, with more community safety wardens
 - Investing in our CCTV network, providing more cameras and more operators
- Upgrade street and estate lighting:
 - Install clearer, safer, greener LED street and estate lighting across the whole borough
 - Work with the community to redesign lighting in locations that are a priority for Southwark residents
- Tackle misogyny and violence against women and girls:
 - Challenging misogyny, working with our schools, employers and community groups to deliver a major campaign to promote positive male behaviours towards women and make clear male harassment and violence towards women will not be tolerated in Southwark
 - Improving public spaces where women tell us they feel unsafe
 - Asking all organisations that operate at night in Southwark to sign our Women's Safety Charter including training their staff to support women who report harassment and take action to keep their female customers safe
 - Establishing a ground-breaking Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place
 - Working with the Metropolitan Police to tackle male violence against women, and challenge them to work with women to rebuild their trust and confidence in the Met
- Make Southwark safe for young people:
 - Working to end youth violence, putting young people, victims and their families at the heart of our community safety work. Take an evidence-based, public health approach and evaluate all of our efforts to ensure we reduce violence and make young people safer
 - Working with the local community and police to ensure stop and search is used fairly
- Make it clear that there is no place for hate in Southwark, taking a zero tolerance approach to hate crimes

Investing in communities

Your local council will continue to celebrate the diversity and heritage of our borough, and will support community-led action with at least £20 million of funding. We will continue to expand our library services and offer more free English, maths and digital skills courses. We will improve community facilities including a new LGBTQ+ community centre and supporting a new Latin American cultural centre. We will make Southwark a Borough of Sanctuary and continue to welcome migrants and refugees to our neighbourhoods.

We will:

- Work with communities in Southwark to make the borough fairer, greener and safer:
 - Investing £20 million in community-led action, working with residents to set priorities for their neighbourhoods
 - Strengthening Southwark's network of community-led hubs, so all residents can get involved in giving back to your community, find local activities and access free advice on money matters, housing and mental wellbeing
- Continue to expand our library service:
 - Increasing the range of services accessible through our libraries
 - Open a new library on the Aylesbury Estate
 - Opening an expanded library on the Kingswood Estate
- Provide free English, maths and digital skills courses at local libraries or family centres, so everyone in Southwark can participate fully in the life of our borough
- Celebrate Southwark's diversity, funding local community groups to deliver events and festivals that showcase the diverse histories, music, food and art of our communities
- Improve facilities for Southwark's diverse communities:
 - Working with the community to establish a Latin American cultural space, run by and for the community it serves
 - Securing a permanent LGBTQ+ cultural space in partnership with the community
- Establish a 'Southwark Together' civic leadership programme to empower more people from underrepresented groups to take up leadership roles across our community
- Ensure people with disabilities have a stronger say in the future of our borough, working together to establish a new Inclusive Southwark Forum
- Welcome migrants and refugees to our borough, working with local communities to welcome and support people fleeing persecution, conflict and disasters

Supporting families

Your local council will support residents at every stage of their lives. We will support children and young people to thrive, ensuring our schools are excellent and that they are guaranteed mental health support when they need it. We will offer a range of activities to keep all our residents fit and healthy, including a new council-run leisure service. We will support older people with the care they need through new residential and home care support. We will tackle fundamental inequalities in access to healthcare so that all our residents can stay healthy.

We will:

- Support Children and Young People to thrive:
 - Supporting new families, ensuring residents have a family centre close by, to access the advice, activities and support to help children thrive
 - Launching a new sure-start for teenagers service, so young people and their parents can get support and advice as they grow up
 - Guaranteeing mental health support for all Southwark children and young people when they need it, delivered via our ground-breaking Nest walk-in services and support in every Southwark school
 - Supporting children in care and care leavers to live in or close to Southwark
 - Supporting young people not in education, employment or training (NEETS)
- Ensure our schools are high quality and inclusive:
 - Working with schools to create a 'We Are Southwark' curriculum, so young people at all Southwark schools can learn about civic involvement, respectful relationships and the rich diversity and history of our borough, including the history of our Black, Asian and minority ethnic communities
 - Working with our schools to keep standards high
 - Investing in evidence-based action to improve language and literacy skills for early years and primary children, so every Southwark child can succeed
 - Working with schools to ensure every Southwark child can complete their full school education in school, launching a School Inclusion Charter to prevent permanent exclusions and end off-rolling
 - Completing the expansion of Charter East School so more children can attend a local secondary
- Provide great playgrounds for children of all ages, ensuring that wherever you live in Southwark you have local high quality playgrounds, including play equipment for children with disabilities
- Ensure young people have access to positive activities:
 - Ensuring that wherever residents live in Southwark there are local youth work and sport activities
 - Ensuring access to a mentor for young people who are most in need
 - Putting our new Southwark Youth Parliament in the driving seat, working with them to set priorities for all funding for youth services, as part of our Youth Deal, so together we can ensure it delivers for every Southwark young person
- Enable residents of all ages to stay active and healthy:
 - Establishing a new in-house active Southwark service with access to a wide range of activities across our pools, leisure centres, outdoor gyms, parks and sports facilities
 - Opening a new leisure centre at Canada Water
 - Exploring sites for open-water swimming
- Improve access to mental wellbeing support, launching innovative new mental wellbeing support for adults, designed and delivered with and for people from across Southwark's diverse communities. Including support for parents delivered by parents.
- Introduce support for all unpaid carers, regardless of whether the person they care for gets funded care

- Ensure Southwark residents have access to good quality residential and home care:
 - Rolling out our new Residential Care Charter to ensure all Southwark residential and nursing homes have high standards of care and fair pay for care home staff
 - Ensuring every care home has a Family Forum so you have a place to raise any concerns about your loved one's care
 - Opening more extra care housing
 - Opening a new nursing home
 - Looking for opportunities to bring social care services in house, under the control of user led groups or into cooperative ownership

- Reduce inequalities in access to health care:
 - Working with the community to establish a modern centre for Black African and Caribbean elders run by and for the community it serves
 - Working with our communities and NHS to reduce inequalities in access to healthcare, including those faced by Black, Asian and ethnic minority people
 - Expanding our Community Health Ambassadors network to empower more people to work with their community to increase the uptake of life saving vaccinations and cancer screening

- Provide a defibrillator (AED) for every school and in public buildings to ensure all residents have access to these lifesaving pieces of equipment

