

Cabinet

Tuesday 7 March 2023

11.00 am

Jack Hobbs Hall, Brandon Estate, Maddock Way SE17 3NH

Membership

Councillor Kieron Williams (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor Stephanie Cryan
Councillor Dora Dixon-Fyle MBE
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, Education and
Refugees
Health and Wellbeing
Communities, Equalities and Finance
Community Safety
Climate Emergency and Sustainable
Development (maternity cover)
Council Homes and Homelessness
Leisure, 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: 27 February 2023



Cabinet

Tuesday 7 March 2023

11.00 am

Jack Hobbs Hall, Brandon Estate, Maddock Way SE17 3NH

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
	MOBILE PHONES	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED	1
	To note the items specified which will be considered in a closed meeting.	
4.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	

Item No.	Title	Page No.
5.	MINUTES	2 - 7
	To approve as a correct record the minutes of the open section of the meeting held on 6 February 2023.	
6.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of public questions is midnight Wednesday 1 March 2023.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 1 March 2023.	
8.	EVALUATION OF THE GREAT ESTATE IMPROVEMENT PILOTS AND NEXT STEPS	8 - 103
	To note and comment on the evaluation of the estate improvement pilots, and consider next steps for taking this work forward.	
9.	SOUTHWARK CONSTRUCTION STRATEGIC PLAN	To follow
	To approve the Southwark Construction strategy (development of new council homes).	
10.	MARIE CURIE UPDATE	104 - 113
	To note the progress and next steps relating to works at Marie Curie House, delivering on the recommendations of the independent review, and reviewing the works undertaken at Lakanal to review whether any additional works to Marie Curie are required at Lakanal.	
11.	APPROVAL TO DELEGATE GATEWAY 2 - CONTRACT AWARD APPROVAL MAIN CONTRACTOR FOR THE LEDBURY ESTATE REDEVELOPMENT	114 - 121
	To agree to delegate the decision to procure services of the main contractor.	

Item No.	Title	Page No.
12.	RESPONSE TO THE ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: STREAMLINING PLANNING APPLICATIONS FOR RETROFIT AND RENEWABLE ENERGY	122 - 129
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
13.	WASTE MANAGEMENT STRATEGY - EXTENSION TO 2025	130 - 181
	To approve an update and extension of the Waste Management Strategy to 2025.	
14.	GATEWAY 3 CONTRACT VARIATION FOR PARKS GROUNDS MAINTENANCE CONTRACT	182 - 212
	To approve the extension of the existing grounds maintenance contract for a further three-year period from 3 October 2023.	
15.	GATEWAY 3 0-19 CHILDREN'S COMMUNITY PUBLIC HEALTH SERVICES CONTRACT VARIATION	213 - 256
	To approve variation in contract value for the period 1 April 2023 to 31 March 2024.	
16.	CLIENT CONTRIBUTIONS DEBT WRITE-OFF (OVER £50K)	257 - 264
	To approve the write-off of an adult social care service user's client contribution debt.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING	

EXCLUSION OF PRESS AND PUBLIC

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

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

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

PART B - CLOSED BUSINESS

17. **APPROVAL TO DELEGATE GATEWAY 2 - CONTRACT AWARD APPROVAL MAIN CONTRACTOR FOR THE LEDBURY ESTATE REDEVELOPMENT**
18. **GATEWAY 3 CONTRACT VARIATION FOR PARKS GROUNDS MAINTENANCE CONTRACT**
19. **CLIENT CONTRIBUTIONS DEBT WRITE-OFF (OVER £50K)**

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

Date: 27 February 2023



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

Cabinet 7 March 2023

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

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

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 7 March 2023 at 11.00am Jack Hobbs Hall, Brandon Estate, Maddock Way, London SE17 3NH will be held partly in closed session for consideration of the following items listed on the agenda:

- Item 17:** Approval to delegate Gateway 2 - Contract Award Approval Main contractor for the Ledbury Estate redevelopment
- Item 18:** Gateway 3 Contract Variation for Parks Grounds Maintenance Contract
- Item 19:** Client contributions debt write-off (over £50k).

The proper officer has decided that the agenda papers should not be made available to the press and public on the grounds that they involve the likely disclosure of confidential or exempt information as specified in categories 1 - 7, of the Access to Information Procedure Rules of the Constitution. The reason for both reports is that they contain information falling within category 3: information relating to the financial affairs of any particular person (including the authority holding that information).

In most cases an open version of a closed report is produced and included on the agenda.

No representations have been received in respect of the items listed for consideration in closed session. Any representations received after the issuing of this notice will be reported at the meeting.

Paula Thornton
For Proper Constitutional Officer

Dated: 27 February 2023



Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 6 February 2023 at 11.00 am at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Kieron Williams (Chair)
Councillor Evelyn Akoto
Councillor Stephanie Cryan
Councillor Dora Dixon-Fyle MBE
Councillor James McAsh
Councillor Darren Merrill
Councillor Catherine Rose
Councillor Martin Seaton

1. APOLOGIES

An apology for absence was received from Councillor Jasmine Ali.

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

The chair gave notice of the following late item:

Item 9: Policy and Resources - 2023-24 General Fund Budget Proposals

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

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

No representations were received.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

5. MINUTES

The following amendment was notified:

Item 8 - Policy and Resources Strategy 2023-24 to 2025-26 Update

- Recommendation 3 should refer to 2023-24 (and not 2022-23).

RESOLVED:

That the minutes of the meeting held on 17 January 2023 subject to the above amendment, be approved as a correct record and signed by the chair.

6. PUBLIC QUESTION TIME (15 MINUTES)

None were received.

7. DEPUTATION REQUESTS

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

RESOLVED:

1. That the deputation request from Bede on item 8, Abbeyfield Estate – A Way Forward be heard.
2. A spokesperson for the deputation addressed cabinet for five minutes and questions were asked of the deputation for a period of five minutes.

8. ABBEYFIELD ESTATE - A WAY FORWARD

RESOLVED:

1. That it be noted that in 2019 the refurbishment of Maydew House was costed at £42,173,573. By 2021 these costs had risen to £69,644,677, representing an increase of £27,471,104. This increase does not include further inflation cost and the further risks outlined in paragraph 32 of the report.

2. That the constraints of refurbishing Maydew House and relative advantages of wholesale redevelopment, including larger homes, an increase in the number of homes, more accessible homes, set out from paragraphs 33 to 42 of the report be noted.
3. That it be agreed not to proceed with the final stage 2 tender price proposal received in relation to the refurbishment of Maydew House and the replacement of the Bede Centre on the existing Abbeyfield site.
4. That it be agreed to procure a demolition contract for Maydew House, which would be subject to a separate gateway approval.
5. That the whole life carbon assessment for the demolition of Maydew House and that this document will be updated as set out in paragraph 39 of the report be noted, with every effort being made to minimize and mitigate the carbon impact.
6. That it be agreed to undertake a detailed consultation and engagement process with residents of Damory House and Thaxted Court over options for the future of their estate and improving the quality of their housing and environment.
7. That it be agreed to amend the housing investment programme to include £4m for demolition works for Maydew House.
8. That the council's commitment and support for the Bede Centre be reaffirmed and that the update on temporary and permanent options for continued operation of this important community organisation be noted.
9. That the outcome of the residents meetings on 9 November 2022 and 5 December 2022 and previous meetings with officers be noted.

9. POLICY AND RESOURCES - 2023-24 GENERAL FUND BUDGET PROPOSALS

It was not possible to circulate this report five clear days in advance of the meeting. The chair agreed to accept this item as urgent as the council was committed to publishing budget proposals at the earliest possible opportunity to ensure they were available to the public for comments and questions. Presenting the report to cabinet on 17 January 2023 gave the opportunity for debate prior to presentation of budget figures to cabinet on 6 February 2023. Under the council's constitution, there was a requirement for the overview and scrutiny committee to review and challenge budget proposals and this took place on 23 and 24 January 2023.

Councillor Ian Wingfield, chair of the overview and scrutiny presented a summary of the committee's recommendations to cabinet.

RESOLVED:

1. That it be noted that the final local government finance settlement has not been published at the time of writing this report, but there are no significant changes expected from the provisional settlement published on the 20 December 2022.
2. That it be noted that the report presents the final balanced general fund budget proposals for 2023-24:
 - Un-ringfenced Settlement Funding Assessment grant of £162.4m, an increase of £8.7m on 2022-23
 - Un-ringfenced other grant income of £6.2m, a decrease of £8.3m on 2022-23
 - An increase of £12.5m in ring fenced grants to £78.7m
 - Estimated retained business rates growth of £47m, an increase of £21m from 2022-23, due to business rate revaluation and updating for high levels of inflation
 - Estimated council tax revenues of £137.8m, including a council tax increase of 4.99% (2% adult social care precept and 2.99% general increase)
 - Pay provision and contractual inflation of £33.8m, for the 2-year period 2022-23 and 2023-24.
3. That it be noted that the Mayor of London has revised the draft budget for 2023-24, including a proposal to increase the Greater London Authority (GLA) Council Tax precept by 9.7%, equivalent to £38.55 increase for a band D property.
4. That it be noted that the GLA council tax precept is due to be set on the 23 February 2023, one day after council assembly sets the budget for Southwark, therefore a council tax setting committee will need to be convened.
5. That the current budget options proposed to help achieve a balanced 2023-24 budget (Appendices B to E of the report) be noted.
6. That it be noted that, in order to ensure that the base budget is on a secure financial footing a number of commitments are proposed for 2023-24.
7. That the departmental narratives and the ongoing equality analyses of the budget proposals (Appendix A of the report) be noted.
8. That it be noted that the January cabinet report and accompanying schedules was considered by the overview and scrutiny committee on 23 January and 24 January 2023 and that the recommendations arising and officer responses are included at Appendix I of the report.

NOTE: In accordance with overview and scrutiny procedure rule 16.2, (a) (budget and policy framework) these decisions are not subject to call-in.

10. APPROPRIATION OF THE SITE KNOWN AS FDS C AT AYLESBURY ESTATE

RESOLVED:

1. That the land shown edged hatched and edged in black on the plan at Appendix A of the report that is currently held for housing purposes be confirmed as no longer required for those purposes and the appropriation of the land to planning purposes 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 be approved.
2. That following completion of the works for which the appropriation at paragraph 1 of the report is required the land shown hatched and edged in black on the plan at Appendix A be confirmed as no longer be required for planning purposes and the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.
3. That authority be delegated to the director of planning and growth authority to:
 - Agree detailed terms and conditions for the indemnity agreement to be provided by Notting Hill Genesis
 - Pay compensation properly claimed where due to third parties arising from the interference of their rights in accordance with section 204 of the Housing and Planning Act 2016
 - Defend or settle (as appropriate) any compensation claims referred to the Lands Chamber of the Upper Tribunal in respect of rights that are overridden due to the exercise of the council's powers.

11. APPOINTMENTS TO OUTSIDE BODIES 2022-23 - MOUNTVIEW AND POTTERS FIELD PARK MANAGEMENT TRUST

RESOLVED:

1. That Councillor Portia Mwangangye be appointed to serve on Mountview outside body 2022-23.
2. That Councillor Martin Seaton be appointed to serve on Potters Field Park Management Trust for 2022-23.

MOTION TO EXCLUDE THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for the following item 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.

12. MINUTES**RESOLVED:**

That the minutes of the closed section of the meeting held on 17 January 2023 be approved as a correct record and signed by the chair.

The meeting ended at 12 noon.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 14 FEBRUARY 2023.

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: 7 March 2023	Meeting Name: Cabinet
Report title:		Evaluation of the great estate improvement pilots and next steps	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes and Homelessness	

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

The great estates programme sets out our vision for our council estates; this report evaluates the estate improvement pilots and lays out the way forward.

The success of the pilots cannot be under estimated and the difference they have made to the look and feel across the seven estates that were selected to be pilots. Working with residents to co-design improvements that they wanted to see. I myself have seen the improvements from bin storage, bike racks, allotments and lighting. The change a modest investment can make is remarkable.

The next steps is to embed this into our work on our estates and bring forward other projects across the council. We have approved a growth of £335K at the cabinet meeting in January. A modest amount in the great scheme of investment our estates need, but what the pilots have proven is the in-kind money and time from others this will attract, though grants, bids to other programs, and work with our partners from within and outside the council.

Clearly the success of the pilots must be built upon and this paper outlines that plan.

RECOMMENDATIONS

1. Note the evaluation of the Great Estates Improvement Pilots as set out in paragraphs 6 to 23.
2. Approve the approach to taking forward ongoing work as set out in paragraphs 24 to 30. Including exploring the use of social value in housing contracts to support estate improvements and to supplement the growth approved by Cabinet of £335k.

BACKGROUND INFORMATION

The Great Estates Programme is about celebrating our estates, to affirm them as integral to our long-term vision of the borough. The three components of the programme are:

3. The vision

- **Celebrate our council estates** – We will celebrate our estates and be ambitious about their future. We will always be honest about the challenges and challenge ourselves to make Southwark estates the best they can be.
- **Encourage integration** – Our estates are part of the bedrock of Southwark. Mixed communities playing their part in the borough's economy and life are integral to the future of the borough. We want to expand and enrich our estates, with redevelopment always a last resort.
- **Respect where we live** – Working with residents every estate should be **clean, safe and cared for**. Communities should have ownership over their estate and a shared stake in its future. High standards of repair and maintenance will mean Southwark's estates are great places to live.

4. The Great Estates Guarantee and Commitments

– The Guarantee states that: “Southwark Council guarantees that we will listen to and respond to our residents and work effectively together to make our estates clean, safe and cared for.” This is supported by a baseline set of standards.

5. Co-produced Estate Improvement Plans

– These plans are *resident led* where communities come together to agree a plan for an estate improvement which will help contribute to improving the feel of the estate. The Estate Improvement Plans will provide a way for residents to have a say in the use of internal and external resources to improve the communal areas of their estates.

KEY ISSUES FOR CONSIDERATION

Estate Improvement Pilots

6. Seven estates across the borough were selected to be pilots. Some of these estates, such as the Brandon, are very large with more than one TRA.



Figure 1 The 7 pilot estates

Engagement Plan

7. We developed an engagement plan in January 2020 with the goal of ensuring that we made better decisions based on the dialogue we had with residents. We believed that good engagement is an important part of the process to deliver a successful programme, the aims of our engagement were:
 - a. For people living on our estates to feel proud to call their estate home and be confident that the council is on their side, managing the estate in partnership with them to ensure their estate is a great place to live.
 - b. To identify opportunities for broader resident involvement and developing the social stewardship of each estate.
 - c. To ensure residents are in control of their own space - capturing long-term aspirations, with a transparently costed and resident-led 'wish list schedule' for estates.

Co-design

8. As part of approach to developing a consistent approach to consulting with residents, we worked with a local consultancy to develop a co-design toolkit. This toolkit can be used in the future to support initiatives. The co-design toolkit is provided at Appendix 2.
9. We planned to use a range of face-to-face methods such as workshops, drop-in meetings, door knocks and other methods of engaging and involving residents. Especially focussing on residents not usually engaged in existing systems. However, due to the Covid restrictions from March 2020 we had to pivot our engagement approach by moving it online - this was uncharted territory for us, and we had to learn as we went along. Given our experiences of online engagement, we have concluded that face-to-

face is far more superior as various nuances are lost in online communications.

10. We have found that it is the quality of the relationship that matters when working closely with residents on projects that impact their day-to-day lives, as we need to understand their context and challenges.
11. On each estate we have managed to engage with a core group of residents online to develop Estate Improvement Pilots (EIPs) and the continuous feedback from them has enabled us to iterate and refine our approach in the implementation of GEP projects. However, this has taken significantly longer than originally anticipated.
12. The pilot trialled different ways of devising and delivering improvement works on a range blocks and estates, with a license for creativity and managed risk-taking to try new approaches to solve issues on the estates.
13. Estate walkabouts were conducted with Councillors and TRAs. We wrote to all pilot residents to ask if they were interested in getting involved in the co-design process. We attended online Area Forums and TRA meetings between to promote GE and to encourage residents to engage with us.
14. A Commonplace website <https://greatestates.commonplace.is> was developed to update stakeholders with information about our ideas as they developed and, importantly, allowed residents to share their views and comments transparently.

Estate Improvements

15. A wide range of improvements were delivered, including:
 - a. Community art projects, with residents and their children contributing to designs;
 - b. New waste and recycling bins, including a pilot on food waste;
 - c. New lighting;
 - d. New and renewed play areas;
 - e. Replacement of fences;
 - f. Improved security, through deployment of mobile CCTV;
 - g. New signage and wayfinding, including electronic notice boards.
16. Appendix 3 provides an update on the various improvements that have been made on our estates in a new version of the Great Estates Guide.
17. One of the more complex parts of the programme has been to improve waste management. We have worked closely with residents, Environment

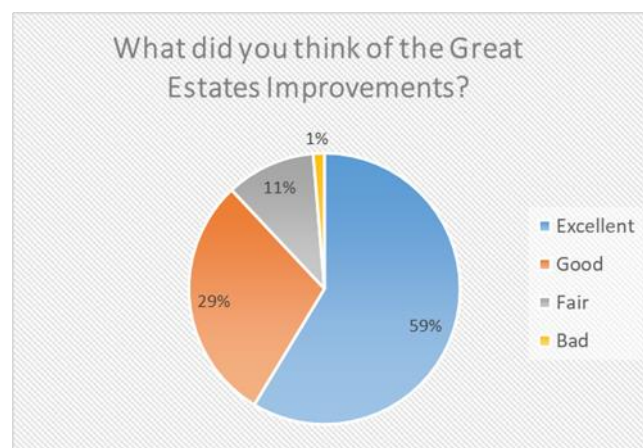
and Veolia to look at food waste, recycling and improving bin enclosures. Taking into account residents wishes while addressing accessibility issues so that contractors can deal with waste in an efficient way.

Gardening and food growing

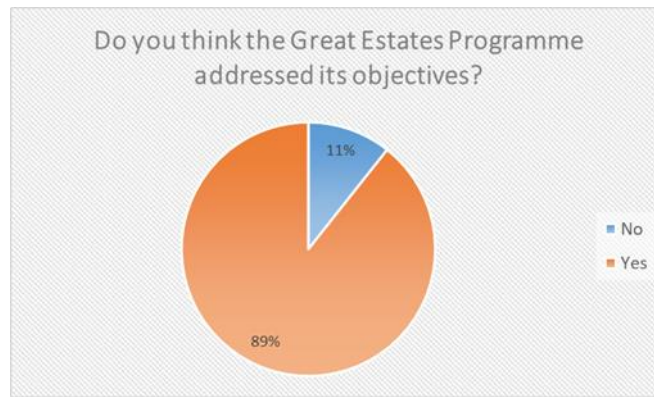
18. In April 2020 Cabinet approved the expansion of allotments and growing spaces on our estates as part of the Great Estates Programme. Part-time gardening co-ordinators were appointed to support this initiative. The gardening co-ordinators have developed the right skills, relationships and credibility with residents. As with the wider programme gardening initiatives are led by residents and our role is to support them. Many residents, of all ages, are now involved in gardening activities on estates. Benefits include food growing, improvements to health from being active, providing a sense of community and combating loneliness. Since the start of this project 190 growing plots have been delivered or are in the process of being delivered. The team have also trialled the establishment of wild meadows. Wild meadows improve biodiversity and could potentially reduce the costs of grounds maintenance. Various examples of gardening schemes can be seen in the updated guide (appendix 3).

Evaluation of the programme

19. We carried out a survey to evaluate residents' views on the programme. The survey was conducted over a 3 week period and we received 75 responses. The survey responses were submitted anonymously.
20. When asked 'What do you think of the Great Estate Improvements (including gardening/food growing) Projects?' 88% of residents rated the improvements as excellent or good.



21. When asked 'Do you think the Great Estate Programme has addressed its objective of Clean, Safe and Cared for?' 89% of residents agreed.



22. When asked if residents were proud to live on their estate following the work of the programme, 93% of residents agreed.
23. There were a number of free text questions in the survey. The overwhelming response regarding the success of the programme related to having residents at the heart of the plans: with residents selecting priorities for their estate and shaping the solution.

Comments from residents and other stakeholders

- Canada Food waste recycling project:** *“The bins are working very well and we are very happy to have them on the estate. I have noticed that there has not been a lot of food dumped in the recycling bins now so thank you very much for supplying the bins for us”.*
- Brandon 3 Re-surfacing works:** *The surface and surrounds look brilliant. The double yellow lines and parking bays gives structure to how residence park and use the square, allowing for safe access and use by others. On the whole, this is so much more than I imagined especially with the detailed repairs and finishing to the surrounding brickwork and cleaning of the 'D' wall. Huge thanks from Brandon 3TRA! Please pass on my Thanks to Terry and his team - who were efficient, professional, friendly and very speedy in their work.*

“Thanks so much for the update. Such great work – I was speaking to Sheila and Eileen the other week and they were raving about the great estates and gardening team”
- Brandon 2 community allotments:** *“We’ve been waiting for this kind of opportunity for years, and it’s so exciting to finally have these beds to grow different things in. We feel so lucky to have this space just for us, especially after all these lockdowns. I lost my job, so it’s been important for me to keep busy and be outside. This is something I can really focus on”*

- **Brandon 3 lighting project on Grimsel Path** - *I just wanted to write in to say how brilliant I think the light installation on Brandon 3 is. It's great to see this space being brought to life. It really transforms what was previously a somewhat unwelcoming and unloved space. What is the plan for it? I'd be keen to have it stay for good!*
- **Bateman House, Brandon 1 Estate** - *Firstly I would like to say it has been a pleasure dealing with the Great Estates team over the past year. I feel very lucky to have been on one of the estates that was selected to take part in this project. The Brandon is a great place to live and a project like this is fantastic to bring the community together, meet new people and improve where we live which gives us all a better quality of life. All the way through I felt that the GE team, engaged with us, listened to us and were very proactive in getting things done.*

After 20 years living here, the basement of the blocks looks so much better with the new planting, including a large triangular area outside my block which is transformed. Many people comment on how much better it looks and it is great to have a hobby to get involved in.

We have yet to see the improvements with the rubbish area but again we have made major progress and we will see the benefit soon.

I am very excited at what we may be able to achieve in our main shopping area Maddock Way which the GE team has been exceptional in helping us with. They are open to new ideas, can visualise what we are trying to achieve and it has been fantastic in helping us get there with their contacts, patience, and continual engagement.

We now have 10 new growing spaces, built to a very high standard which will last for at least 70 years! Already the new gardeners are reaping the rewards of what they have grown and sharing their products with us. Some gardeners are benefiting from the social aspect of what this has given this is very valuable after a lock down where people living on their own were getting depressed.

- **Morton House, Brandon 1 Estate** - *There is already a noticeable improvements on the estate with the planting of the new trees, bushes and flowers near the buildings, which makes the area look greener and nicer and creating a better environment for residents. The gardening project and building a new beds near the Cooks Road was a wonderful idea. It gives everyone involved a great opportunity to be outside more, meet a new people and socialise with your neighbours. I think this is an excellent way to improve people's wellbeing.*

- **Morton House, Brandon Estate** - its great meeting new people who happen to live on your estates with common ground like love of gardening. Seeing someone on your estate who you can stop a have a chat with, see the improvement of the cleanliness, the plant and flower give you a sense of pride. Loving where you live more it left your spirt to just walk and see greenest instead of concrete. You want to find more way of building in the success you can see all around you. So, you are planting what you want to achieve in growing next spring. It's all good vibes.
- **Molesworth House, Brandon 1 Estate** It's really wonderful to be a new gardener and to be given my own bed to plant in. I'm loving all the new flowers planted in front of the towers they are helping to beautify the estate.
- **Molesworth House, Brandon 1 Estate** There has been a noticeable buzz around the Royal Road part of the estate since the new beds have been installed, and that's not just from the bees attracted by the new plants! We know that lots of residents care about the estate and the planting outside the tower blocks helps to demonstrate this. I really welcome the engagement that has come from Southwark, particularly David Suen, to make sure we get the right solutions.
- **Lorimore Road, Brandon 1 Estate** I was truly overcome and impressed by the noticeable improvements resulting from the new raised beds I looked at on our recent tour of the areas around the estate.
- **Brandon 1 Estate** - "We have found the experience of working with the great estates team to be very productive, and we feel that the projects that we have chosen to work on will have lasting benefits on Brandon 1. The refresh of the planting outside the tower blocks has transformed the entrances to the blocks, and feedback from residents has been unanimously positive.

The new brick built growing plots have been well received by our gardening community, and we have ten new gardeners' allocated plots, and have a waiting list of residents who want to get involved. The community gardening is a social club which our residents enjoy, and it has been a wonderful opportunity for residents to socialise during the recent pandemic.

The other big idea that we came up with was the refurbishment of Maddock Way, and the great estates initiative was the impetus that got the community involved in coming up with ideas for how we can improve this space. We have engaged with residents, businesses, and have actively sought out extra funding to develop the space beyond the GE budget. We are looking to put in a weekend farmers market, bring back into use some of the void retail units, design and install some works of public art to brighten

up the youth centre & library, and install some planting & seating to transform the space.

The GE team were engaging, listened to what our residents wanted, and really went the extra mile to work with us to develop a plan to properly improve the estate. Communication has been top class, and we jointly worked through ideas that will have a lasting impact on people both living on and using the Brandon"

- **Rye Hill Estate – Food growing and gardening project** - *Following on from this afternoon, a huge thank you for the gardening space. It looks amazing and well put together. Thank you for trusting us that it just needed to be built and we'll do the rest. The Turkish lady popped over to look at it and changed her mind about delaying her involvement. I've attached a photo of her to this email. "Build it and they will come".*
- **Unwin Estate** - *Top-down approaches do not work - the only sustainable long term changes need to be community driven and respond to real needs not perceived ones. I think Great Estates should be rolled out on this basis to other estates - bearing in mind a lot of work needs to be done on engaging with communities that have felt ignored and the victims of tokenism.*
- **Northfield House** - *Yes absolutely, if they [the consultation events] are facilitated well and the team were great at using the time efficiently and reaching agreement. Definitely more opportunities to have resident led activities. I have seen a huge increase in the number of residents now using the space. It's been a positive change. Thank you.*
- **Waste Management (Environment)** – *The Great Estate programme included a number of measures to improve waste storage on several estates, by replacing freestanding bins with proper enclosures that have signage in place to help residents use them correctly and deter fly-tippers. This has been successful in reducing complaints received by the waste management service, reducing the level of contamination and the dumping of waste around bins, and has linked to information provided to residents to enable services improvements and easier reporting of issues. This has been an extremely useful learning experience which has helped demonstrate how improvements in infrastructure have helped keep estates cleaner, and helped us improve services on an ongoing basis. I would certainly recommend the approach that has been piloted on these estates for general application throughout Southwark's estates as it offers the prospects of reduced operational costs incurred for cleaning estates that will offset the capital investment required.*

- **Waste Management (Veolia)** – *The Great Estates project has seen significant improvements in recycling and waste management on some of the largest estates in Southwark. On Canada Water, through the improvements made to their recycling and waste infrastructure, we have been able to introduce a food waste collection, a vital service for residents that contributes towards Southwark's target to be carbon neutral by 2030. On Brandon Estate an incredible 67 units have been introduced and great feedback has been received from residents and the estates cleaning team who all commented on how much tidier they make the estate look. For our collections teams, they have increased the efficiency of their rounds as the extra recycling bin capacity means residents now prefer to bring their recycling to the bins rather than keeping it in their homes to present on their bag collection day. This also means that hallways are a lot clearer and safer for everyone.*

Next steps for the great estate programme

24. The improvement pilots fit closely with the council's vision of having a people powered approach to creating thriving and sustainable neighbourhoods. The work of the pilots aligns well with the developing strand of work in making better use of public land, which is being taken forward by the Land Commission. There are a number of examples where unused pieces of land have been brought back into use to create gardens, wild meadows, allotments and new play areas.
25. The aim is now to embed this approach into future working. There will be an annual programme of delivering estate improvements, in keeping with the principles established by the pilots, the improvements are to be agreed and co-designed with residents. The annual programme is to be approved by the Lead Member of Council Homes and Homelessness through the IDM process (Individual Decision Making).
26. Cabinet have approved growth of £335k at the Cabinet meeting in January 2023. This will support the delivery of estate improvements and delivering gardening and food growing on our estates. As with the pilots, it is envisaged that officers will seek to supplement this budget through other means, such as grants, bids to other programs, and working with partners.
27. A strength of the programme has been to work with a range of partners inside and outside the council. We have built on the positive work already delivered on our estates, particularly with the work carried out with young people on the Brandon Estate. Strong relations have been built with colleagues in delivering improvements in waste management, public art, gardening, lighting and community safety. These partnerships will be maintained and strengthened to ensure there is a 'one council' approach to delivering estate improvements.

28. The housing department lets major contracts to build new homes, and to repair and maintain homes. Extracting social value from these contracts could significantly add to the resources available to deliver estate improvements. Major works and new build, although providing considerable benefit ultimately, can cause disruption and noise nuisance when underway. It is proposed that some of the social value contribution should be used to deliver estate improvements on those estates, selected and co-designed by residents, in keeping with the principles established through the work on the pilots. It is recognised that this is a complex area and many practical issues need to be addressed.
29. It is proposed that the Resident Involvement Team will take the lead on future estate improvement plans. They have established links with residents, TRAs and TMOs. A set of resources have been produced, that will support officers carrying out future work on estates, and these are appended to this document. These are:
- a. The co-design toolkit
 - b. A revised Great Estates guide
 - c. A sample Estate Improvement Plan.
30. The Area Management Team, within Resident Services, will embed and strengthen the Great Estate Guarantee by putting it at the heart of all activities on estates and adding it as an integral part into all relevant procedures including processes for training our teams and inducting new officers.

Policy framework implications

31. There are no policy implications from this report. Cabinet is asked to approve the approach for taking forward ongoing work in paragraph 24 to 28. This will involve exploring the use of social value in contracts to support estate improvements to supplement the growth approved by Cabinet of £335k. Where a contract is agreed that will be in line with existing policies and processes at the time.

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

32. This report demonstrates how the Great Estate Pilots have had a positive impact on the communities living in the estates. There has been evidence of people coming together to discuss issues, develop solutions and work together to look after and make use of the improvements introduced. The work has highlighted the importance of effective consultation to ensure residents are aware of any proposed changes so that any potential unforeseen potential negative impacts can be addressed. Any future consultation needs to continue to ensure that all members of the community

are given the opportunity to be involved, taking account of all protected characteristics as required.

33. The work on Great Estates has been positive and no negative impacts in relation to community, equalities or health impacts have been raised. This report is proposing to continue with the programme as equality and health analysis demonstrates the Great Estates improvements should that the policy show no potential for discrimination. Instead, they should provide further opportunities to advance equality of opportunity and foster good relations between people with different protected characteristics.
34. There are many positive health impacts from the programme. These are hard to quantify but there are positive mental health impacts of people feeling happier and proud of their estates. Being involved in developing the estate action plans, and then coming together enjoying the improved spaces, can provide a way to bring people together and tackle loneliness. Improved play facilities and outdoor gym activities can lead to a more active healthier lifestyle. Working on gardens and allotments has both physical benefits through the exercise, potentially an improvement in diet, and also a positive impact on mental health. Further action plans should continue to consider opportunities to maximise health benefits for residents.

Climate change implications

35. While not the primary driver, many of the Great Estates Pilots have made their contribution towards helping to tackle climate change. The introduction of additional food waste recycling bins mean less waste will go to landfill. Wild flower meadows help reduce the use of machines used to mow those areas, as well as improving bio-diversity. Thanks to the ongoing work of residents, the allotments will hopefully continue to provide a supply of locally grown food, reducing transport costs and use of packaging.
36. Where further work is planned through future Estate Improvement Plans there will need to be consideration of the potential climate change implications, such as considering where any materials are coming from and using sustainably sourced products. These should continue to minimise the impact of energy usage, such as through use of energy efficient led lighting and use of renewable energy sources.

Resource and financial implications

37. **Budget issues** - The council reallocated a budget, from the 'visible difference' budget, for the delivery of the great estates programme pilots, with the ability to roll-forward any underspends to future years. This funding ran for 3 years and ended in March 2022. Underspends were carried forward to support gardening and food growing projects for a further year

and to finish off some works delayed to being contingent on other programmes.

38. **Staffing** - In terms of staffing resources, four officers were recruited on fixed-term contracts. Comprising of two service development managers (1.5 FTE) and two part-time gardening co-ordinators (approximately 1.2 FTE). These officers have developed considerable skill and experience. Staffing costs amounted to approximately 17% of the total funding for the programme.
39. **Financial issues** - As part of the programme we looked to bring in additional funding, by collaborating with other organisations and bidding for available grants. We also worked with contractors on estates to provide 'in kind' support, such as building new play areas, allotment sites and other works.
40. Cabinet has approved growth of £335k at the meeting on the 17 January 2023 in order to continue with estate improvements from 2023/24. We will aim to expand the resources available as set out in paragraphs 26 and 28 above.

Legal Implications

41. There are no significant legal implications arising from the recommendations in this report. A comment from the Assistant Chief Executive, Governance and Assurance is included below.

Consultation

42. There has been considerable progress on the Great Estates Programme. The Great Estates Cabinet paper in July 2021 set out the results of consultation on the Guarantee and Commitments.
43. The council held a public call for ideas on the Great Estates Programme - Estate Improvement Plans through an online survey on the Council's consultation hub. Hard copies of the survey were also provided at Community Councils. The consultation took place from 20 May 2019 to 01 July 2019. There was a large response; 388 responses were received, many of which were incredibly detailed and covered suggestions from across the range of issues; gardening projects, community art, waste, cleaning, community activities etc. These comments informed the estate improvement plans pilots.
44. The Estate Improvement Plans provide a way for residents to directly have a say in the use of internal and external resources to improve the communal areas of their estates. Paragraphs 7 to 14 set out how we have worked with residents to work up the plans for the pilots. The pilots have been an excellent example of how to consult with residents to improve the estates in the borough.

45. Where further Estate Improvement Plans are agreed, these will continue to be driven by local residents, with opportunities for engagement with the whole community.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

46. This report asks the cabinet to note the evaluation of the Great Estates Improvement Pilots.
47. There are no significant legal implications arising from the recommendations in this report. Should legal issues arise as the project progresses, the Assistant Chief Executive, Governance and Assurance and her staff will provide advice to officers as required.
48. The cabinet's attention is drawn to the Public Sector Equality duty (PSED) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. In addition, the council also considers socio-economic impact.
49. The cabinet is referred to the community, equalities and health impacts section of this report. The PSED is a continuing duty and the EIA will need to be re-considered and updated as the project develops.

Strategic Director of Finance and Governance

50. The Strategic Director of Finance and Governance notes the evaluation of the Great Estates Improvement Pilots and the approach to taking forward ongoing work. There are no financial implications arising as a result of this report, however, all agreed commitments will need to be managed within the Great Estates annual budget of £335k, supplementary contributions or alternative existing budgets.

BACKGROUND DOCUMENTS

Background Papers	Weblink	Contact
Southwark Great Estates Programme - Paper 1 – Agreeing the Vision and Approach - 11 December 2018	http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6665	Housing Strategy Robert Weallans 0207 525 1217
Southwark Great Estates Programme Paper Two - Estate	https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6665	Housing Strategy Robert Weallans

Background Papers	Weblink	Contact
Improvement Plans - 12 March 2019	nDetails.aspx?ID=6741	0207 525 1217
Great Estates - Estate Improvement Pilots – 12 November 2019	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6968	Housing Strategy Robert Weallans 0207 525 1217
Southwark Great Estates Programme - Guarantee - 07 April 2020	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?Id=50022333&PlanId=0&Opt=3	Housing Strategy Robert Weallans 0207 525 1217
The Great Estates Guarantee and the Great Estates Commitments - 13 July 2021	https://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7383	Housing Strategy Robert Weallans 0207 525 1217

APPENDICES

No.	Title
Appendix 1	Improvements by Estate
Appendix 2	The Great Estates Co-design Tool-kit
Appendix 3	Great Estate Guide
Appendix 4	Brandon Estate Improvement Plan

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness	
Lead Officer	Michael Scorer, Strategic Director of Housing	
Report Author	Perry Singh, Strategy and Business Support Manager	
Version	Final	
Dated	23 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		23 February 2023

APPENDIX 1: What improvement were delivered on each estate

1. Brandon 1 Estate	
What residents requested	What was delivered
1. Waste	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections
2. Maddock Way	<ul style="list-style-type: none"> • Maddock Way – Market stalls, parklet, tools, moped and cycle calming, picnic tables (TBC)
3. Gardening	<ul style="list-style-type: none"> • 10 new food growing plots with composting and water tanks (Cooks Road) • Re-design of planting by Brawne, Bateman, Cornish and Cruden towers • Trial of watering system for tower block planting using IBC containers • 6 Fruit Trees Brawn House • 7 x 2 hr Community Gardener training sessions for new growers at Cooks Road community allotments
Additional projects	<ul style="list-style-type: none"> • Refurbished and upgraded the Jeff Barnett Playground • Refurbished Cooks Road play area

2. Brandon 2 Estate

What residents requested	What was delivered
3. Gardening (includes food growing)	<ul style="list-style-type: none">• New planters and new planting with water tank in Peace Garden and new disabled ramp installed• 10 new growing plots installed in the alcoves of Trevelyan House• 4 x 2 hour training sessions with a Community Gardener supporting new growers• Bulbs provided for planting in front of Trevelyan House by Gardening Group
4. Waste & Cleanliness	<ul style="list-style-type: none">• Bin Enclosures & QR codes to report missed recycling collections• Additional Litter bins throughout estate• Pigeon netting to blocks
5. Communication	<ul style="list-style-type: none">• Block & ASB signage, and Wayfinding
Additional projects	<ul style="list-style-type: none">• Refurbished and upgraded two playgrounds and the MUGA

3. Brandon 3 Estate

What residents requested	What was delivered
Gardening & Benches	<ul style="list-style-type: none"> • Gardening – new planting around playground and sub-station • New gardening tool shed / storage in redundant sub-station • Bungalow Food Growing Plots (10 plots) • 7 x 2 hour training sessions with Community Gardener supporting new growers • Wildflower Meadow
Look and Feel	<ul style="list-style-type: none"> • Road resurfacing • Grimsel Path Lighting • Totem pole sculpture • Mural on Playground wall near Aberfeldy • Mural on community garden wall at The Bungalows • Sub-station mural • Highshore SEN School mural • New map signage boards & ASB signage • Free standing digital noticeboard • Playground refurb and upgrade
Fly-tipping	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections

4. Brandon Estate – Conant and Rutley	
What residents requested	What was delivered
1. Landscape gardens	<ul style="list-style-type: none"> • Converted a disused car park into a landscaped garden • Refreshed plant beds behind and in front of Conant House • Tree planting
2. Waste	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections
3. Bird boxes	<ul style="list-style-type: none"> • Bird boxes
Additional projects	<ul style="list-style-type: none"> • Removed Vanguard rail and replaced with roller barriers

5. Canada Estate	
What residents requested	What was delivered
ASB	<ul style="list-style-type: none"> • Food waste recycling for tower blocks pilot
Look and Feel	<ul style="list-style-type: none"> • Replaced old wooden fence with a metal fence
Access to gardens	<ul style="list-style-type: none"> • Project did not proceed.
6. Elmington Estate	
What residents requested	What was delivered
1. Waste	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections
2. Bike storage	<ul style="list-style-type: none"> • Bike hubs

	<ul style="list-style-type: none"> • Toaster racks • Bike hangars
3. Gardening/greenery	<ul style="list-style-type: none"> • Elmington Estate Langland House community allotments (13 plots) • 7 x 2hr Community Gardener training sessions for new growers at Langland House community allotments • New plants provided to Gardening Group for Shirley House ornamental beds • Wildlife Triangle support and advice, new permanent signage • New permanent noticeboard on Brisbane Street • Long grass trial • Elmington Road allotments, new fencing and gates and 3 new plots • SuDS depaving and planting project around mid-Elmington estate • Bulb planting around mid-Elmington estate
Additional projects	<ul style="list-style-type: none"> • Contributed to the Draycott Close Playground with CGS and South London Gallery
	<ul style="list-style-type: none"> • Repainted MUGA lines, hopscotch/obstacle lines and replaced basketball nets
	<ul style="list-style-type: none"> • Elmington Natural Play Area built with picnic tables
	<ul style="list-style-type: none"> • Disabled ramps to enable access around the estate

7. Friary Estate	
What residents requested	What was delivered
1. Waste	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections
2. Digital divide	<ul style="list-style-type: none"> • IT equipment to tackle digital divide • Digital noticeboard
3. ASB youth engagement	<ul style="list-style-type: none"> • Project did not proceed.

8. Kingswood Estate	
What residents requested	What was delivered
1. CCTV / ASB	<ul style="list-style-type: none"> • CCTV, as well as deployable cameras
2. Young People	<ul style="list-style-type: none"> • Spirit of the Estate project outcomes for young people aged 12 – 25 • Mural from project around hoarding to estate works
3. Gardening	<ul style="list-style-type: none"> • Community allotment project cancelled after opposition during consultation from TRA
Additional projects	<ul style="list-style-type: none"> • Digital noticeboard
	<ul style="list-style-type: none"> • Major playground refurbishment and upgrade

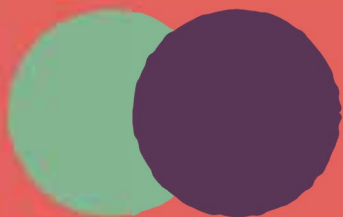
9. Northfield House (Friary & Unwin Estate)

What residents requested	What was delivered
1. Gardening	<ul style="list-style-type: none"> • New designed arched metal gate into meadow • Archway mural into wildflower meadow garden. • New landscaping improvements as well as the installation of a new exercise surface to existing Tom & Emily's garden areas. • New bird boxes and improvements to wildflower meadow
2. Fly-tipping and waste	<ul style="list-style-type: none"> • Additional re-cycling bins • Additional litter bins • New railings installed on garden wall • New mesh installed around railings on block
3. Lighting and ASB	<ul style="list-style-type: none"> • New Lighting • The installation of noticeboards boards in all stairwells
Additional projects	<ul style="list-style-type: none"> • The installation of traffic calming speed humps • The installation of new traffic calming signage • Ongoing workshops with children on estate on bio-diversity

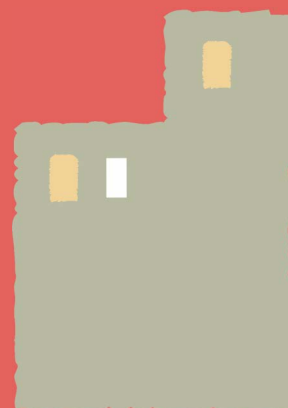
10. Rockingham Estate	
What residents requested	What was delivered
1. Great Estates Guarantee verification for the estate	<ul style="list-style-type: none"> • Project did not proceed,
2. Waste	<ul style="list-style-type: none"> • Bin Enclosures & QR codes to report missed recycling collections
3. Gardening	<ul style="list-style-type: none"> • Bramwell Hse: (Rockallot 2 (Harper Road) - new community allotment 20 plots, new water connection, fencing and compost bins • New permanent tap for Rockallot 1 (Falmouth Road) community allotments • 7 x 2hr training sessions by Community Gardener for new growers • Tarn Street Landscaping • Plants provided and advice given to Gardening Group to improve beds in centre of Binnie House carpark
Additional projects	<ul style="list-style-type: none"> • Resurfacing of the multi-use games areas (MUGA) by Wicksteed Hse
	<ul style="list-style-type: none"> • Tarn Street gardens mural

11. Rye Hill Estate	
What residents requested	What was delivered
1. Gardening	<ul style="list-style-type: none"> • A new community garden and communal food-growing plots were created behind Torridge Gardens (equivalent to 15 new plots) • 4 x 2 hour training sessions with a Community Gardener to support new growers
2. Art	<ul style="list-style-type: none"> • Cancelled, as TRA not interested in having this carried out
3. Reclaim space under the tower blocks	<ul style="list-style-type: none"> • Project not feasible, due to fire safety concerns

12. Unwin Estate	
What residents requested	What was delivered
1. Playground	<ul style="list-style-type: none"> • Playground - Natural Play and community area • Plants provided, and 1 x 3 hour Community Gardener support for planting the playground beds, food growing and ornamental • Plants provided for community gardening in Glengall Road garden in front of block • Reduced mowing trial
2. ASB (rubbish left around chutes, drug taking and congregating on stairwells)	<ul style="list-style-type: none"> • Project did not proceed,
3. Bike Sheds / Hangers	<ul style="list-style-type: none"> • Bike hangars
Additional projects	<ul style="list-style-type: none"> • Glengall Road Community Garden
	<ul style="list-style-type: none"> • IT equipment to tackle digital divide



The Great Estates Co-Design Toolkit



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Introduction

Co-design

Process & tools

Created by

This toolkit was created by design studio **COMUZI** for Southwark Council's Great Estates Programme.

With help from

David Suen, Mia Peters & Sharon Miller of Southwark Council.

Introduction

What is this toolkit?

The toolkit provides you with practical methods that you can put into practice straight away that will help you work with residents to address some of the community based challenges that come up in the Great Estates programme.

The toolkit is intended to be aspirational, to encourage the Great Estates Programme team and residents to build a repertoire of tools over time and build capacity through the use of the tools.

How can it help?

We will use a method called the design process. Design is about addressing challenges and imagining how things could be better in the future.

It can be driven by wanting to solve a problem or take advantage of an opportunity. Design is a way of thinking that can make sense of complex situations and propose innovative changes.

This toolkit helps you initiate and run a project, and explains when and how the co-design process can help you achieve positive outcomes.

This toolkit provides an explanation of how design can help you achieve community impact, and provides an explanation of the processes that can help you develop innovative programmes, and projects for the people you serve.

When to use?

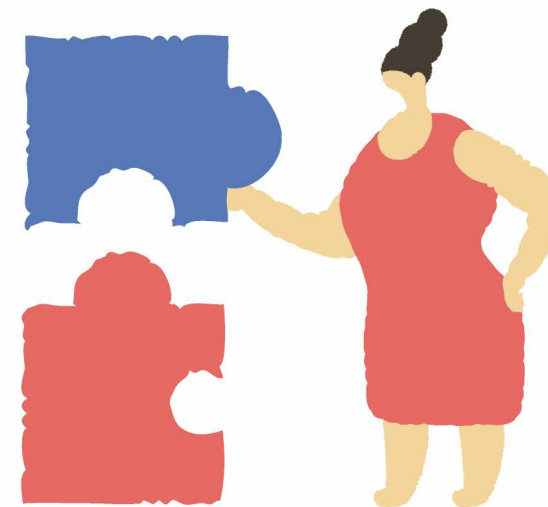
The toolkit can be used at a number of different stages.

At the beginning: to help inform the decision-making process.

During the project: to build political and community support for a project or action so that it can obtain approval.

During the design: to make sure that the action meets the needs of the community.

While doing: to determine if the plan or policy is achieving its objectives.





Co-design



An early example of an co-design approach is in Scandinavia, during the 80s. The workplace democracy movement was aimed at providing workers with better tools for doing their jobs.

Giving these workers a voice in decision-making about the designing of tools, environments and social institutions shaped their lives positively.

What is co-design?

Co-design is an approach that centres around the idea that people who are affected by a decision, event or product should have an opportunity to influence it.

To engage in co-design means developing new processes for understanding, developing and supporting mutual learning between the council and residents.

This helps to have collective decision-making on interventions that will be implemented in council estates to achieve the Great Estates Guarantee.

Why is co-design important?

Southwark residents affected by design projects need to have a voice through the overall process. Co-design assumes that residents will not always have the possibility to speak the language of experts (in this case Council staff & its partners that may be commissioned to achieve the work).

Therefore during co-design it is important to create activities that everyone can participate in. Co-design aims to share power often held within select groups of individuals, who make important decisions about others' lives. Often, with little to no involvement of the people who will be most impacted by those decisions.

During a co-design process, everyone increases their knowledge and understanding. Residents benefit from potential options they have not considered and council staff who need knowledge about the residents are provided with it.

Principles of co-design

There is a lack of consistency in how co-design is used in local government and what it means in practice. If co-design is to be effective there needs to be agreement on what it is and how it works.

Co-design is not the answer for everything but can be effective when responding to complex issues. It is not a linear process and cannot be rushed. There are no step-by-step procedures or checklists.

Taking inspiration from the Southwark approach to community engagement principles, co-design in projects should have these principles embedded in every step of the process:

Inclusive – The process includes representatives from the council and residents who are involved in the co-design project from framing the issue to developing and testing solutions. It utilises feedback, advice and decisions from residents with lived experiences, and the knowledge, experience and skills of experts in the field.

Respectful – All participants in the co-design project are seen as experts and their input is valued and has equal standing. Strategies will be deployed to remove potential or perceived inequality. Participants manage their own and others' feelings in the interest of the process. Co-design requires everyone to negotiate personal and practical understandings at the expense of differences.

Participative – The process itself should be open, empathetic and responsive. Co-design uses a series of conversations and activities where dialogue and engagement generate new, shared meanings based on expert knowledge and lived experience. Major themes can be extracted and used as the basis for codesigned solutions. All participants are responsible for the effectiveness of the process.

Flexible – Ideas and solutions are continually tested and evaluated with the participants. Changes and adaptations are a natural part of the process, trialling possibilities and insights as they emerge, taking risks and allowing for failure. This process is also used to fine-tune potential outcomes or solutions as it reaches fruition and can later be used to evaluate its effectiveness.

Results focused – The process will be used to create, redesign or evaluate ideas for the Great Estates Programme. It is designed to achieve a result or series of results, where the potential solutions can be rapidly tested, effectiveness measured and where the spreading or scaling of these solutions can be developed with stakeholders.





What co-design does not

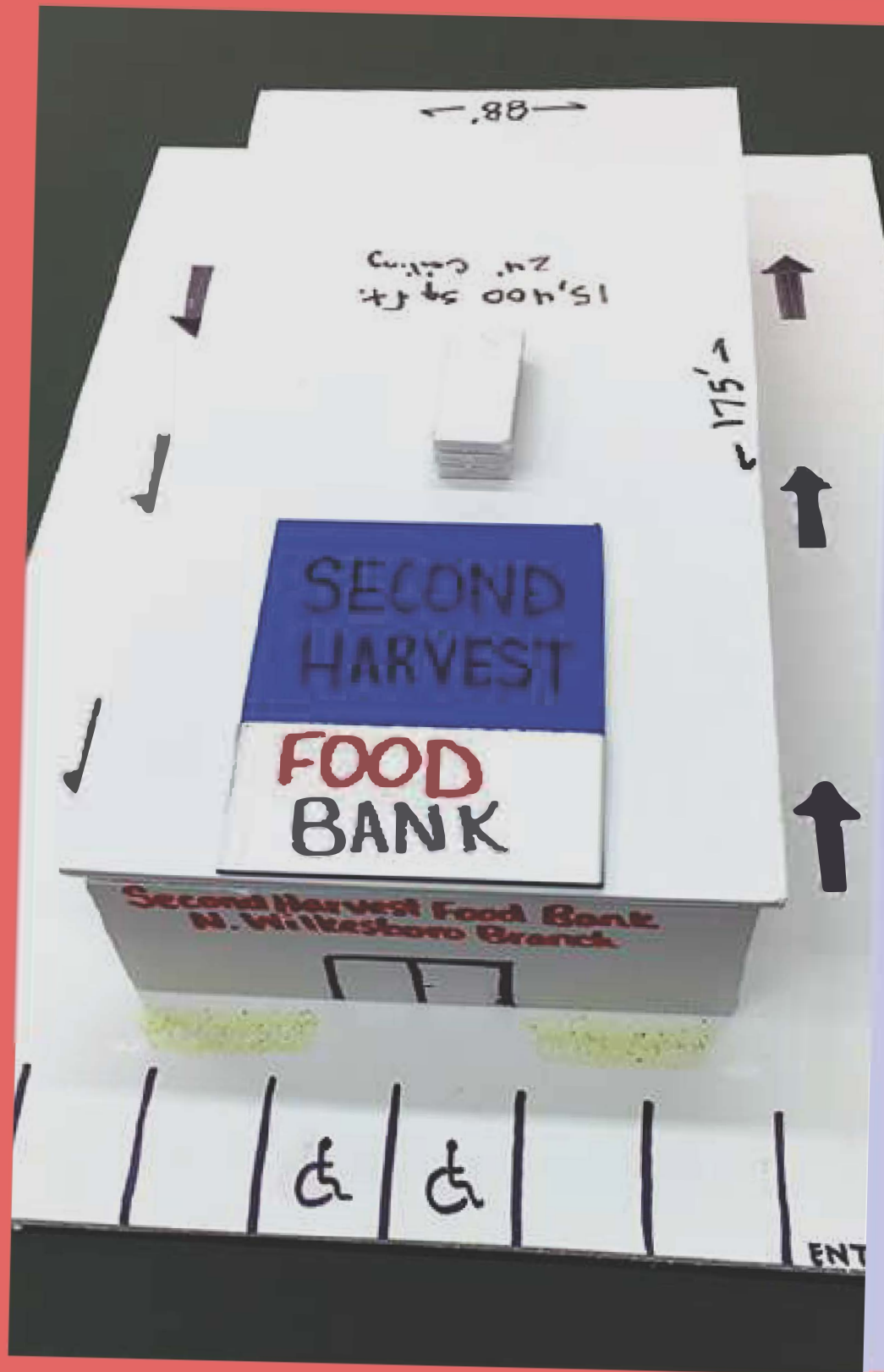
Ignore professional expertise. It is important to bring professional experience alongside lived experience to develop a more robust understanding and foster mutual learning. This will produce stronger solutions and provide immense professional and personal development.

Have to be expensive. Investing in co-design may be more costly than a public consultation in the short term. However, with co-design, the goal is to ‘pay now to avoid paying later’. Co-design builds long term commitment. By contrast, consultation often gives the illusion that people have been brought on board - only to have communication fade during the duration of a project. Co-design aims to protect having to pay later which is often costly, public and reputation-damaging.

Ignore existing evidence. Co-design should not ignore evidence of what works, or existing strengths. Instead, participants must work hard to bring relevant evidence into the process in accessible ways. This includes bringing value to residents’ stories and experiences, which are ‘evidence’ too.

Involve just having public workshops. Co-design fails if it just focuses on asking people’s opinions while excluding them from critical decision making.

Bring a large group of council staff together, with one or two people with lived experience. Being a minority can be intimidating, hostile and unsafe. If staff lack curiosity and self-awareness, they can force people with lived experience to defend their experience and identity. When there are no conditions for inclusion and meaningful participation – that is tokenistic and preformative.



Process & tools



The co-design process should not be seen as a one time approach but a repeated circular process, i.e. the Feedback & Evaluating stage of one resident engagement process should feed into the Mapping & Analyzing stage of the next thus helping to build an consistent approach to resident engagement.

How to run a co-design project

The co-design approach for this toolkit includes three phases:

1. **Mapping & Analyzing:** understanding and clearly defining issues that residents have.
2. **Designing & Doing:** developing potential solutions with residents
3. **Feedback & Evaluating:** testing potential solutions with residents.

The process aims to change the mindsets and behaviours of the partners, encouraging and supporting innovative processes and solutions as they work to identify the “sweet spot” where change can evolve.



Mapping & Analyzing



What is this stage?

This stage is to work with residents who are usually described as *'hard-to-reach'*.

This stage will aid you in better understanding residents' stories and experiences (e.g. from informing residents of a new sustainable waste management plan to seeking ideas for co-designing a local community garden), and how you could communicate effectively with them.

Key activities at this stage include:

- One to ones discussions with residents to map problems in the council estate
- Resident led-focus groups
- Resident-led location studies
- Finding Insights
- How Might We? questions



Different methods of engaging with residents

One to ones discussions with residents to map problems in the council estate

Residents like to share, and you may be positively surprised by just how much!

It is key to approach these one to one conversations with residents in an open and transparent way. It is also key to be clear about your objectives, as this will allow you to be able to unlock invaluable insights.

When engaging in one to one conversations with residents, ask questions in a nonthreatening and curious manner. Listen carefully and don't dismiss their insights.

Consider who you approach carefully and always strive to go to where people live, work and play to trigger discussions about behaviours, mindsets and lifestyle values. One to one conversations with residents can be fun and productive experiences for everyone involved.

Resident led-focus groups

Resident-led focus groups are community engagement sessions where participants have been recruited by residents themselves - connecting with their local network of neighbours, friends and family who live in the same council estate as them.

The reason why these types of engagement sessions work is that you are able to find the voices of those in Southwark who may never engage with the public outreach already conducted by the council.

Having residents lead the recruitment and possibly facilitating the focus groups also creates a safe space that some residents need to share their stories without fear of their viewpoints being discredited.



Different methods of engaging with residents

Resident-led location studies

Residents may not always do, think or feel what they say in a one to one chat or a group environment.

Observational techniques such as a location study conducted by a resident can also be used to unlock new insights that are often more authentic and can further communicate the actual values, habits and preferences of residents.

The location study conducted by a resident allows you to truly see the council estate from their own perspective.

The aim of the location study is to ask residents to use their smartphone to take photos & record a video communicating:

- things in their council estate that gives them a sense of pride
- things in their council estate which are a cause of concern
- areas of improvements that they feel is needed in their council estate

Different methods of engaging with residents

A guide for having discussions with residents

Creating a discussion guide is key to extracting value from resident engagement.

The goal for resident engagement is to create a dialogue, not a survey.

Planning discussion guides helps you to maintain direction on conversations with residents and will help prevent discussions from straying too far from the problems that need to be addressed.

It would also help to keep the responses from multiple conversations that may be conducted as part of the research to be consistent.

When you are engaging with residents, you always want to find out:

“What are you trying to get done?” (gather context)

“How do you currently do this?” (analyze their approach)

“What could be better about how you do this?” (find opportunities)

Steps to creating a discussion guide

1. Generate questions that you could ask residents and cluster them into topic areas to allow a comfortable flow.
2. Ensure that the questions are open and non-leading. Starting questions with the words/phrases ‘why’, ‘how’, and ‘tell me about a story when...’. is a good way to do so.
3. Once questions are completed, do a final review of the guide to check that your questions will allow you to gather context, goals, aspirations and problems areas.
4. Rehearse with a team member to identify if there are any questions that are missing and to ensure the questions have a flow.

A simple tip during your conversations with residents is to ask why 5 times, this will help you to get the root cause of a problem.





Unpack learnings from resident engagement

Finding insights

Now that you've got a huge amount of notes, photos, videos and quotes, you want to start making sense of them.

An insight is what you may deem to be:

- a 'gut-felt' response that makes you sit up and think
- a new way of interpreting existing information
- it communicates a resident's need
- an opinion-changer

As you go through your gatherings from resident engagement, here are a number of questions to ask yourself to find those insights:

Have any patterns emerged?

Is there a compelling insight you heard again and again?

A consistent problem that residents face?

Is there anything that feels significant?

Is there anything surprising you?

As you begin to find insights, a very good approach to communicating them is by creating insight statements; these sentences will be helpful as you begin to frame opportunities for design.



Unpack learnings from resident engagement

How might we?

The insights you find from your resident engagement will play an important role in shaping potential solutions.

By now, you would be able to identify problems in and around the council estate that pose challenges to the residents you're aiming to support.

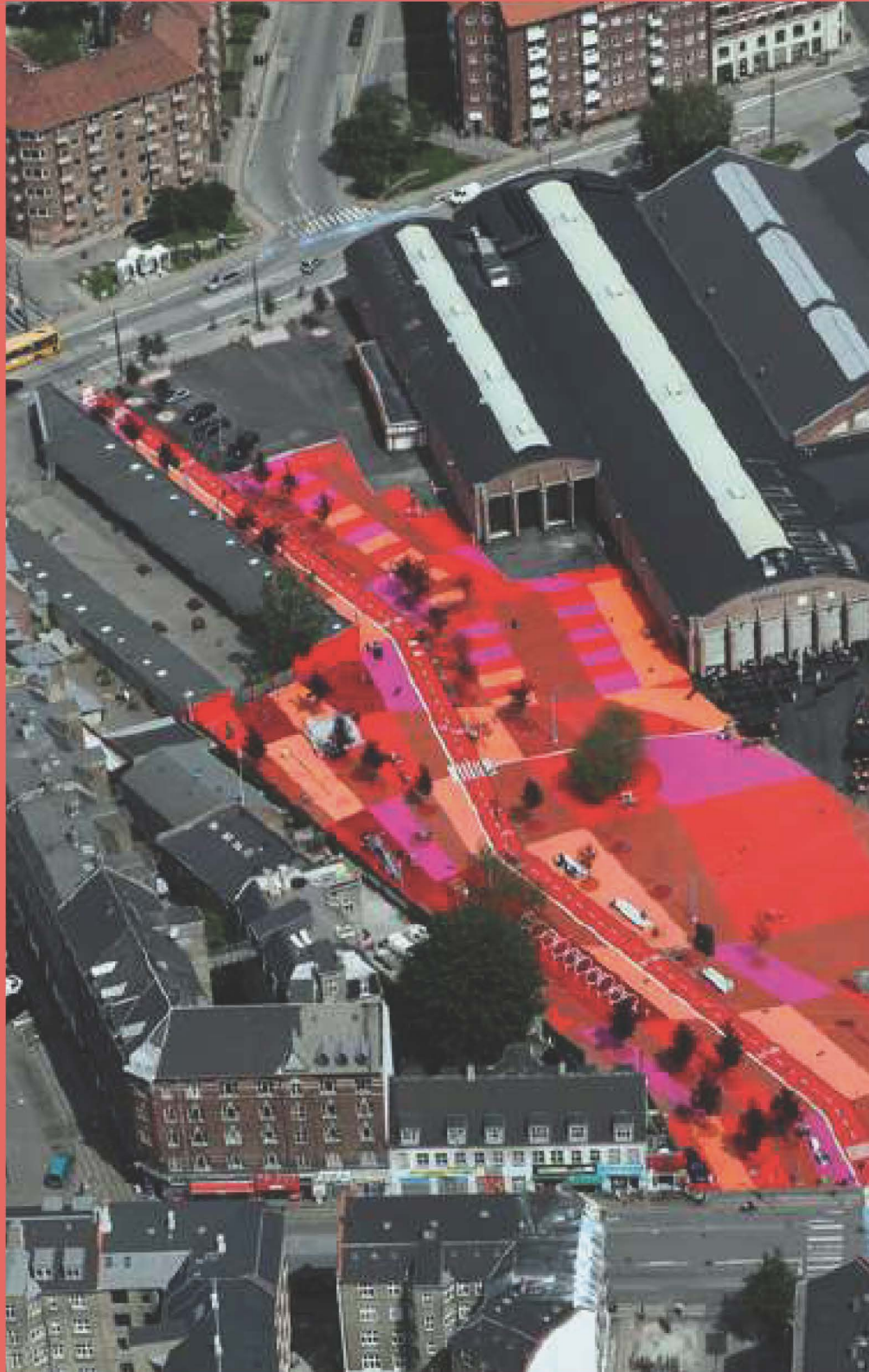
An exercise to try out at this stage is called *'how might we'*.

These *'how might we'* (HMW) questions are short questions that will help encourage brainstorming for ideas.

With HMW questions, it is important for your questions to be as broad as possible, allowing you to have a wide range of solutions.

How to do a HMW exercise

1. The first step is to rephrase your insight statements into questions by adding 'how might we' at the beginning.
2. If your insights suggest several "how Might We" questions, that's fine.
3. Review your 'how might We' question and ask yourself if it allows for you to come with a number of ideas to answer the question. If it doesn't, try to broaden your question.
4. The final step is to make sure that your questions are also not too broad. You still want to keep some boundaries.
5. It would be a tricky process, the first time doing this exercise. However a good HMW question should give you both a narrow enough frame to let you know where to start your brainstorm, but also enough breadth to give you room to explore creative ideas.



Case Study: Superkilen Park

Creating a public space that represents the voices of more 60 nationalities

Superkilen is a 355,000 square foot urban park in Copenhagen completed in 2012.

It was designed through an intense public participation process with the surrounding community, representing the voices of more than 60 nationalities in one of the most ethnically and economically diverse neighborhoods in Denmark.

The project includes a variety of features to support physical activity and community gathering including swings, monkey bars, a boxing ring, slides, punching bags, skateboard ramps, and a bicycle lane that runs through the entire site.

Superkilen encourages adults and kids alike to be more active while celebrating the diversity of the neighborhood.

The public participation process ensured that the space is responsive to the many cultures represented in the neighborhood. In public meetings the community were asked to make suggestions on objects to be placed in the public space.

In the end 108 objects and 11 trees from all over the world were chosen. They have either been imported or were reproduced on site.

For instance: a Moroccan fountain, a Kazakh bus stop, a Japanese play structure in the shape of an octopus, a Thai boxing ring, a Qatar dentist's sign, a swing bench from Baghdad, the Spanish Osborne bull, posts with neon advertising from different countries, and even soil from Palestine.

In an area that is known for its wealth of diverse nationalities, the park has become a peaceful meeting ground where everyone can feel proud of their cultural heritage and participate in group activities.

According to the project's design team made up of architecture firms Bjarke Ingels Group, Topotek 1 & artist Superflex: *"No matter where you're from, what you believe, and which language you speak, it is always possible to play football together."*



Designing & Doing

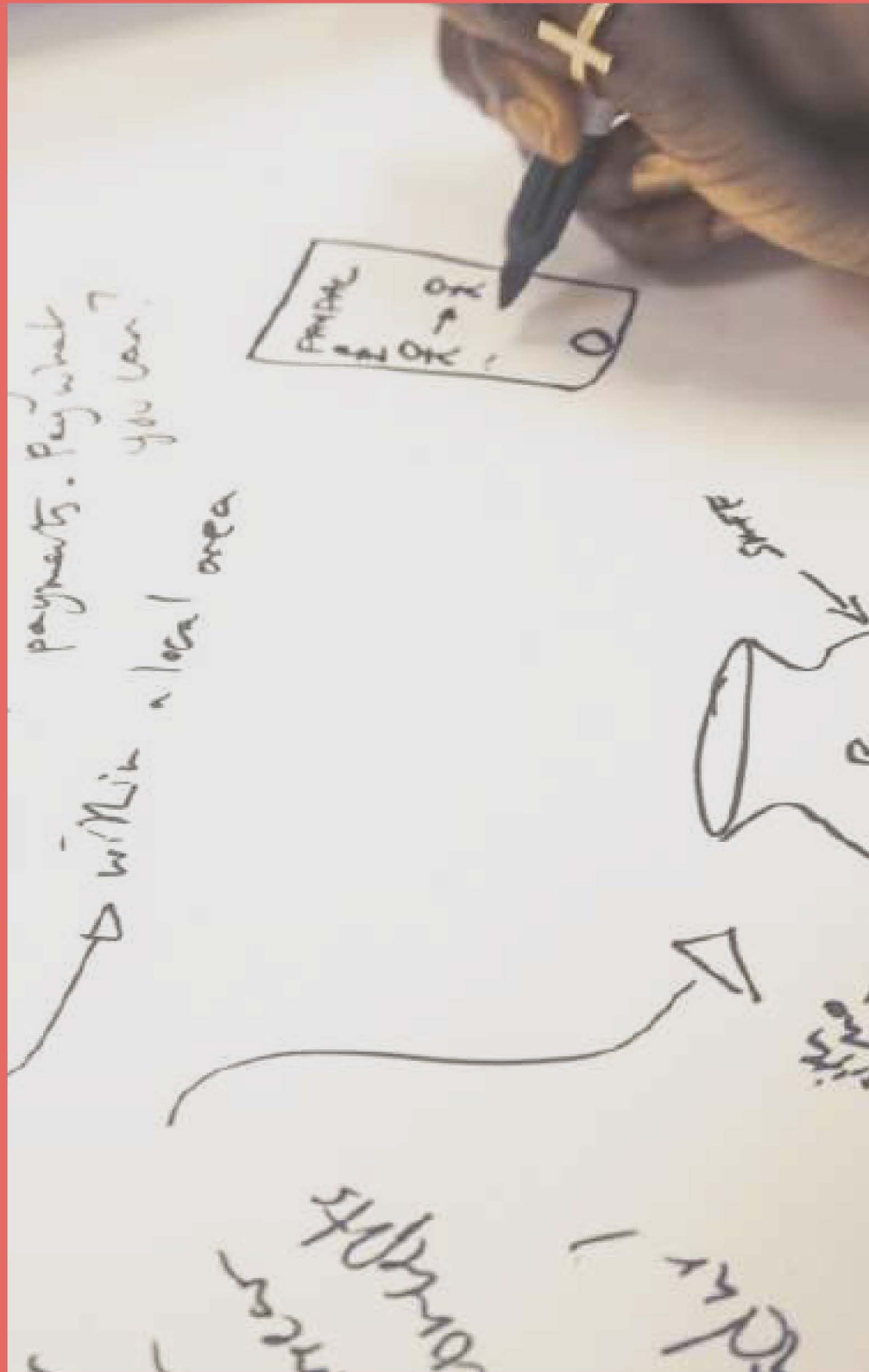


What is this stage?

This stage is about creating a number of ideas that address residents' problems. This section will provide support and guidance on how to bring these ideas to life with residents and how to test these ideas.

Key activities at this stage include:

- Brainstorming workshop with residents
- Crazy 8's for idea generation
- Turning rough ideas into fully fledged concepts
- Prototyping a solution with residents
- Three simple methods for prototyping



Brainstorming workshop with Residents

Setting up a brainstorming workshop with residents allows everyone to tap into a broad body of knowledge and creativity.

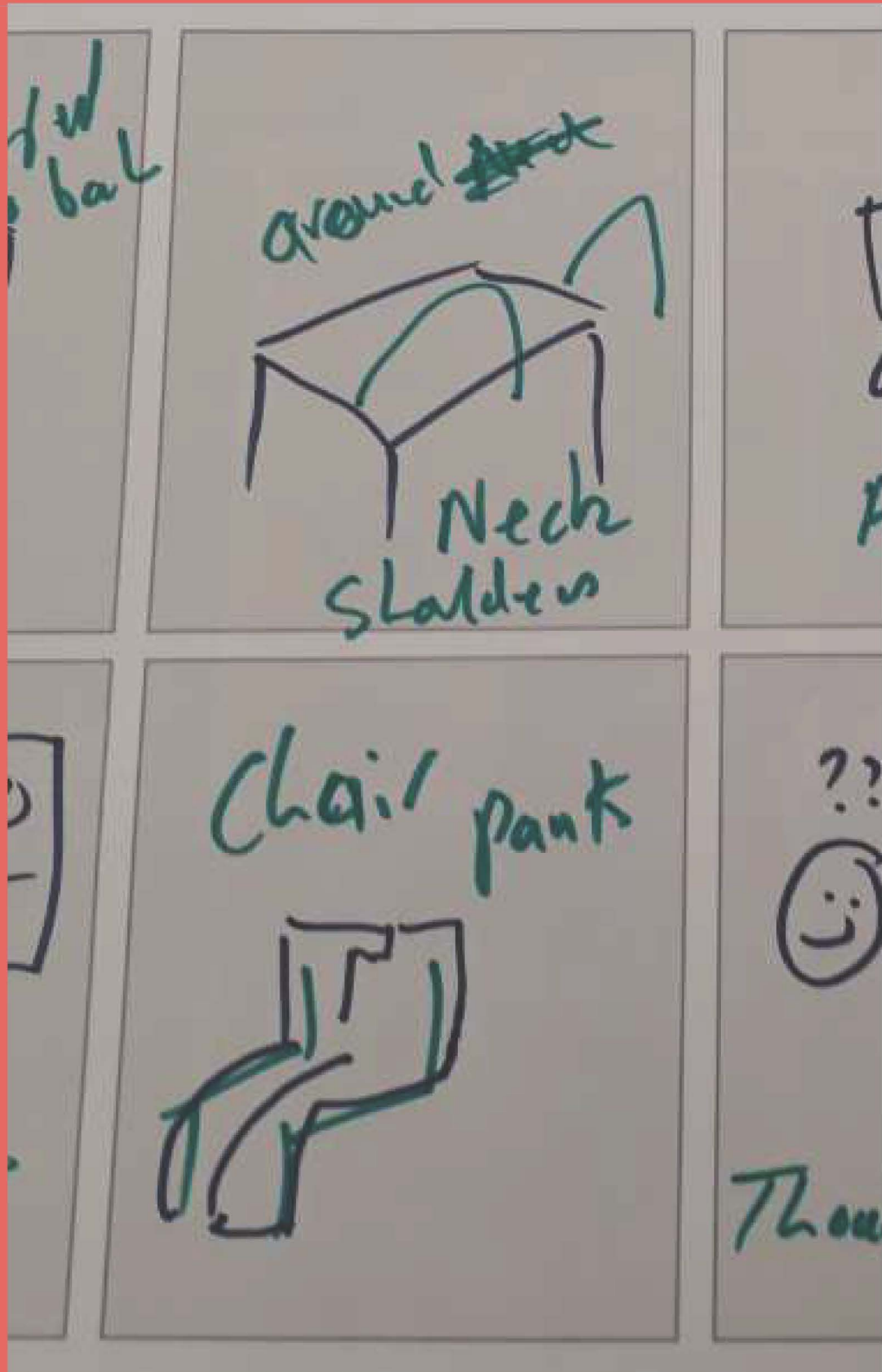
The best way to work together in a brainstorming workshop is to promote openness, lots of ideas and creativity over immediate feasibility.

You want everyone attending the workshop to be positive, optimistic and focused on generating as many ideas as possible.

Remember, in a brainstorming workshop with residents - you are not just hearing their voices, you're empowering residents to be part of a team solving problems in their community and environment.

Rules for a fruitful brainstorming workshop

1. Encourage wild ideas.
2. Build on the ideas of others.
3. One conversation at a time.
4. Defer judgement. There is no such thing as a bad idea.
5. Stay focused on the topic.
6. Quantity over quality.
7. Be visual.



Coming up with ideas & concepts with residents

Crazy 8's for idea generation

A simple and fast approach to coming up with ideas is by doing an exercise called Crazy 8's.

It is a fast sketching exercise that challenges people to sketch eight distinct ideas in eight minutes. The goal is to push beyond your first idea, frequently the least interesting, and to generate a wide variety of solutions to the problem area.

Some workshop participants may find this approach intimidating at first, so it is helpful to reassure everyone that these are rough sketches. They do not need to be perfect or beautiful—sketches just need to communicate the idea.

It's also important to communicate that the ideas do not have to be great.

This exercise is about quieting the inner critic and giving our creative impulses space to flourish.

How to use Crazy 8's in a workshop setting (virtual/physical)

1. Make sure everyone has paper, pens, coloured dot stickers or coloured pens.
2. Assign someone to be the timekeeper so you are not distracted by the clock.
3. Fold the paper into 8 different sections.
4. The facilitator sets a timer for eight minutes.
5. Everyone needs to spend up to an minute to come up with an idea.
6. When the timer goes off, all pens or pencil are down.

Coming up with ideas & concepts with residents

Turning rough ideas into fully fledged concepts

Doing an exercise such as Crazy 8's should give you a lot of ideas to explore through. Now it's time to move these ideas and turn them into a fully fledged concept, one that you'll refine and push forward in Southwark.

A concept is more polished and complete than an idea. This leads to something that you'll want to test with residents, and looks like an answer to the challenge your residents are facing.

The goal is to get a robust, flexible concept that addresses the problem you're trying to solve.

To turn your best ideas into a concept, here's how:

1. *Give your concept a name.*
2. *Write a brief description of concept.*
3. *Identify and write who is your target resident for this concept.*
4. *Identify and write about what the value of the concept is to the resident and the council.*
5. *Identify and write about critical partnerships within the council needed to bring this concept to life.*
6. *Identify and write about potential partnerships outside the council needed to bring this concept to life.*
7. *Identify and write about any anticipated barriers/challenges for the concept.*
8. *Identify and write about key factors to the success of the concept.*

During this process, keep referring back to your problem areas:

Is this concept answering it?

Are there elements missing in your concept?

What else can you incorporate?

This process may take trial and error, but that's fine, feel free to experiment and get insight from colleagues who may be able to help refine the concept more.





Prototyping a solution with residents

The phrase '*prototyping*' may be a term that is normally seen to be associated with physical products or software services.

At its most basic level, prototyping is focused on bringing tangibility to your concepts. Whatever your concept is there will be a prototyping approach that works for your solution.

The famous saying in design communities is "*If a picture is worth 1000 words, a prototype is worth 1000 meetings*". With prototyping, you are able to develop your concept more deeply so that you can test it internally with colleagues, senior management and with residents.

At the heart of prototyping is risk mitigation. This gives you the opportunity to learn about what works and what doesn't, so that you can adjust and improve your solution before it is actually created.

Prototyping can also be carried out at different levels, building your understanding of what the concept really means and you will have the ability to experiment with different tools and methods as your concept progresses.

A key note to mention is that pilots and prototypes are not the same thing. While a pilot and a prototype are methods for experimenting, pilots in local government are normally viewed as a 'phase 1' rollout activity of a new policy or service launch rather than the focus being on pure experimentation.

By the time you have completed the prototyping process. Your solution should be at a much more robust stage for it to be created (*where it could possibly be rolled out as a pilot*).

The prototyping methods introduced over the next three pages do not require you to have any technical skills to bring your ideas to life.

These methods just needs you and those join in during this step to have fun and experiment!



Three simple methods of prototyping

Lego prototyping

Lego is a staple of any kid's toy box.

For this prototyping method, it's time to bring out your inner child and take advantage of Lego's ubiquity and versatility to create quick and simple prototypes of your ideas.

The best part of using Lego to build your prototypes is that they become easy to dismantle and tweak; simply detach a part of your Lego prototype, swap it with an alternative design, and play with it to see if it works.

However, for the purposes of prototyping, any Lego toys you can find will help you to create rough concepts or use Lego characters to simulate a resident's journey.



Three simple methods of prototyping

Cardboard prototyping

Cardboard prototyping is a common low-fidelity method to prototype and test physical objects and environments that are part of a service experience – for example, a community garden or a new park.

Cardboard prototyping has a lower entry point for people to take part in than other common prototyping methods.

The prototypes are built quickly, using cheap paper, duct tape and cardboard mostly.

Depending on the scope, the prototypes can be small-scale, actual size, or even bigger than life. Similarly to paper prototypes, cardboard prototypes are created to be thrown away.

This makes it easier for those who created the prototype to let go and embrace necessary changes. Also, when testing with residents, it allows them to feel more comfortable about suggesting changes.

A great way to start with cardboard prototyping is to build many smaller scale versions before switching to full size, for the simple reason of speed.

The larger the scale of your cardboard prototype, the more you are able to test, it would encourage and enable a deeper exploration and iteration of the design solution.



Three simple methods of prototyping

Paper prototyping

Paper prototyping is a common low-fidelity method to prototype and test more digital based concepts such as websites or apps.

Paper prototyping is simply sketching with a pen or pencil and paper. If you can draw rectangles, then creating a paper prototype is easy.

By bringing your idea to life visually, it helps you resolve the key features and understand how people would experience them.

It is also a hands-on activity that can be done with residents, colleagues and possibly senior management inviting them to co-design with you.

Questions to reflect on during prototyping

Are we all aligned on the idea now we have made it tangible?

What else can we learn about the idea?

What is missing?

What potentially needs to change or be built upon?

What prototypes do you want to create to support your learning ambitions?

What methods are you going to deploy to capture your learning along the way?

What environment are you going to test and learn in? E.g. offline in a managed environment where residents are invited in? Or live in real scenarios, where you track what happens?

Is there a timeframe to complete the prototype by?

Is there any budget and human resource requirement for the prototype?

What's the communication plan that supports the experiment?



Case Study: Whittington Hospital

Co-designing an pharmacy with patients using cardboard

Whittington Hospital is one of the UK's busiest hospitals, and its outpatient pharmacy wanted to simplify the process of patients being able to access the help they need without long waiting times and a lack of communication.

Previous efforts to improve the situation, such as user questionnaires, had resulted in poor levels of patient participation and provided no clear insights.

To address these issues, Whittington Hospital worked with the Design Council, architectural codesign experts Studio TILT, and service design agency Commonground on a co-design approach focused on working with patient, staff and management groups to collaboratively create a space.

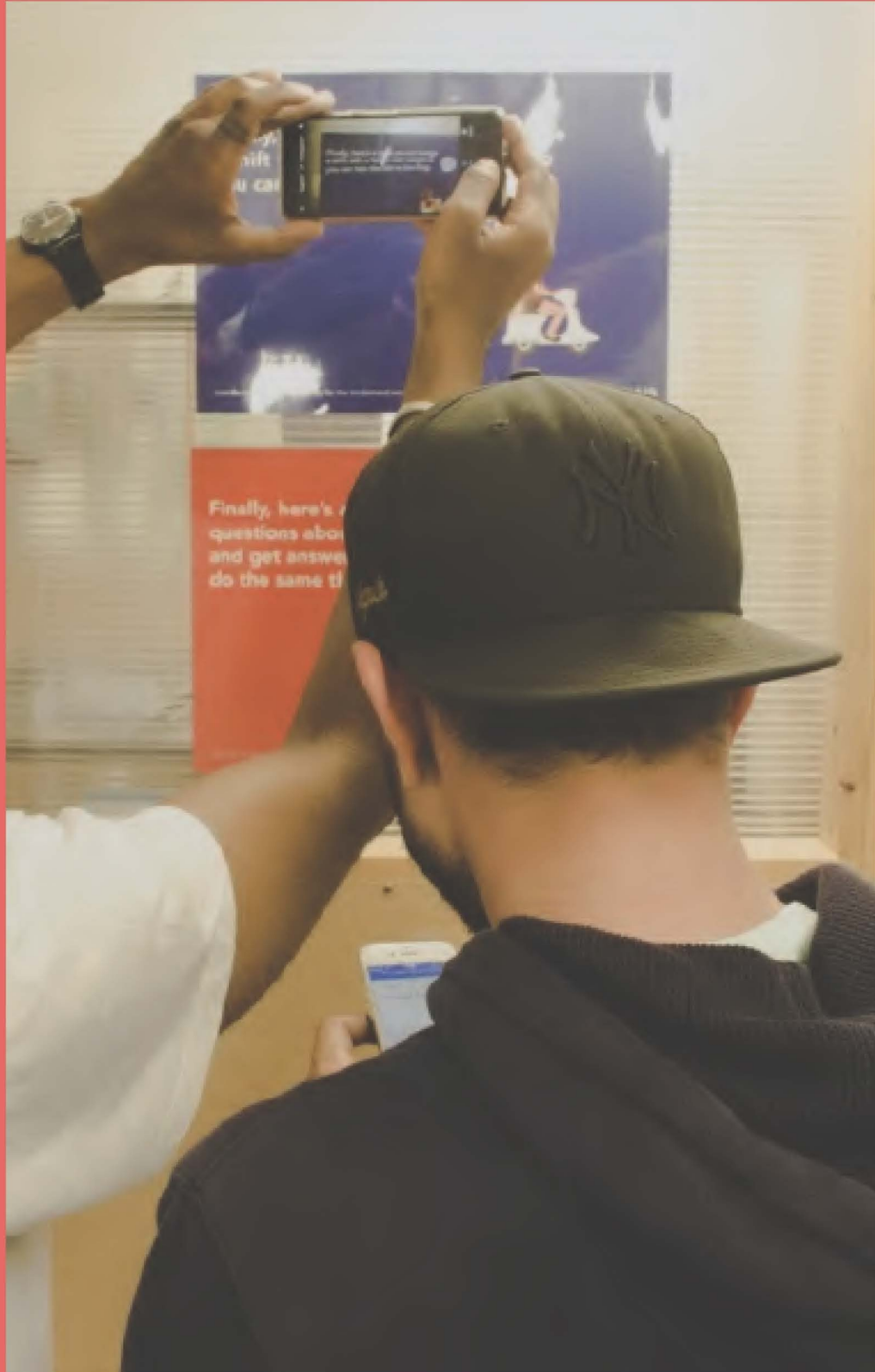
Through workshops, they came up with new ways for how the space could work and created cardboard models to try out their ideas.

These ideas were tested in the actual pharmacy at half scale. This gave both the workshop attendees and other visitors the opportunity to experience the changes and give feedback.

After taking feedback on board, the designers finally tested the new pharmacy layout and process at full scale, which helped to really understand what users needed from the space and what they did and didn't like.

As a result, the queue of patients at the registration area has been shortened, prescription tracking has been introduced and new areas for confidential consultations have been created.

The work has measurably improved the patient experience, boosting staff morale and increasing sales at the pharmacy.



Feedback & Evaluating



What is this stage?

This stage is all about testing your prototypes, getting feedback and looking to make areas for improvement.

Key activities at this stage include:

- Planning & conducting tests for your prototype
- What you want to learn from a test
- Improving your prototype



Planning & conducting tests for your prototype

To test your prototype, sorting any logistics related to it is the first place to start.

This may include the booking of a physical space, inviting residents to take part in testing and finding and briefing colleagues who could help out with testing.

To conduct tests with residents, you want to identify areas of the concept you want to test with residents and create a list of tasks for residents to complete during the test.

For the time of testing, you may want to have a colleague or yourself moderate the test and a colleague to take notes.

If possible, try to video record the session for later analysis.

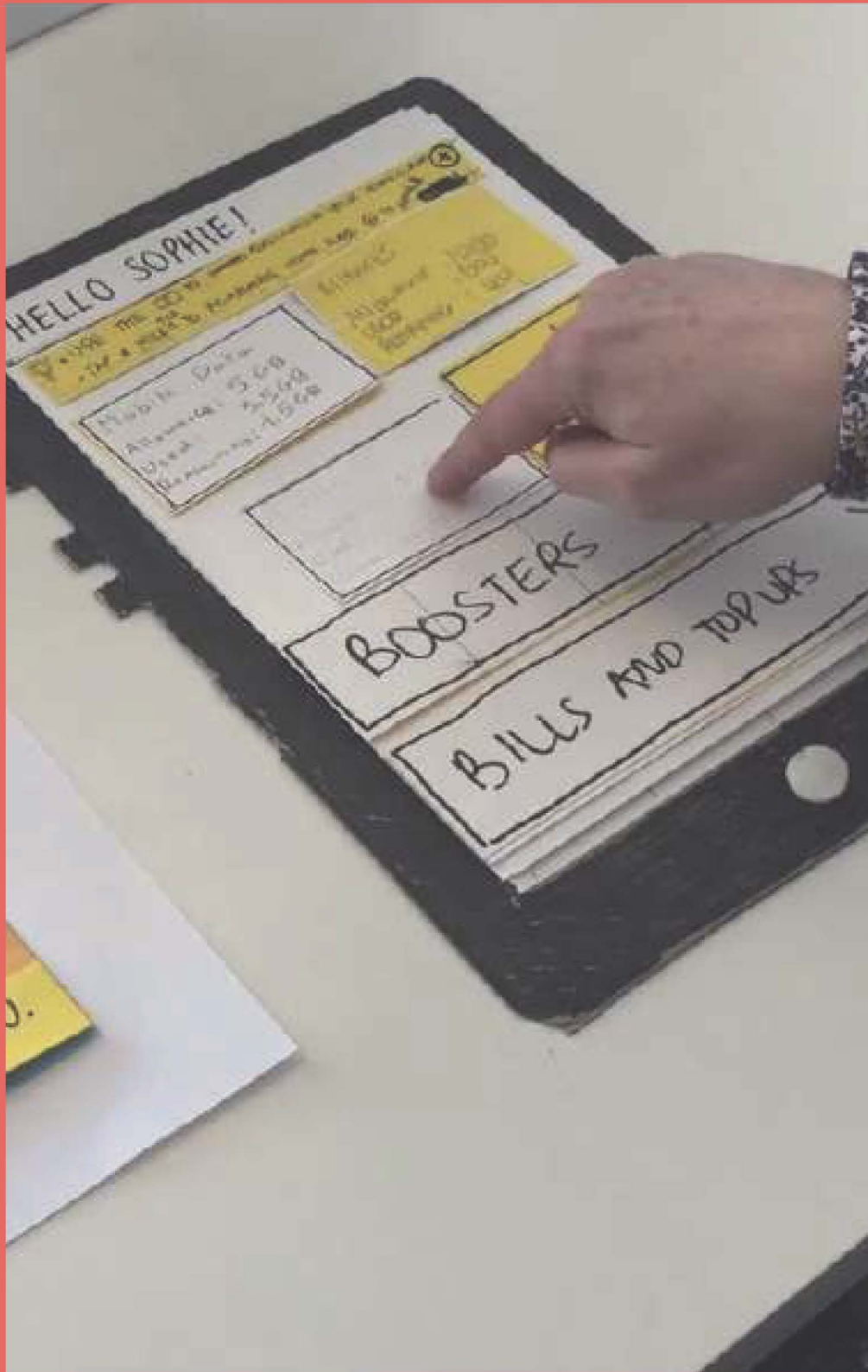
What you want to learn from a test based on resident + colleague feedback

Is the concept understood as intended?

Does the concept address the resident's issues?

What parts of the concept are working well and where do we need to improve?

Is the concept feasible and viable?



Improving your prototype

As you conduct your tests, you will gather learnings from the feedback give to you about the prototypes.

Based on what you learned, ask yourself *how would we further work with residents to evolve or change the focus of the concept?*

Your prototype may fail during tests due to a number of factors.

However this is not a bad thing, because you would have learned why residents are not taking a learning to your prototype, or why the feedback is negative.

Channel your learnings towards creating a better prototype than your last.



Case Study: Beyond the Castle

Reimagining an urban green space in the city of Lancaster with the local community

Beyond the Castle started in 2012 with the Lancaster University leading a co-design project that generated a wealth of ideas, key values and themes for the site through a series of creative community engagement and design activities.

The goal in this co-design project was to help identify a shared aspiration and identity for the City Park site beyond Lancaster Castle and the Priory and to explore the future potential of the site as inter-generational multi-use space.

This co-design project was supported by professional designers but also more than 2500 citizens were involved at different steps of the project. Around 700 of these citizens made active co-design contributions.

Examples of co-design activities included an awareness-raising event where a corner of the central shopping square in Lancaster was transformed into a representation of the area '*Beyond the Castle*'.

Passers-by were invited to document both the things they did in the area and how it could be improved on a three-metre model of the area.

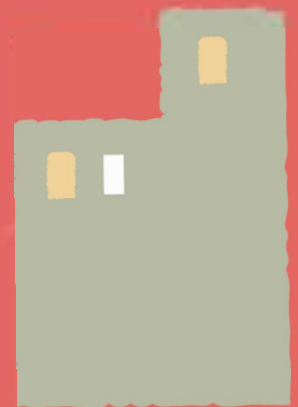
An interactive co-design exhibiton was also held allowing citizens to shape how the urban space could be reimagined by constructing their own ideas using cardboard boxes.

The learning and insights generated from this led to a successful £59,000 funding bid to the Heritage Lottery '*Our Heritage*'.

From May 2014 - Jan 2016 the project has evolved to focus on archaeological investigation and development of site understanding, landscape management, development of digital tools, all underpinned with a strong community engagement programme.



Southwark
Council
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Great Estates Guide

Case Studies to inform Estate Improvement Plans

Version 2.0, summer 2022

DRAFT

Foreword

Councillor Darren Merrill,

Cabinet Member for Council homes and homelessness

DRAFT

Gardening and food growing

Our estates are surrounded by green spaces, most of which are maintained by the council's grounds maintenance teams. But gardening can be a popular activity, supporting mental and physical wellbeing, a connection to the natural world, as well as creating a sense of pride and connection to place and community. Gardens also provide options for growing food. Many of our residents are keen gardeners and would like to get involved in greening their estates and the council is keen to support and encourage this.

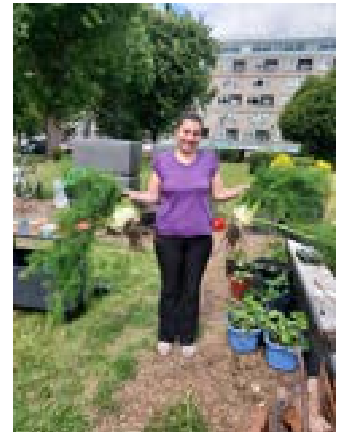
Across the pilot estates, the Community Gardening Coordinators (CGCs) supported a range of resident-led gardening projects, working with new and existing groups to provide feedback on ideas and advice and support to help make them a reality. These diverse resident-led initiatives included community allotments, areas of ornamental planting, fruit tree planting, a wildflower meadow, long-grass trials and wildlife gardens. They are outlined below.

Estate: Brandon 1

Summary: Residents wanted to improve the look and feel of the tired shrub beds at the entrances to the tower blocks, Bateman, Brawne, Cornish and Cruden House, which felt tired and shabby. These were re-designed with low maintenance shrubs and perennials, with an integrated water butt irrigation system. Residents are taking on the maintenance of these newly planted areas, coordinating watering and weeding sessions.

In addition, a new 10-plot community allotment was built as the estates existing allotment was very over-subscribed. Brick planters were built on an open grassed area. Brick was chosen to ensure longevity and low maintenance. Plots are full and overflowing with produce in their first year. Plots are free to tenants and residents of the estate, but plot holders are asked to get involved in helping out with other communal gardening activities.

Residents also requested fruit trees be planted on the estate. A mini-orchard of apples, cherries and walnuts has been planted and residents are helping with pruning trees.



New planting display outside Cruden House; a new plot holder with her produce at Brandon 1 allotment

Estate: Brandon 2

Summary: Residents were keen to have a space where people could grow food, as well as a social space where people could come together. The CGCs helped the existing group to expand its membership and consult on plans. A new 10-bed allotment was installed in the alcoves of Trevelyan House. Residents had 5 sessions with a community gardener with advice about food growing and provision of seedlings and netting/ hoops to protect plots.

New ornamental beds were built in the centrally located 'Peace Garden' with the residents re-planting these to enhance this social space for the estate. Regular gardening club meets at the space to maintain the area.



The revamped 'Peace Garden'



The new resident allotment plots

Estate: Brandon 3

Summary: Residents worked to replant a flowerbed near the playground with pollinator-friendly planting, which the group maintain. An old heating unit was transformed into a tool shed for the group, with an attractive mural on the outside wall.



Residents replanting the flowerbeds around the playground with pollinator friendly perennials



Sheila Benjamin and Eileen Piper from Brandon 3 TRA outside the new garden tool shed mural, which was a redundant heating unit.

Estate: Brandon 3

Summary: New community allotment and wall mural at the Bungalows. Residents designed a new 9-plot allotment for the green space in the centre of the Bungalow allotments. The adjacent overgrown brick-enclosed old washing space was also transformed with new resident planting – led by the weekly gardening group – and a bright and attractive mural on the old brick surface. The space is run by the TRA, who oversee plot allocations. Growers enjoyed training workshops with a community gardener throughout the summer and autumn. TRA Chair Sheila Benjamin talks about the new allotments on this [short film clip](#), developed in 2021.



Plot holders at the new Elmington Allotment

Estate: Elmington

Summary: Shirley House pollinator flowerbed - Ornamental flower bed behind Shirley House replanted by the gardening group with drought-tolerant perennials to create new peaceful space for residents to enjoy. The planting is maintained by the gardening group, working closely with the council. The group is also working with Southwark Nature Action Volunteers on plans for larger SuDS greening scheme



Estate: Rye Hill - Allotments

Summary: Residents and the TRA were keen to have a food-growing space on the estate. The TRA had been running a food bank through Covid and had lots of interest in food growing. A new community garden and communal food-growing plots were created behind Torrridge Gardens (equivalent to 15 new plots) in a previously unused space. The group will have 5 sessions with a community gardener to provide advice and seedlings for late-season planting, hoops and netting to protect plots. The resident gardening group is active on social media @RyeHillGrowers



Estate: Elmington

Summary: Langland House Allotment. Growers at Elmington's new community allotment. Residents have had 5 sessions with a community gardener with advice about food growing and provision of seedlings and netting/ hoops to protect plots. One new grower, Kerrie, had never grown anything before in her life and was delighted to harvest over 40 potatoes from her small growing plot.



I give some to my neighbour and we get apples, rhubarb and bay leaves from Rockallot one, everything's shared."



Plot holder George and his wife Sandra.

Estate: Rockingham

Summary: A disused fenced off area of the estate on Tarn Street was overgrown and becoming an eyesore. The area is de-paved and landscaped with drought tolerant perennials and offers a pleasant green area for residents to enjoy and socialise. The mural on the wall was painted by a local artist who lives on the estate.

Estate: Rockingham

Summary: Rockingham Estate already had one very successful community allotment, created over 10 years ago with CGS funding. 'Rockallot' evolved over the years, with a shipping container, a pond and beehives added. Plots were oversubscribed with a long waiting list. Great Estates helped residents to develop a second allotment on the estate, which opened in March 2022 with a new tap installed. Twenty new plots were filled within 1 hour of the site launching, with one resident queuing from 5am. Plots are available to tenants and residents of Rockingham Estate for a small annual fee. One plot is used by children at the Arc Globe Academy opposite. The site is coordinated by the resident gardening group, who manage the existing Rockallot site.

One of the plot holders George Lloyd is retired and lives on the Rockingham Estate with his wife Sandra: *"It brings people together,"* he says of the new allotment. *"I've lived here 35 years and I didn't know anyone. But with the allotment I know quite a lot of people now. We sit down on the bench and have a little chin wag. We also share veg, everyone's trying bits and pieces of everything else."*



Estate: Brandon

Summary: A disused open area on Conant and Rutley was being used as an unofficial car park. The area is now de-paved and connected with the current resident green space. There is a section with planters for residents to grow their own and the rest of the spaced has been landscaped to offer a

pleasant green area for residents to enjoy and socialise.



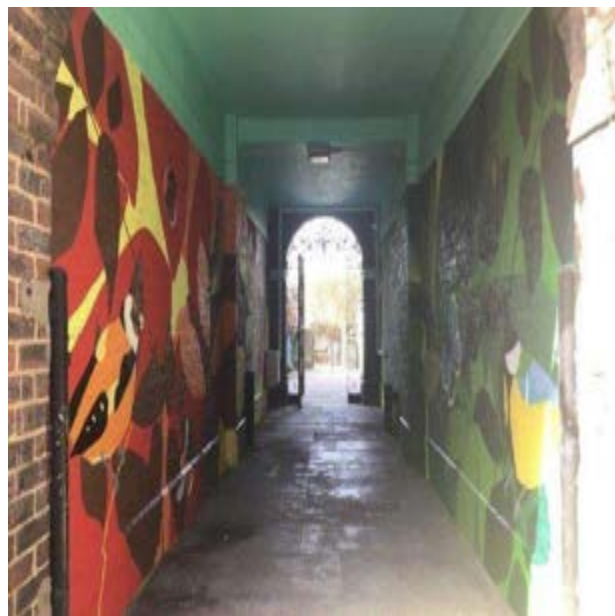
Estate: Northfield House (Friary Estate)

Summary: New landscaping improvements as well as the installation of a new play surface to existing Tom & Emily's garden areas.



Estate: Northfield House

Summary: New designed metal gate and archway mural into wildflower meadow garden.



Allotment expansion guarantee (AEG)

The AEG aims to increase the number of food-growing plots available in the borough, by establishing a process and support for residents to create new food-growing spaces on housing land. It was launched in March 2021 with a target to create 200 new growing plots by March 2023.

Residents can find out more and register their interest via a dedicated website: allotmentexpansionguarantee.commonplace.is Where there is adequate resident involvement and a suitable site is identified the Community Gardening Coordinators can support groups to develop their ideas, secure permissions, conduct a consultation and, if successful, can help to fund and project manage the build. Groups are also offered food growing training to help them get started. New groups are encouraged to join Southwark's map of community gardening and food-growing sites and to benefit from being part of this network (www.goodtogrowuk.org/map/southwark).

Estate: Countisbury Estate

Summary: A group of keen residents set up a new food growing space on an unused part of the estate. They have now formed a Gardening Group and have 5 new raised beds for accessible communal food growing. They have been growing strawberries, tomatoes, beans, corn, salad crops, chard, herbs and perennial vegetables in their first year.



Residents planting up the new raised bed plots at the Countisbury estate



Summer abundance at the plots on Countisbury estate

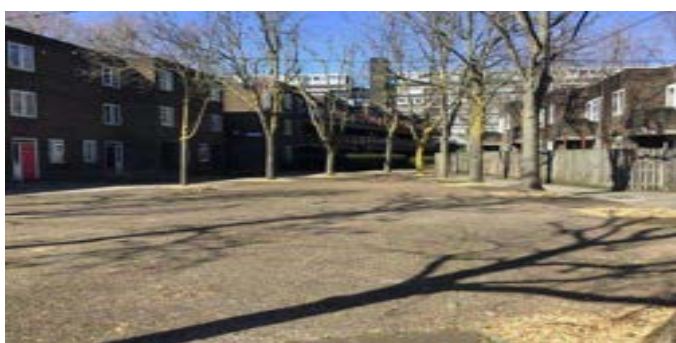
Lighting Projects

Southwark Council has a strong track record in using lighting to improve the feel of areas after dark, turning them from intimidating spaces to well-loved features. Lighting can be about making areas bright as a deterrent to crime but can also be used to make areas feel almost magical, using vibrant colours or twinkling fairy lights in trees.

Estate: Brandon 3

Summary: New string lighting on Grimsel Path

How was it funded? Great Estates Programme & London School of Economics – Configuring Light



Public art

Often art can be a focal point that can really give an estate a sense of identity. Southwark is fortunate to already have some public art pieces on our estates. The Council is committed to looking after these to protect them for future generations. There are also occasional art projects using funding such as Cleaner, Greener, Safer, Neighbourhood Funding Bids, etc.

Southwark is also lucky to have a large number of cultural organisations in the borough who are keen to work with the council to share their passion and interests with local residents. This can have a very positive impact on an estate.

Estate: Brandon 3

Summary: New plinth with school artwork and railings

How was it funded? Great Estates Programme and Anish Kapoor Studios



Estate: Brandon 3

Summary: Highshore School children's artwork produced for artists to interpret their designs on the plinth above.

How was it funded? Great Estates Programme



Estate: Brandon 3

Summary: Playground wall artwork



Estate: Kingswood

Summary: Spirit of the Estate Festival is a programme of summer resilience building, bringing cultural social activities for young people on the Kingswood Estate.

How was it funded? Great Estates Programme and Crystal Palace Festival



Kingswood estate crew at South Facing Festival © Mike Jones



Mural designed by young people on the Kingswood estate

Estate: Brandon Estate

Summary: A 10ft Totem Pole Sculpture which has been carved in a redundant tree space by Morganico, a local artist who is well-known for various artwork pieces nationwide.



Signage and wayfinding

The quality of the signage on an estate can have a big impact on the overall feel of an estate. A beautifully designed building can be made to look less attractive through the addition of poor signage. Replacing signage could have a positive impact on some estates.

Estate: Brandon 2

Summary: New estates map and signage



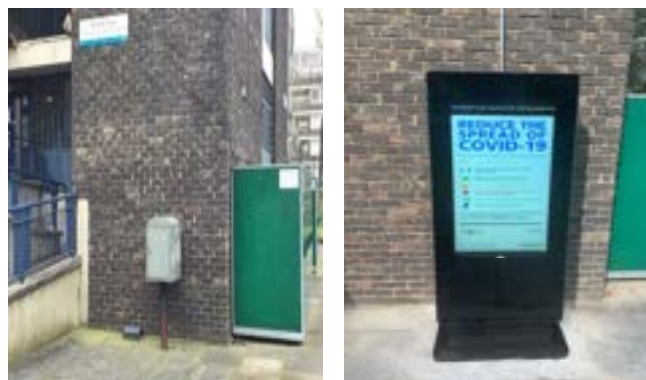
Estate: Brandon 3

Summary: New estate map signage



Estate: Brandon 3

Summary: New digital noticeboard



Estate: Unwin & Friary TRA Hall

Summary: New digital noticeboard

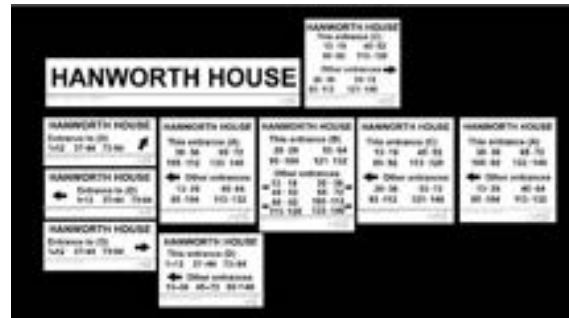


Estate: Ketra Community Hall

Summary: New digital noticeboard



Estate: Brandon, Hanworth House



Estate: Brandon

Summary: The creation of a new disabled access as previously there was no access for residents / children with wheelchairs or limited mobility.



Estate: Brandon Estate



Cleanliness strategies

Estate: Canada Estate

Summary: Food waste pilot

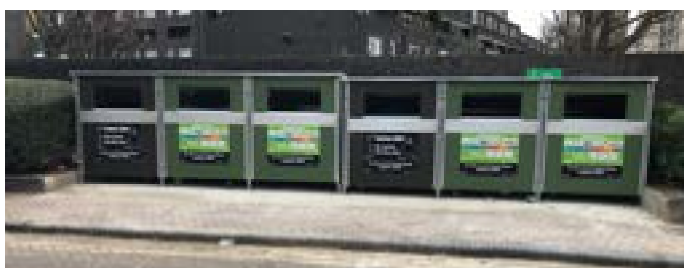
How was it funded? Great Estates Programme



Estates: Brandon, Elmington, Friary & Rockingham

Summary: The installation of recycling bin enclosures has reduced fly tipping, made the bin area tidier and encouraged residents to recycle more. Some enclosures are wood cladded with green roofs and others are made from galvanised steel.

How it was funded? Great Estates Programme and Veolia



Estates: Brandon Estate



Estates: Brandon and Elmington

Summary: A QR code is used to report overflowing recycling bins. Once scanned a webform is pre-populated with location information and there is an option to receive a status update.

How was it funded? Great Estates Programme and the Environment and Leisure Department



Active and healthy estates

In Southwark the physical and mental health and wellbeing of our residents is paramount. Great Estates contribute by providing spaces where people can enjoy exercise and get out and about. Many estates contain features such as play areas, sports pitches, and outdoor gym equipment. Learning new things, like cooking or gardening, is also proven to improve health and wellbeing. Connecting to other people also helps keeping us well, therefore joining a local TRAs or other community groups can go a long way in developing a sense of belonging and making people feel included and happy.

Estate: Brandon 1, Jeff Barnet Playground

Summary: Safety surfacing installed plus 1 new play item. Picnic tables and new bins



Estate: Cooks Road Play Area

Summary: Empty space filled with new play items. Playground 'closed off' with new fence and gate



Estate: Elmington

Summary: The multi-use games area was painted with hopscotch and obstacle lines.



Estate: Brandon 2

Summary: New playground improvements using redundant mound, improvements to John Ruskin Street playground and resurfaced multi use games area



Estate: Elmington

Summary: Improved playground

How was it funded? Great Estates Programme, CGS & South London Gallery



Estate: Kingswood

Summary: New playground facilities



Estate: Rockingham

Summary: Resurfacing of the Multi-Use Games Area.



Estates: Unwin

Summary: Natural play area with planters



Estates: Elmington

Summary: Residents wanted to create a natural play area, which also acted as community focal point for residents to gather and get to know one another. Workshops were held with a diverse group of residents, including children to decide what play equipment and facilities were required.



Biodiversity

There are some successful initiatives that have boosted wildlife habitat in inner-city settings, which has been popular with local residents. This can become a focus for a community to unite around, enhancing and supporting biodiversity on their estate.

Estate: Elmington

Summary: A new wildlife garden was developed by the group in partnership with Southwark Nature Action Volunteers. The Wildlife Gardening Triangle was previously mown grass. With involvement of the group who have taken on maintenance of the site, this has now been left to grow longer and cut just once a year. The group also planted a new hedge and wildflowers and installed log seating circles, a mulch path and a sign about local species that visit the site.

In addition to this site, in three other areas of the estate grass was left to grow long, with just the margins cut, as part of a trial to boost biodiversity on the estate, including invertebrates. This trial was popular and it has been adopted to continue. Residents have since planted spring flowering bulbs in these areas, which provide cheery colour early in the year.



Natural Estates – Brandon 3 Wildflower Meadow

Summary: A new wildflower meadow was also created in three areas which are used as walk-throughs on the grassed area next to the basketball court.



Other projects

Estate: Brandon

Summary: Installation of the roller barrier non-aggressive anti-climb system. This system provides perimeter security without the risk of intruders impaling or seriously injuring themselves on spikey anti-climb products.



Estate: Canada

Summary: Replacement of old wooden fence with a metal fence.



Estate: Elmington

Summary: Planting around the bulky waste cage to prevent fly tipping



Estate: Friary

Summary: The digital inclusion project ensures that residents of Friary and Unwin estates can be digitally engaged, participate and progress their knowledge of the digital world around them, and to be able to harness the opportunities that digital engagement bring. IT equipment was purchased to enable the above.



Estate: Elmington

Summary: To reduce the flood risk to the estate we incorporated basic Sustainable Urban Drainage Systems (SuDS) features into the landscape.

How was it funded? Great Estates Programme



Estate: Elmington

Summary: Bicycle storage hub with a green roof and capacity for 24 bikes.



Estate: Brandon

Summary: A shipping container was converted into an 'Urban Park' with seating, tables, extensive planting and a 'green wall'. It will have an automated irrigation system, fed from a 1,000-litre water tank on the roof. It will be placed in Maddock Way outside the library and provide a tranquil social space for all our residents to use.

How was it funded? Great Estates Programme and High Street Recovery Fund



Estate: Brandon

Summary: The aim of this project is to look at restoring the Maddock Way shopping parade by establishing a vibrant weekend farmers' market and to improve the look and feel of the space by installing a moveable 'Urban Park', see above.

How was it funded? Great Estates Programme and High Street Recovery Fund



We would like to express our gratitude to the following organisations and individuals who have gone above and beyond to help us make the Great Estates Programme a success.

Accent London	Highshore SEN School
Adam Thomas Landscape Designs	Idverde Limited
Alessandra Grasso (Le Spleen Art)	Into Services London Ltd
Alice Ashton Fétét, (Community Gardener)	Kuiper Technology Ltd
Anish Kapoor Studios	LH Bridge Ltd
Anna Hwang Colligan Landscape Architecture	Lisa Peachey (Landscape Architect)
Benjamin Peirson (Community Gardener)	Morganico (Artist)
Bishop's Bushes	LSE (Configuring Light)
Bridgewater Roofing Contractors Ltd	Peter Balazs (Garden & Landscape Services)
Caroline Hands Art	PlayEquip Limited
Complete Ecology Ltd	Redlynch Leisure Installations
Comuzi	Spokesmead
Engie	Stanbury Building Services Ltd
Enliten Architectural Lighting Ltd	StreetSpace Group
Falco UK Ltd	Comuzi
Father Nature	Sustain
FM Conway	Town & Country Turf Ltd
Great North Wood Collective	Urban Growth
	Veolia

Coming next?

This guide contains excellent examples of what is possible if communities come together to improve their estates. The case studies illustrate the range of funding that can be drawn upon to support these projects.

This Guide is a living document and will be updated with new case studies of estate improvements. If there are any inaccuracies please let us know and we will correct this. Please also let us know if you have any ideas for case studies you would like us to include.

We are proud to celebrate these estates in this document and we look forward to working with residents on your ideas for estate improvements. The Council is currently in the process of piloting the estate improvement plans before looking to roll these out wider across the borough. But there is nothing to stop any community coming together now to develop plans and bidding for funding. Please let us know your plans so we can consider what additional support we maybe able to provide.

Please email your thoughts, suggestions and ideas to greatestates@southwark.gov.uk



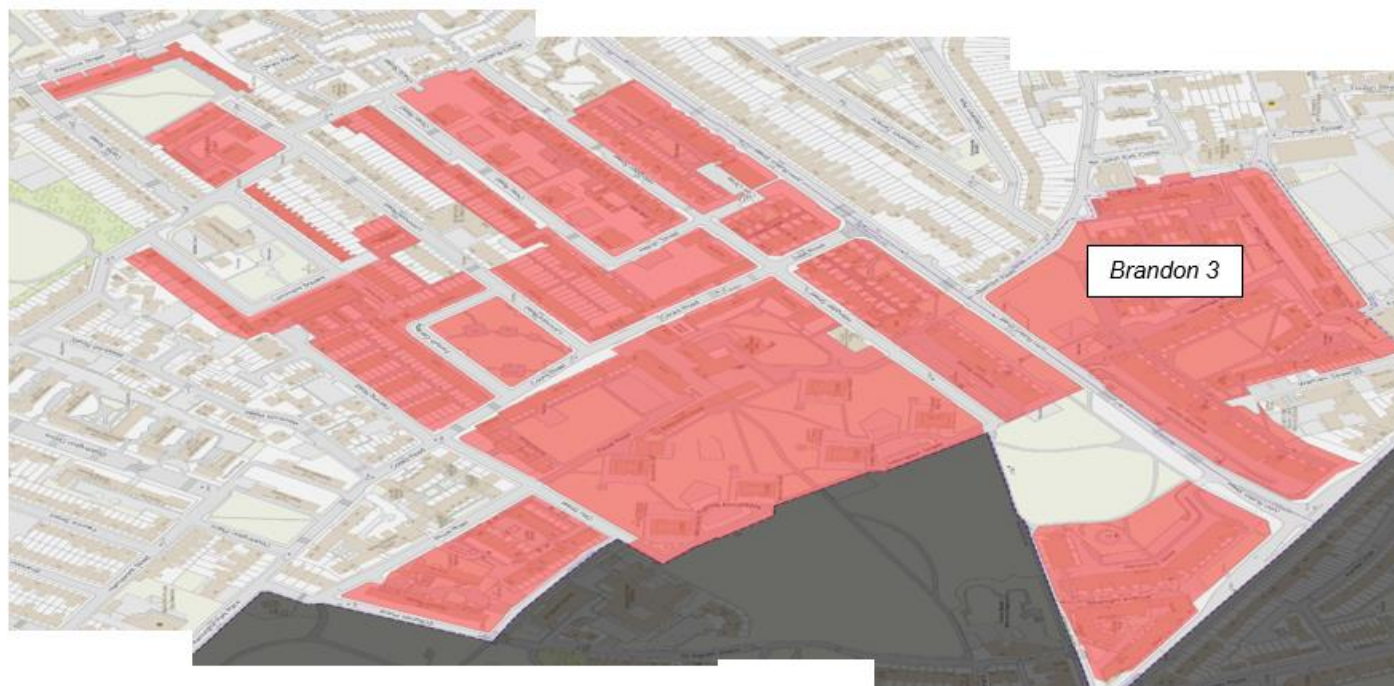


GREAT ESTATES PILOT PROGRAMME APPENDIX 4

Estate Improvement Plan

Estate	Brandon 3 Estate
Directorate	Housing & Modernisation Department
Lead Officer	Sharon Miller – Service Development Manager

Brandon Estate Map



The Council Plan - Great Estates Guarantee		Brandon 3 Estate Top 3 Priorities		
1	Clean	1	Gardening (Inc. food growing)	✓
2	Safe	2	Look and Feel	✓
3	Cared for	3	Fly-tipping	✓



1. INTRODUCTION

Background

The Borough Plan 2018-2022 includes the following commitments:

- To launch a Great Estates guarantee so that every estate is clean, safe and cared for
- To give residents the tools to garden and improve their estate - in this commitment, tools refer not just to physical tools, but also the Estate Improvement Plans (EIPs) for agreeing the improvements needed.

What is the Great Estates Programme (GEP)?

The programme is about celebrating our estates, to affirm them as integral to our long-term vision of the borough, and to begin a long-term process of upholding Southwark estates as desirable parts of the city. The three components of the programme are:

The vision:

Celebrate our council estates

We will celebrate our estates and be ambitious about their future. We will always be honest about the challenges, and challenge ourselves to make Southwark estates the best they can be.

Encourage integration

Our estates are part of the bedrock of Southwark. Mixed communities playing their part in the borough's economy and life are integral to the future of the borough. We want to expand and enrich our estates, with re-development always a last resort.

Respect where we live

Working with residents every estate should be **clean, safe and cared for**. Communities should have ownership over their estate and a shared stake in its future. High standards of repair and maintenance will mean Southwark's estates are great places to live.

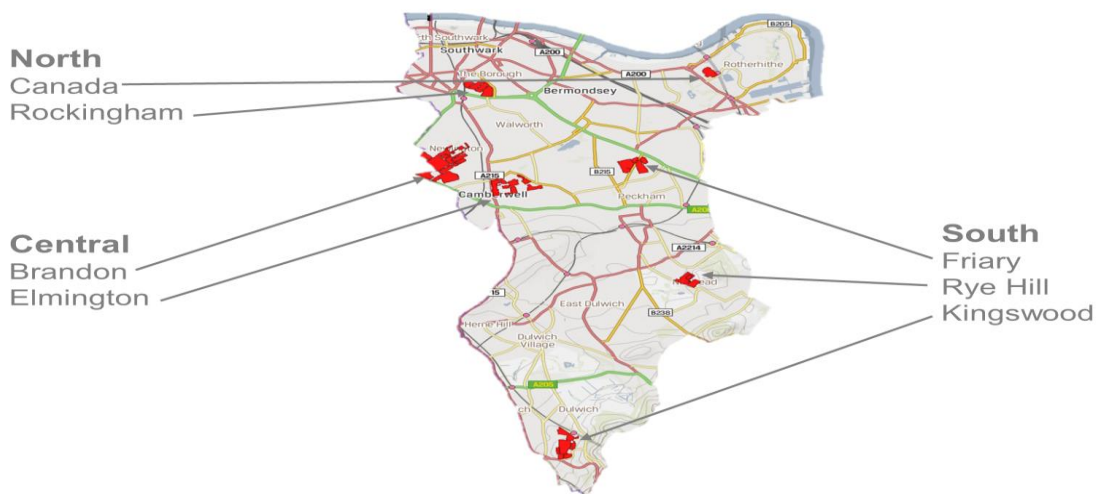
The Great Estates Guarantee and Commitments:

The Guarantee sets out a baseline set of standards that will help ensure the council and our residents are working effectively together to make our estates **clean, safe and cared for**.

Co-produced Estate Improvement Plans:

These plans will be resident led where communities come together to agree a plan for an estate improvement which will help contribute to improving the feel of the estate. The Estate Improvement Plans will provide a way for residents to directly have a say in the use of internal and external resources to improve communal and open space areas of their estates.

The council ran a number of Estate Improvement Plan Pilots on a mix of 7 estates across the borough (Figure 1). £970,000 has been available each year for the GEP, as well as identifying opportunities for other external funding. *Figure 1 & pilot estates*





2. HOW WE HAVE DELIVERED THE ESTATE IMPROVEMENT PILOTS

Consultation & Engagement Process:

Methods used	Date/s
• Call for ideas (letters, emails and leaflet distribution)	20 May 19 - 1 July 2019
• We wrote to successful and unsuccessful pilot estates	30 October 2019
• We mapped our Stakeholders	December 2019
• Joint drop ins, Area Forums and TRA meetings	December 2019 - March 2020
• We developed an engagement plan based on the dialogue we had with residents.	January 2020
• Postcards were sent to all pilot estates	February / March 2020
• Covid restriction period – only allowed us to carry out online workshops, telephone calls and email engagement.	March 2020
• Estate walkabouts with Councillors, TRA's and Council officers	February / March 2020 & July - November 2021
• We engaged with primary Schools	February / March 2020
• Carried out various design workshops to explore ideas to implement	March - May 2020
• Implementation of projects	May 2020
• A Commonplace website greatestates.commonplace.is was developed to update stakeholders and allowed residents to share their views and comments transparently.	March 2020
• Comuzi User Research Company - Engagement and Toolkit	April 2020 – August 2020
• Govmail was setup for the use as an online mailing system to send out letters and leaflets remotely.	January 2021
• LSE Configuring Light produced a film, see link below: https://www.youtube.com/watch?v=QQMtoFSnAI4	November 2021
• Evaluation of engagement	February – March 2022
• Great Estates – Programme end date	30 th June 2022

Comuzi User Research Engagement

<p>COMUZI is an independent research company who carried out research to understand:</p> <ul style="list-style-type: none"> • Life on the estate, • What work with residents was required to ensure estate communities thrived • How might Southwark Council live up to the Great Estates Guarantee, ensuring estates are clean, safe and cared for. <p>This research was conducted in the form of online focus group session, where small groups of people spoke to an independent moderator to discuss a range of topics around our estates in a 2 hour session. The timetable consisted of the following:</p>	February 2020
• Frame - understand the problem.	22 nd to 30 th April 2020
• Immerse - conduct immersive research by using their Connecting with Communities framework and working with Leftfield to source research participants.	15th May to 28th May



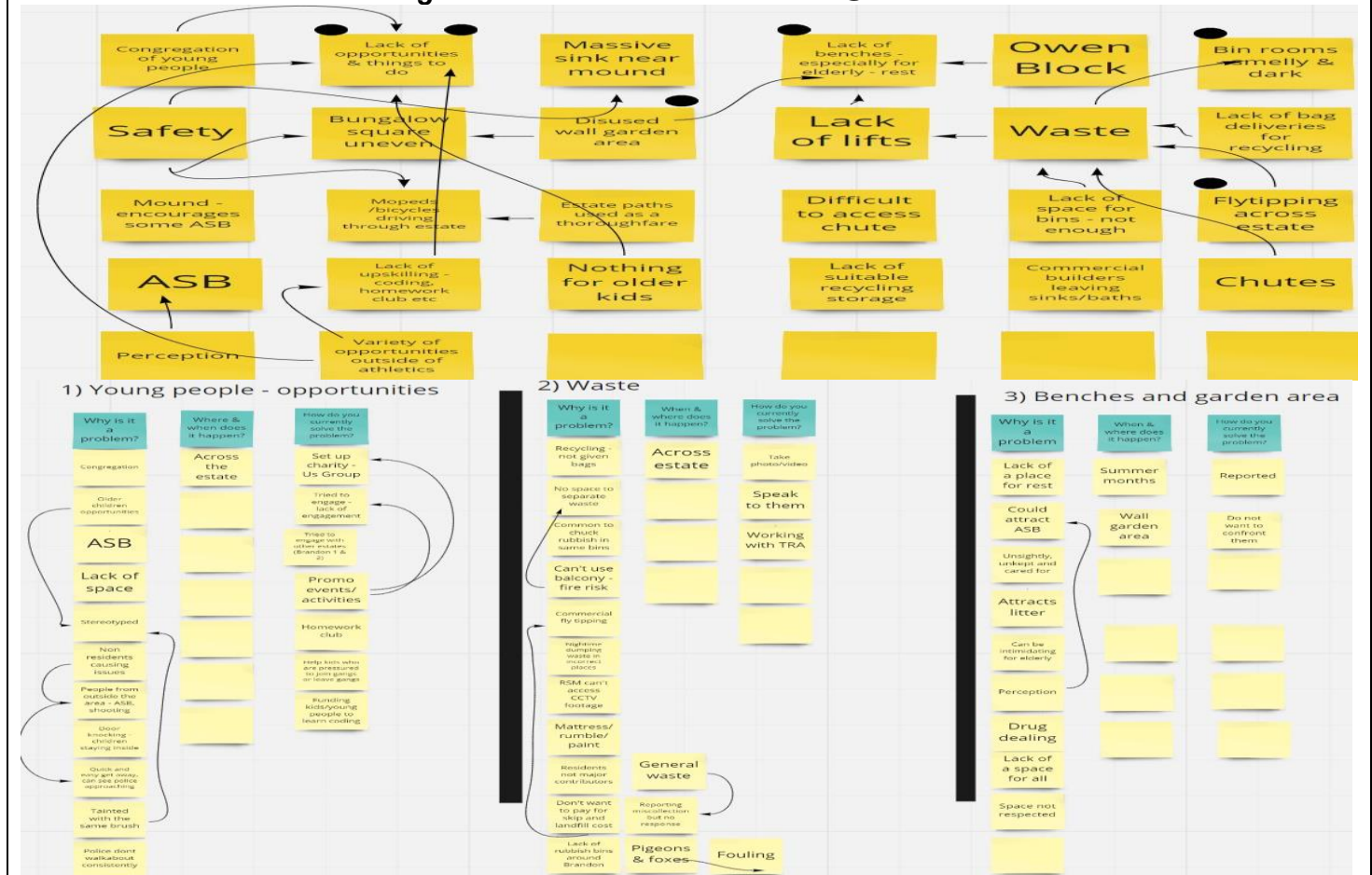
<ul style="list-style-type: none"> • Unifying insights from research – marry Southwark Council's strategic objective with the truths heard from the immersive research to produce insights. 	22 nd May to 11 th June 2020
<ul style="list-style-type: none"> • Concept (Ideation) - Conduct ideation sessions with the Southwark Council team and residents. Mid project check in and feedback. 	12 th June to 15 th June 2020
<ul style="list-style-type: none"> • Make - produce low fidelity prototypes and concept test them, testing if the value proposition in the concepts are aligned to the Southwark Council strategic goals and the viewpoints of residents 	16 th to 23 rd June 2020
<ul style="list-style-type: none"> • Make – produce High Fidelity Prototyping. 	25 th June to 10 th July 2020
<ul style="list-style-type: none"> • Navigate (handover) - outline how the work completed in this research phase can be taken further towards to create a beta solution. 	13 th July to 17 th July 2020
<ul style="list-style-type: none"> • The Great Estates Co-design Toolkit – has been produced by Comuzi as a good practice good to engagement with residents. 	July 2020

Workshop 1: Issues and concerns

Workshop 1: To enable residents to define the issues / problems on their estate

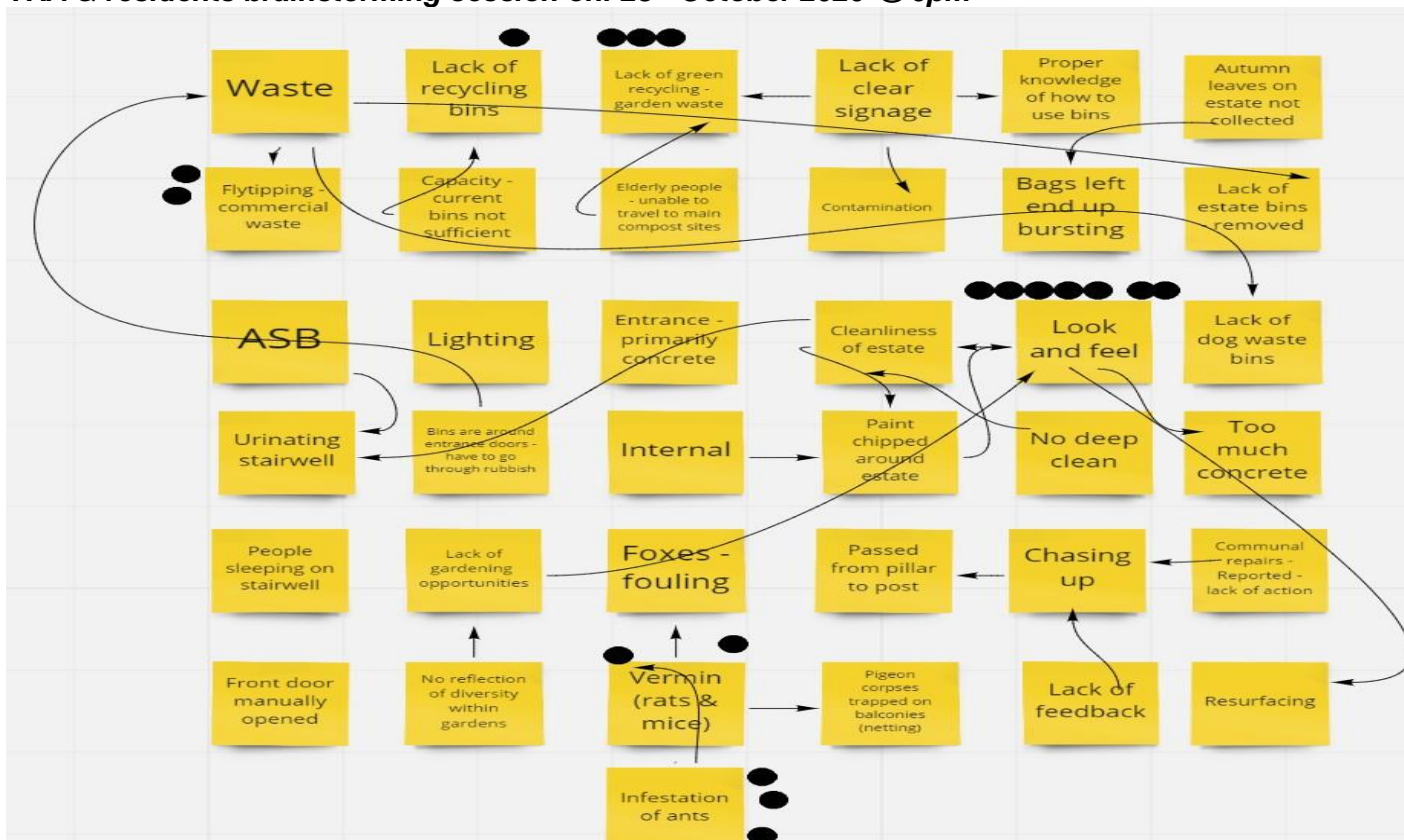
The Great Estates programme looked at a new ways of working with residents. As part of this approach, we held online workshops, including telephone and email engagement during the Covid19 pandemic. As part of this process we also looked at improving the look, feel and lived experiences of residents living on our estates. This first workshop concentrated on identifying the issues residents were concerned about on their estate.

TRA & residents brainstorming session on: 28th October 2020 @ 11am





TRA & residents brainstorming session on: 28th October 2020 @ 6pm



1) Look and feel

Why is it a problem?	Where & when does it happen?	How do you currently solve the problem?
Looks bad - treat bad	Across the estate	Report to council
Dont feel nice coming out of flat		Individuals pick up litter
Soulless & lacks character		Residents make an effort to sweep up leaves
Not cared for		Invest in community spaces
Attracts flytipping		
Attracts ASB		
Unclean		
Proactive - lack of ownership		

2) Vermin

Why is it a problem?	When & where does it happen?	How do you currently solve the problem?
Health & Safety	Across the estate	Reported it to council
Lack of monitoring rat traps		Put down poison - short term
Lack of maintenance rat traps		
Rubbish left by the bins attract vermin		
Bins left open		
Pigeon and netting		

3) Green recycling

Why is it a problem?	When & where does it happen?	How do you currently solve the problem?
Lack of green recycling	Across estate	Made own compost area at home
lack of access for the elderly		Dumped piles of garden waste by communal bins
Lack of education		
Lack of signage		





Workshop 2: Top 3 Priorities

Workshop 2: Top 3 priorities for improvement

This workshop concentrated on reviewing workshop one, and secondly, identifying the top three priorities for the implementation of improvement works on the estate.

TRA & residents brainstorming session on: 28th October 2020 @ 11am

Brandon 3

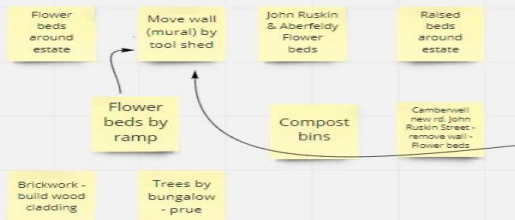
Top 3 priorities:

1. Young people – Opportunities
2. Waste
3. Benches and Garden Area

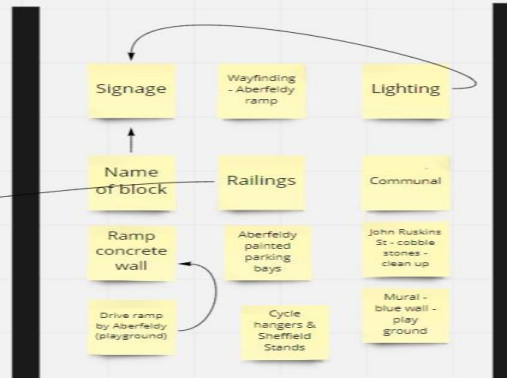
Top 3 priorities:

1. Look and Feel
2. Vermin
3. Green Recycling

1) Gardening



2) Look and Feel



3) Fly tipping













Workshop summary:

All improvement projects have been resident led to provide a sense of ownership and community involvement. Following on from the workshops, we continue to have ongoing engagement with the TRA and residents on the estate to continue collaboration and partnership working in agreement of their top three priorities.

3. WHAT IMPROVEMENTS HAVE BEEN DELIVERED?

BEFORE	AFTER
<p><i>John Ruskin Street Playground</i></p> 	<p><i>Improved playground area</i></p> 
<p><i>John Ruskin Street multi-use games area</i></p> 	<p><i>Improved multi-use games area</i></p> 



BEFORE	AFTER
<p data-bbox="92 306 549 336"><i>The Bungalows defective road surface</i></p> 	<p data-bbox="833 306 1110 336"><i>New re-surfacing works</i></p> 
<p data-bbox="92 649 392 678"><i>Old estate signage board</i></p> 	<p data-bbox="833 649 1126 678"><i>New estate map signage</i></p> 
<p data-bbox="92 992 309 1021"><i>Grimsel Path area</i></p> 	<p data-bbox="833 992 1238 1021"><i>Grimsel Path New Lighting Project</i></p> 
<p data-bbox="92 1335 338 1364"><i>Defective plinth area</i></p> 	<p data-bbox="833 1335 1238 1364"><i>New Plinth with Artwork & Railings</i></p> 
<p data-bbox="92 1635 497 1664"><i>Redundant heating unit – External</i></p> 	<p data-bbox="833 1635 1174 1664"><i>New Garden Tool shed Mural</i></p> 



BEFORE	AFTER
<p><i>Heating unit - internal</i></p> 	<p><i>Improved new garden tool storage space</i></p> 
<p><i>Bungalows garden wall</i></p> 	<p><i>New Garden wall with Artwork</i></p> 
<p><i>Blank Playground Wall</i></p> 	<p><i>New Artwork on playground wall</i></p> 
<p><i>Area outside Aberfeldy Block</i></p> 	<p><i>New Digital Noticeboard</i></p> 
<p><i>Defective Basketball nets</i></p> 	<p><i>New basketball nets</i></p> 
<p><i>Grimsel Path redundant tree area</i></p> 	<p><i>Grimsel Path Totem Pole Sculpture</i></p> 

BEFORE	AFTER
<p data-bbox="92 306 405 333"><i>Existing recycling bin areas</i></p> 	<p data-bbox="836 306 1206 333"><i>New recycling bin storage units</i></p> 
<p data-bbox="92 893 437 920"><i>Lack of litter bins estate wide</i></p> 	<p data-bbox="836 893 1238 920"><i>Additional litter bins around estate</i></p> 

4. GARDENING / FOOD-GROWING PROJECTS

Two part-time gardening co-ordinators were appointed in June 2020 to work with TRA's and residents on all our pilot estates, as well as having a wider remit in the Council. The following engagement process was carried out:

- A walkabout of the estate was carried out with the TRA in September 2020.
- Letters were sent to all households and information sent out via the TRA to note interest in the gardening projects.
- Engagement was carried out via a Zoom workshop at the beginning of November 2020. Participants included the TRA, but most residents had never met each other previously.
- The group went through 'Imagining the garden' to start the development of ideas, a Skills Audit was also carried out with the group.
- The group appointed a co-ordinator to work with, who communicated with the rest of the group by WhatsApp and email.
- The gardening group worked alongside the TRA and the existing gardener to complete a project plan and began to work on their design ideas. This group had professional designers and architects within it so had the skills to create designs and images, with a website to host their consultation ideas.
- Workshops with the new gardening group whereby 9 residents attended were carried out from November 2020 to December 2020.
- A consultation letter went out to residents from December 2020 to January 2021, whereby three top priorities were agreed. This included:



- 1) A new community allotments with 11 plots at the Bungalows
- 2) New planting was provided and the gardening group planted in communal beds around the playground
- 3) The conversion of the former substation by the playground to a tool shed.
- 4) A new wildflower meadow was also created in three areas which are used as walkthroughs on the grassed area next to the basketball court.

The gardening coordinators worked with the group to develop garden rules and supported training of new growers by funding Toby Bishop to run monthly gardening workshops at the different new sites in 2021. Toby Bishop was previously funded by an NF grant but Great Estates funded his workshops with residents in 2021.

Gardening workshop summary:

Individual residents came together to form a new Gardening Group, joining with Bill, an elderly resident who worked alongside Toby Bishop, a local gardener who the TRA employed to work with the previous Gardening Group. One positive outcome was the influx of new people to the Gardening Group which had dwindled to just one person pre-lockdown. A maintenance agreement was put in place with our internal department to continue once the GE programme has ended in May 2023. [Gardening Maintenance agreement in Appendix 1 attached.](#)

BEFORE	AFTER
<p><i>Derelict open green space</i></p> 	<p><i>New Wildflower Meadow</i></p> 
<p><i>Bungalows open space</i></p> 	<p><i>Bungalows allotments</i></p> 
<p><i>Gardeners group before planting</i></p> 	<p><i>Planted flowerbeds near ball court/ playground</i></p> 



5. RESIDENTS FEEDBACK

- **Brandon 3 Re-surfacing works:** *“The surface and surrounds look brilliant. The double yellow lines and parking bays gives structure to how residence park and use the square, allowing for safe access and use by others. On the whole, this is so much more than I imagined especially with the detailed repairs and finishing to the surrounding brickwork and cleaning of the 'D' wall. Huge thanks from Brandon 3TRA! Please pass on my Thanks to Terry and his team - who were efficient, professional, friendly and very speedy in their work”.*
- **Gardening & Food Growing Projects** - *“Thanks so much for the update. Such great work – I was speaking to Sheila and Eileen the other week and they were raving about the great estates and gardening team”.*
- **Brandon 3 lighting project on Grimsel Path** – *“I just wanted to write in to say how brilliant I think the light installation on Brandon 3 is. It's great to see this space being brought to life. It really transforms what was previously a somewhat unwelcoming and unloved space. What is the plan for it? I'd be keen to have it stay for good!”*
- *Finally, as we come to the end of the Great Estates Programme. I'd like to take this opportunity on behalf of Brandon 3TRA to thank Sharon Miller and her team. At a time when we have had to change the way we work and interact with each other as well as doing our best to stay safe, Sharon and her team have gone above and beyond our expectations in delivering an outstanding programme of works. "Sharon, you have been absolutely amazing, not just in the management and delivery of the Great Estates Programme on the Brandon 3 but in your involvement with the community, reacting to concerns to reassure and keep us updated. The delivery of each phase has been well thought out and timed to cause the least disruption and finished to a quality standard, with contractors being warm and friendly. It has been an absolute pleasure to work with you and we will be sorry to see you go once the programme ends. You and your team have delivered so many elements to our estate, that lifts our spirits, help residents to enjoy being out on the estate and getting involved, and most importantly gives them a sense of pride and ownership in where they live.*

6. STAKEHOLDERS

Joint working with our internal and external partners was essential as part of the pilot projects, as this enable us to provide joint funding where needed as well as work in partnership to ensure that the improvements carried out on our estates have been implemented in the knowledge that our internal teams could work closely with residents to maintain the improvements which were put in place. We worked with the following teams as part of this process:

Internal:

GE Gardening Co-ordinators, Resident Services Housing Management, Copeland Road Depot & Signage Team, Grounds Maintenance & ICC, Lighting Team with Spokesmead, Communal Repairs, CGS (Cleaner, Greener, Safer), CCTV & ASB Team, Parking Services.

External:

Brandon 3 TRA & Residents, Bridgewater Contractors, INTO Services London Ltd, Local Artist Morganico, Highshore SEN School, Accent London / London Mural Co, Anish Kapoor Studios, London School of Economics & Configuring Light with Enlighten Architectural Lighting Ltd, Veolia, MetroStor, Engie Contractors, AllSee / Kuiper Technologies, LH Bridge, Toby Bishop (work funded by NF grant).



7. MAINTENANCE

Lighting Project – Grimsel Path:

- A maintenance agreement has been put in place with the Lighting Section to maintain the Led tree lighting project in Grimsel Path in partnership with our internal electrical contractor Spokesmead.
- Lighting Team have been informed of having spare Led bulbs. These have been left at Brandon 3 TRA hall.

External Digital Noticeboard (Outside Aberfeldy House)

- Housing Management officers to be trained on system in order to maintain the services.
- TRA to liaise with Housing Management to upload any information in conjunction with our Comms Team.
- I.T. support to be referred to AllSee Technologies - www.allsee-tech.com

All other improvement projects:

- To be referred to RSO and Housing Management to address with our internal departments i.e. communal repairs, ground maintenance etc.

• Gardening & Food Growing Projects:

- Gardening Maintenance agreement in Appendix 1 attached.

8. LESSONS LEARNT

- a) It is important to ensure that internal departmental working is identified at the start of this process i.e. from engagement through to implementation. This is crucial in order to ensure that the joint working continues once the pilot projects have been delivered, as well as getting the input from our colleagues who are the experts in their field and will add value to the improvements which are being carried out, as they will be responsible for future maintenance.
- b) Equally important is having a joint partnership working with external agencies which included working with a SEN school, a well-known University and local artists and digital noticeboard company. (*Details in No.6 external stakeholders*).
- c) The pilot projects also gave us the opportunity to try new solutions and products which have not been tried and tested within the Council i.e. External Digital Noticeboards on estates).
- d) The pilots provided opportunities to get in external funding and also work jointly with our internal teams to provide joint funding where possible i.e. playground works with CGS. This enabled our internal teams to spread their budgets further, especially where residents had identified the same projects which would have originally been part of the CGS bid to carry out improvements on their estate.
- e) Regular and meaningful engagement with residents is key to the GEP being successful. There was initially a lot of distrust and a lack of confidence in the council and one of the first tasks was to build relationships with residents and to listen empathetically to their needs and concerns. The COVID pandemic made it harder to engage with residents as all initial engagement had to be done online.
- f) Since the easing of lockdown, we have been able to meet face to face (socially distanced) with the TRA and residents on the estate and this has helped us to add a richness and depth to the various improvement projects.
- g) Overall, the GEP has been well received by Brandon 3 TRA and residents and also colleagues across the council, working jointly to carry out all estate improvements.
- h) Brandon 3 TRA and residents were fully engaged with the GE Team. We have found that the more engaged the estate the more we are able to deliver.
- i) The unique selling point of these pilots has been the engagement and collaboration with residents in order to implement their priority improvements on their estate.



9. GE PROGRAMME - PROJECT ANALYSIS

To be carried out in April / May 2022?

10. RECOMMENDATIONS

The Great Estates Programme will be completed on 30th June 2022. Following on from this approach, the challenges will be how we integrate the GE approach to ensure that the new ways of working with residents continue throughout our work and with our internal departments to continue collaboration and partnership working. We would like the following recommendations to be considered as part of this process:

- Agree to extend the Community Gardening support until March 2023. This links in with the AEG (Allotment Expansion Guarantee) to significantly increase the number of food-growing plots available in the borough, as well as establish a simple system for residents to identify and apply for plots.
- To use the pilot projects to work jointly with residents and our internal departments to achieve a more holistic improvement programme.
- The pilot lighting installation could be used for further 'education', as suggested by the TRA Chair, around lighting, design, atmosphere, safety etc. on other estates in Southwark.
- To have a continued partnership working with the TRA and residents on the estate to ensure a good working relationship and to ensure that the improvements and maintenance are continued and looked after by residents.



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An experimental approach to lighting on the Grimsel Path in Camberwell's Brandon Estate is proving a hit with residents. Big security floodlights with high contrast light have been replaced with more people oriented festival-style festoon lights.

The pilot project is a collaboration between Southwark's Great Estates team, London School of Economics, Configuring Light, Light Follows Behaviour and supplier Enliten.

"The lights are really beautiful now" says one tenant. "You feel really good walking though there now."

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Sophy Tayler
Looks like time for a party
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Item No. 10.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Marie Curie Update	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes and Homelessness	

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

Keeping residents safe in their homes is of paramount importance to us as a landlord and where we fall short of the commitment we need to act to rectify.

This report is an update that follows on from the Cabinet report on 13 September 2022 where we responded to the independent review to understand why works undertaken on the sister block Lakanal house were not mirrored at Marie Curie.

As previous reports explain the works at Marie Curie are to be conducted in two phases. The complexities of these works and the nature that this block has residents that will need to move prior to much of the investigation work can be brought forward. The council has been conducting surveys across the council high rise buildings and these will be conducted at Marie Curie and this will determine the Phase 1 works. And these are expected to be completed by March 2023

Since the previous update the Qualitative Design Review has been testing the fire strategy for Marie Curie and this will be concluded by April 2023.

This report also updates on the delivery of the recommendations from the Frankham’s Independent report from Paragraph 19-35 and also gives an update on progress of re-housing the residents in Marie Curie so that the detailed work can be conducted. Clearly there is still a lot of work to be brought forward but the council will continue to work with residents and the resident project group to make sure that we get the best outcome for all the live on the Estate. And we will report back in September 2023 with further update.

RECOMMENDATIONS

1. That Cabinet notes the progress and next steps relating to works at Marie Curie House, delivering on the recommendations of the independent review, and reviewing the works undertaken at Lakanal to review whether any additional works to Marie Curie are required at Lakanal.
2. That Cabinet instructs officers to bring a further update on these during September 2023.

3. That Cabinet notes that the council will not use Qualitative Design Reviews (QDRs) for other existing buildings.

BACKGROUND INFORMATION

4. This report follows on from reports to the Cabinet on 14 September 2021 and 13 September 2022.
5. At its meeting on 13 September 2022, the Cabinet instructed officers to report in March 2023 on the progress on the works to Marie Curie house, delivering the recommendations of the independent review and reviewing the works undertaken at Lakanal to review whether any additional works to Marie Curie house are required at Lakanal.
6. This report, therefore, updates Cabinet on the following:
 - a. The works to Marie Curie House
 - b. Delivering the recommendations of the independent review
 - c. Reviewing the works undertaken at Lakanal to review whether any additional works to Marie Curie are required at Lakanal
7. Additionally, this report gives an update on progress to move all residents out of Marie Curie in order to enable essential fire safety work to be carried out.

KEY ISSUES FOR CONSIDERATION

WORKS AT MARIE CURIE HOUSE

8. As previous reports have explained, the proposed works at Marie Curie will be split between Phase 1 and Phase 2.
9. The works for Phase 1 are comprised of Fire Risk Assessment (FRA) tasks and works to the external walls of the building.
10. The Council is conducting surveys across its High Rise Buildings. These surveys and the existing surveys will be conducted at Marie Curie and will determine the Phase 1 works.
11. The surveys are a Type 4 Fire Risk Assessment (FRA) and a Fire Risk Appraisal of External Walls (FRAEW). The Type 4 FRA is a destructive survey that looks at communal areas and a sample of dwellings. The FRAEW looks at the risks associated with the external walls of the building and anything attached to them, such as cladding, balconies and panels. The FRAEW also gives recommendations to mitigate these risks.
12. The surveys for Marie Curie are expected to commence by March 2023 and be completed by April 2023, but the programme is still being discussed with the contractor.
13. The Type 4 FRAs and FRAEWs will consider the findings of previous risk

assessments for Marie Curie, such as the compartmentation surveys that were conducted during 2020.

14. Where the surveys give recommendations, these will be the Phase 1 works for Marie Curie. The works will need to be completed within the appropriate timeframe, depending on the risks and practicality of the work.
15. The works for Phase 2 will be determined by the Qualitative Design Review (QDR). A QDR brings together a range of different stakeholders (such as fire engineers, contractors, consultants and clients) to determine the works that are needed for the building. A QDR is not a legal requirement for this building. However, the Council determined that it would be useful to undertake this QDR as a case study for Marie Curie.
16. Since the previous update (September 2022), the QDR has been testing the fire strategy for Marie Curie. It is expected that the QDR will be concluded by April 2023.
17. QDRs are usually used for new buildings. It is not usual to have a QDR on an existing building.
18. The Council determined that it should use a QDR for Marie Curie because it wanted to test whether this was useful way to determine the works for an existing building.
19. The Council has found that a QDR adds too many complexities when used for existing buildings. Therefore, it will not use QDRs for other existing buildings. Rather, the Council will:
 - Use competent persons to conduct the necessary surveys for its buildings and use these to determine works. For some buildings, this could include retrospective fire strategies.
 - Work with the Health and Safety Executive (HSE) and other organisations to understand any changes to the relevant government guidance and best practice.
 - Where needed, seek the advice of the relevant experts, such as Fire Engineers and Structural Engineers.
20. The table below summarises the next steps for the works at Marie Curie:

Action	Due Date
FRAEW and Type 4 surveys	Commence by March 2023 and complete by April 2023
QDR	Complete by April 2023
Phase 1 Works	Commence 2023, completion is dependent on the risk and practicality of the works.
Phase 2 Works	Commence September 2023, completion is dependent on the risk and practicality of the works.

21. As per recommendation 2 of this report, a further update on the works will be given during September 2023.

DELIVERING THE RECOMMENDATIONS OF THE INDEPENDENT REVIEW

22. As the 14 September 2022 Cabinet report explained, Frankham Risk Management Services Ltd. (Frankham) were commissioned to conduct an independent review for the Council.
23. This review would sought to understand why significant works were undertaken at Lakanal House (during 2016/17) but were not conducted at Marie Curie at the same time.
24. The report from Frankham gave the Council 18 recommendations – 7 of these were specific to Marie Curie and 11 were more general and applied across the Council's housing stock.
25. For the 14 September 2022 Cabinet report, the Council gave responses to each recommendation.
26. Following this, the Council developed an action plan to deliver against the recommendations. The plan has 38 actions, each of these are assigned to a Head of Service within Asset Management. Each action has been assigned a due date. The progress is against these dates is reviewed at a weekly meeting, which is attended by the Director of Asset Management.
27. The following paragraphs give an update on the progress of the actions. Each action has been given a progress rating. These are explained below.

Progress Rating	Description
Off Track	These actions have not been completed by their due date and a revised date have not been agreed.
At Risk	These actions may miss or have missed their due date. However, revised completion dates have been agreed.
On Track	These actions will be completed by their assigned due date
Completed	These action are Completed.

28. For the Marie Curie recommendations, there were 14 actions that need to be undertaken. 4 of these are Complete 7 are On Track, 3 are At Risk, and 0 are Off Track.
29. The At Risk actions are:
- Action 1.3 – For the QDR to write a Fire Strategy for Marie Curie. This action has been delayed because it has taken longer than expected to test the fire strategy for this building. It is expected this will be completed by April 2023. As explained above, a QDR adds additional complexities to develop the scope of works.

- Action 2.1 – For the QDR to determine the works that need to be undertaken for Marie Curie. This action can also be completed by April 2023.
 - Action 2.3 – To Conduct the Phase 2 works at Marie Curie. This action was planned to commence within a reasonable timeframe of when the building becomes empty. This action is At Risk because it is dependent on the conclusion of the QDR. If the QDR completes by April 2023 (as expected above), then this action is likely to be back On Track. If there are delays with the QDR, then this action may become Off Track.
30. For the Council recommendations, 24 actions need to be undertaken. 5 actions are Complete, 16 are On Track, 3 are At Risk, and 0 are Off Track.
31. The At Risk actions are:
- Actions 11.2, 11.3 and 11.4 – each of these actions relates to the training of the Fire Safety Team. Challenges with suppliers have led to these actions being delayed. However, the work will resume during February 2023 and can be completed by April 2023. The Fire Safety Manager has also submitted business cases for the surveyors to undertake a Level 6 CIOB Fire Safety in Construction qualification (this relates to action 11.3). For the members of the team who are not surveyors, a business case has been submitted for the undertaking of NEBOSH Fire Safety qualifications (this relates to action 11.4).

REVIEWING THE WORKS AT LAKANAL AND MARIE CURIE

32. The last aspect of the recommendation from September 2022 was to review the works undertaken at Lakanal to review whether any additional works to Marie Curie are required at Lakanal.
33. This recommendation asks the Council to compare the 2016-17 works at Lakanal with the planned works at Marie Curie. It asks the Council to consider whether any of the planned works for Marie Curie will also be needed at Lakanal.
34. Both Marie Curie and Lakanal will have a Type 4 FRA and an FRAEW. The surveys may recommend different works for these buildings. Nevertheless, the outcome will be that both buildings have had the necessary surveys and works.
35. The 2016-17 works at Lakanal were comprehensive and they addressed the compartmentation problems with the building. However, the Council is going to undertake a Type 4 FRA and an FRAEW for Lakanal House. These surveys are needed because:
- There have been material changes to Lakanal House. Specifically, additional doors were added within the corridors. The Type 4 FRA will look at these changes. The Type 4 FRA may recommend that the doors are removed.
 - The FRAEW follows the latest government guidance for assessing external walls and anything attached to them (including balconies). Therefore, the Council has determined that it is best to use this survey before conducting any further works to the external walls of Lakanal.

36. The Type 4 FRA and the FRAEW for Lakanal House are expected to commence during March 2023 and complete by April 2023.
37. When the QDR is completed, the Council will compare the Phase 2 works for Marie Curie with the works undertaken at Lakanal.

RE-HOUSING UPDATE

38. As part of the rehousing of Marie Curie residents. So far, we have had 153 successful bids for a new home from Marie Curie tenants, of which:
 - 65 have accepted the offer of a new home
 - 0 are currently waiting for a viewing
 - 88 refused the property after viewing.
39. We now have 73 homes that are either empty or where the resident has accepted their new home or has sold their property back to the council. This leaves us with 19 tenants to rehouse and 6 leaseholders who are in discussion with the council on their options.
40. Help with bidding for tenants is available 24 hours a day through the Ledbury Team, and a weekly surgery is held on site for residents.

Policy Framework Implications

Fire Safety

41. Previous reports have explained the Council's Fire Safety work at Marie Curie between November and December 2020. As a response to smoke travel being reported by a resident, compartmentation surveys were undertaken, a waking watch was implemented and a communal alarm system was added to the building.
42. This report has explained the next steps for Fire Safety at Marie Curie – the Type 4 FRA, the FRAEW, the review of existing surveys, the completion of the QDR and the commencement of works. As per recommendation 2 of this report, further updates will be brought on these matters to Cabinet during September 2023.

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

Community impact statement

43. As well as the 98 homes at Marie Curie, there are two community projects and the Sceaux Gardens TRA that are based in the block. These are much valued community assets and the council is committed to working with the TRA, the Bike Project and Makerspace to keep the organisations going during the works. If the organisations have to move to accommodate the works, the Council will work with them to provide alternative space.

Equalities (including socio-economic) impact statement

44. Section 149 of the Equality Act, 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 ("the approach") commits the council to ensuring that equality is an integral part of our day to day business.
45. The FRA surveys and the Phase 1 works at Marie Curie should begin before every resident has moved out of the building. The Marie Curie team has an understanding of each resident's needs, such as English as an Alternative Language (EAL), low literacy, and a lack of access to IT. These needs will be considered when the works are being undertaken and when the works are being discussed with residents.

Health impact statement

46. The works at Marie Curie will address the Health and Safety risks found by the Type 4 FRA, the FRAEW and other risk assessments for this building.

Climate change implications

47. 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".
48. 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%. The council therefore plans to take targeted actions across energy supply and usage and to retrofit council buildings including council homes to make them greener.
49. In line with the council's climate emergency declaration and its climate action plan, the works to Marie Curie will include improved insulation to the existing homes (green retrofitting) and the removal of gas from the block (targeted action on energy supply), which will make the homes significantly more energy efficient and reduce carbon emissions.

Resource implications

50. There are no resource implications arising from the works at Marie Curie, the recommendations of the review, or reviewing the works at Lakanal. Each of these

will be delivered by existing resources within Asset Management.

Legal implications

51. The comments from the Assistant Chief Executive, Governance and Assurance are explained below.

Financial implications

52. The works necessary for Marie Curie have both revenue and capital implications.
53. The revenue implications are estimated as follows:

Activity	Cost to date	Estimated Cost
Waking watch service (November 2020 to September 2023)	£1,094,271	£1,500,000
Council tax due whilst properties remain empty (completion unknown - end of March 2024)	£78,499	£200,000
Associated payments to 85 tenants requiring rehousing	£140,862	£180,000
Total Estimated Cost	£1,313,632	£1,880,000

54. As the dwellings will need to be empty during the works, there will be a loss of rent and services charges for the HRA. The amount lost will depend on the duration of the works. Given that the works and their duration have not been determined, it is not possible to estimate the cost of this loss. However, the annual loss in rent and service charges based on 2023-24 rent levels and service charge rates for Marie Curie is £546,557.
55. Capital costs will be associated mainly with the cost of the works required and the cost of purchasing homes from leaseholders to facilitate those works
56. These works include a lump sum and inconvenience payment of £6,500 per tenant which is capitalised. This estimated to be £552,000 total.
57. The cost of works is estimated to be in the region of £12.2m excluding fees and other associated costs. However, this will depend on the outcomes of the surveys and the QDR.
58. Marie Curie had 11 properties owned by leaseholders that the Council may need to purchase. Five leaseholders have sold their properties back to the Council. The cost of acquiring all leasehold properties is estimated to be in the region of £3.4m.

Consultation

59. A Resident Project Group has been established for Marie Curie, separate from that of Sceaux Gardens, to ensure the Marie Curie issues are dealt with directly with Marie Curie residents. The Resident Project Group meets at least quarterly. The report from Frankham's was discussed at the Marie Curie Resident Project

Group in September 2022 with a specific focus on the seven recommendations in relation to Marie Curie.

60. A weekly newsletter is distributed to both the remaining residents of Marie Curie and those tenants who have moved and have the right to return, to keep residents up to date on the works programme and to address issues of concern raised by the Resident Project Group that can be shared with all residents.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

61. Not applicable

Assistant Chief Executive – Governance and Assurance

62. This report asks the cabinet to note the progress and next steps at Marie Curie following its consideration of the report presented to cabinet in September 2022.
63. There are no significant legal implications arising from the recommendations in this report, though legal issues may arise as the project progresses. The Director of Law and Governance and her staff will provide advice to officers as required on any legal and governance issues arising.
64. The cabinet's attention is drawn to the Public Sector Equality duty (PSED) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. In addition, the council also considers socio-economic impact.
65. The cabinet is referred to the community, equalities and health impacts section of this report. The PSED is a continuing duty and the EIA will need to be re-considered and updated as the project develops.
66. The report sets out ongoing consultation arrangements with residents. The product of continuing consultation must be regularly reviewed to ensure that conscious consideration is given to it in accordance with legal requirements.

Strategic Director of Finance and Governance (H&M 22/131)

67. The strategic director of finance and governance notes the contents of the report and the costs arising as outlined in the financial implications section above. The additional revenue cost and rental loss will continue to be met from contingency sums within the Housing Revenue Account and/or reserves as required.
68. The surveys currently in progress for Marie Curie House will determine the scope capital works required and their cost. Given the scale of the resources needed, this

may impact on the priority and delivery of other projects within the existing programme, which will be reviewed as necessary to accommodate the works required for Marie House.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet report: Marie Curie – Safety works and resident rehousing offers. 14 September 2021.	Constitutional Team, 160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395
Web Link: (Item 10) https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7420		
Cabinet report: Marie Curie – Safety works and resident rehousing offers	Constitutional Team, 160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395
Web Link: Supplemental Agenda No.1		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness	
Lead Officer	David Hodgson, Director of Asset Management	
Report Author	Nick Saunders, Project Manager, Building Safety Programme	
Version	Final	
Dated	24 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	24 February 2023	

Item No. 11.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Approval to delegate Gateway 2 - Contract Award Approval - Main contractor for the Ledbury Estate redevelopment	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes and Homelessness	

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

In June 2022 a cabinet report was agreed to procure a contractor to deliver the Ledbury Estate redevelopment.

Not only will this allow for the replacement of existing homes on the estate, we will also be building additional, much needed, new council homes to help meet the needs of the 16,200 households on our housing allocations list.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That the Cabinet notes that the Leader of the Council will be undertaking a variation process in order for the Gateway 2 award decision as outlined in this report to be taken by an individual decision maker. Noting further that the award of contract will need to be in place in order for this scheme to benefit from £100,000 per unit grant subsidy from the Greater London Authority (GLA), which results in a total contribution of £26m

Recommendation for the Leader of the Council

2. That approval for the Gateway 2 award decision as outlined in this report is delegated to Cabinet Member for Council Homes and Homelessness following consultation with Cabinet Member for Communities, Equalities and Finance in liaison with the Strategic Director of Housing.

BACKGROUND INFORMATION

3. Proposals to redevelop the Ledbury Estate were agreed by resident ballot in March 2021. The redevelopment is to deliver 340 homes; 224 of which are replacement homes for the four towers on the estate. The homes will provide a mix of one to five bed units for both social rent and private sale across six blocks on the Bromyard House site (Phase 1) and Skenfrith

House, Sarnsfield House and Peterchurch House site, known as the Old Kent Road site (Phase 2).

4. The Ledbury Estate redevelopment project will also deliver a new football pitch and other activities for play, a re-provided Tenants' and Residents' Association (T&RA) hall and commercial space.
5. Following a successful procurement exercise, Coleman and Company Limited have been appointed as the demolition contractor for Phase 1. The demolition works on Phase 1, along with associated enabling works, is the first stage of works required to deliver the new homes. Work has commenced to set up the site with the demolition scheduled for completion in early November 2023.
6. The main building contractor will then complete the new build works on Phase 1, allowing remaining residents in the three tower blocks on the Old Kent Road site to relocate there ahead of demolition and completion of the new build works on Phase 2. This strategy was designed to ensure that the works commenced on site before the end of quarter 4 of 2022-23 to secure the GLA grant funding allocated to the project.

Procurement project plan (Key Decision)

7. The dates set out in the project plan below outline the steps to an award of the main works contract in order to meet the GLA deadline of 31 March 2023.

Activity	Complete by
Forward Plan for Gateway 2 decision	17/01/2023
Briefed relevant cabinet member (over £100k)	13/02/2023
Approval of Gateway 1: Procurement Strategy Report	14/06/2022
Invitation to tender	05/08/2022
Closing date for return of tenders	02/12/2022
Completion of evaluation of tenders	28/02/2023
Departmental Contract Review Board (DCRB) Review Gateway 2:	03/03/2023
Corporate Contract Review Board (CCRB) Review Gateway 2:	09/03/2023
Notification of forthcoming IDM decision – Five clear working days	10/03/2023
Approval of Gateway 2: Contract Award Report	20/03/2023
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	28/03/2023
Alcatel Standstill Period	31/03/2023
Contract award	31/03/2023

Activity	Complete by
Add to Contract Register	31/03/2023
Contract start	03/04/2023
Publication of award notice on Contracts Finder	03/04/2023
Contract completion date	TBC

KEY ISSUES FOR CONSIDERATION

Tender returns

8. In order to assist in the funding of the redevelopment, the council secured £26m in grant funding from the GLA. To claim this funding, Southwark Construction committed to meeting certain milestones for the project, including award of contract and start on site for the demolition of phase 1 (achieved) and the award of the main works contract by the end of March 2023.
9. In June 2022 it was confirmed by cabinet that the procurement strategy for this scheme would be to utilise a single stage design and build contract and procurement documentation was prepared and circulated on that basis. The single stage was selected due to the cost certainty it should have provided, together with the awarding of a main works contract for the rest of the scheme, in order to meet the GLA grant funding milestones.
10. From initial soft market testing with contractors on the framework, four expressed an interest and were subsequently issued an invitation to tender (ITT). General feedback from the uninterested contractor's on the framework was that two stage tenders were preferred.
11. Of the four contractors issued with the ITT, Southwark Construction only received two tender returns, with two withdrawing from the process citing factors such as uncertainties in the economy and lack of resource combined with the costs associated with preparing a single stage tender for a scheme of this complexity.
12. The two tenders that were received on 2 December 2022 and, working with the council's employer's agent (EA) and cost consultant (quantity surveyor-QS), both tenderers are working through the clarification process to ensure tenders meet the council's ITT. This process commenced, but was not able to be completed in time for the 7 March cabinet report deadlines. Further information is set out in the closed report.
13. Full details of all tender submissions will be confirmed within the GW2 report to be presented to the Leader, should the recommendation of this report be agreed.

Policy framework implications

14. The new homes delivered through Southwark Construction 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.
15. This procurement exercise supports the council's Fairer Futures Commitment – A place to belong to. The new homes will play a key role in assisting the council achieving its target of building thousands of new council homes by 2043.
16. This procurement exercise is subject to the Fairer Future Procurement Framework (FFPF). The competitive tender process undertaken has ensured that the council is receiving value for money and delivering added social value.
17. The long term housing vision for the borough sets a clear policy direction for the council that directly impacts the delivery of the new homes set out in this report. 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

18. The redevelopment proposals entail the demolition of 224 homes, which are no longer fit for purpose and beyond economic repair. The re-provision of new homes, plus an additional 116 homes will be of a high quality and compliant with current statutory policies, requirements and regulations including fire safety and sustainability.
19. The completed works will enable residents the option to return to the estate to permanent homes, which will afford them peace of mind. In addition to this, residents will enjoy homes of the same space standards of their previous homes or above in line with the terms set out in the Landlord Offer document.
20. The provision of half of the additional homes (based on habitable room) for council rent will help address housing need identified on the Ledbury Estate and provide homes for others across the borough with most need for safe and secure housing.

21. The wider Ledbury community will directly benefit from the re-provision of new and improved facilities, namely a new T&RA hall designed as the hub of the community, a new football area and other play space. Following feedback from younger residents, there will also be improvements made to the skate park area/BMX track located in Bird in Bush Park.
22. There will also be an increase in both the quantum and usability of green space on both development areas, as well as an increase in size/amount and variety of play space. In addition, there will be a series of small interventions across the estate to help integrate the new provision with the existing homes, such as an improvement to the Bromyard courtyard area.
23. All of the above has been designed with close engagement with the Resident Design Group and feedback from the community gathered from several public consultations.

Equalities (including socio-economic) impact statement

24. The new genuinely affordable homes 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 Ledbury specific letting process.

Health impact statement

25. The redevelopment of the Ledbury Towers is essential to address the health and fire safety issues identified in 2017 resulting in the temporary rehousing of the vast majority of households.
26. The completion of the new homes will enable residents, who choose to return, the opportunity to return to energy efficient homes compliant with that latest policies and regulations.
27. 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.
28. 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.
29. The proposals to increase the supply of affordable, good quality homes will benefits households in need from all Southwark communities, and will increase the housing options available for older people and people with disabilities.

Climate change implications

30. 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.
31. 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%.
32. The proposed redevelopment has been designed to meet the highest energy and sustainability targets in line with both the council's and GLA policies. The energy strategy will follow the four step Energy Hierarchy outlined in the London Plan:
- Be Lean: fabric first approach with low u-values and air permeability, high efficient lighting and mechanical ventilation to reduce energy demand as well as insulation levels in excess of building regulation requirements
 - Be Clean: connection to the South East London Combined Heat and Power (SELCHP) district heating network for low carbon heating and hot water supply to all uses in the development will result in an 89.1% carbon emissions saving
 - Be Green: inclusion of solar photovoltaic (PV) has been maximised on all available roof space
 - Be Seen: the development will incorporate a monitoring strategy to reduce the performance gap.
33. Through this strategy 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.

Resource implications

34. The staff resources deployed to this project is sufficient to meet the proposed timetable.
35. The project will be resourced by existing staff, within existing budgets. Officer time relating to the management of this project is funded from the capital budgets for the individual projects.

Financial implications

36. As this report seeks to delegate the approval of an award of contract to the Leader of the Council there are no direct financial implications arising. The reason for the recommendation to delegate the contract award is due to the deadline for GLA grant funding. Loss of this grant funding will have a significant impact on the viability of the project.
37. The value of the main works contract will be set out fully in the GW2 report, following the completion of the tender evaluation.

Legal implications

38. Please refer to the legal concurrent of the Assistant Chief Executive of Governance and Assurance.

Consultation

39. Local residents have been involved in consultation meetings with council officers since the beginning of the design process in March 2021 as outlined in the Charter of Principles agreed by cabinet in November 2014.
40. Residents will continue to be kept updated throughout the duration of the project via monthly attendance at Resident Project Group meetings by the Southwark Construction project manager as well as sharing of regular newsletters and updates.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

41. As set out in paragraph 36, there are no direct financial implications as a result of this report.

Head of Procurement

42. There are no procurement implications as a result of this report.

Assistant Chief Executive – Governance and Assurance

43. This this report seeks a recommendation for the Cabinet to note that the Leader of the Council will be undertaking a variation process in accordance with the constitution in order that the forthcoming Gateway 2 award decision as outlined in this report can be taken by an individual decision maker.
44. Furthermore, this report seeks a recommendation for the Leader of the Council to exercise his power to delegate the Gateway 2 award decision to a cabinet member, namely the Cabinet Member for Council Homes and Homelessness, following consultation with Cabinet Member for Communities, Equalities and Finance in liaison with the Strategic Director of Housing.

45. Paragraph 12 of this report highlights that the council is in the process of seeking clarification from bidders and as such has not been in a position to conclude this matter before the deadline for the cabinet meeting on 7 March 2023. A delegation of the Gateway 2 award decision as highlighted in paragraph 2 of this report is therefore required in order to meet the deadline for securing the GLA funding requirement.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes and Homelessness		
Lead Officer	Michael Scorer, Strategic Director of Housing		
Report Author	Laura Wannop, Senior Project Manager		
Version	Final		
Dated	24 February 2023		
Key Decision?	Yes		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments included	
Strategic Director of Finance and Governance	Yes	Yes	
Head of Procurement	Yes	Yes	
Assistant Chief Executive – Governance and Assurance	Yes	Yes	
Cabinet Member	Yes	Yes	
Contract Review Boards			
Departmental Contract Review Board	N/a		
Corporate Contract Review Board	N/a		
Date final report sent to Constitutional Team		24 February 2023	

Item No. 12.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title		Response to Environment and Community Engagement Scrutiny Commission’s report: ‘Streamlining planning applications for retrofit and renewable energy’ (November 2022) heard at 6 December 2022 Cabinet	
Ward(s) or groups affected:		Borough wide	
Cabinet Member:		Councillor James McAsh, Climate Emergency and Sustainable Development	

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

More than half of the carbon emissions cuts that are needed to reach net zero rely on people and businesses taking up low-carbon solutions. The Planning division is responding to this by providing new planning services that will reduce carbon emissions within the borough by supporting residents in implementing renewable energy and retrofitting projects on their homes.

In practice this means that we now make quicker decisions on planning applications for renewables and retrofitting projects, so residents can implement their projects quicker. Furthermore, the Planning division now offers a new free of charge planning advice service for renewable energy and retrofitting projects so that residents can understand if their project needs permission, and better understand design and heritage issues, providing better certainty that saves time in the planning application process.

In addition, Southwark planning service is leading the country in developing an innovative planning digital tool that assist our residents to understand whether their project need planning permission or not. The free of charge digital tool, ‘Find out If you Need Planning Permission’, is now live on the Planning division’s website and available for all to use. The Planning division website is also consistently updated to better signpost our new services and provide clear guidance.

These changes make our planning services easier to understand and improve access to expert planning advice which saving residents time and money. We are actively reducing the barriers to the implementation of domestic renewable energy projects to tackle the climate emergency in our borough. This in turn contributes to our overarching objective of doing all we can to make the borough net zero by 2030.

RECOMMENDATION

1. That Cabinet notes the officer responses to the eight recommendations made in the Environment and Community Engagement Scrutiny Commission’s Scrutiny Review Report: [Streamlining planning applications for retrofit and renewable](#)

[energy](#)' (November 2022) that was prepared by Southwark Council's Environment and Community Engagement Scrutiny Commission and heard at Cabinet meeting held on 6 December 2022 (Item 26).

BACKGROUND INFORMATION

2. This document sets out officer responses to the eight recommendations made in the Environment and Community Engagement Scrutiny Commission's Scrutiny Review Report: [Streamlining planning applications for retrofit and renewable energy](#)' (November 2022) heard at Cabinet meeting held on 6 December 2022 (Item 26).
3. Following the adoption of the Southwark Plan (2022) in February 2022, the Environment and Community Engagement Scrutiny Commission initiated a review of the planning services at its meeting on 18 July 2022, and completed the review at a second meeting on 11 October 2022.
4. The purpose of the review was to consider how planning guidance and services could be streamlined and improved to help residents deliver renewable energy technology and retrofitting projects that achieve carbon savings. The review aligned with the council's declaration of a Climate Emergency 2019 and its ambitious borough target to do all it can to reach net zero by 2030.
5. Two meetings were held with officers who provided verbal information and two written reports that detailed the service improvements the planning service is currently undertaking to support the deployment of domestic renewable and retrofit projects:
 - Report 1: [Domestic renewable energy and heating systems and Planning](#) - (18 July 2022 Meeting)
 - Report 2: [Domestic Renewables – Follow up briefing](#) - (11 October 2022 Meeting)
6. In summary the service improvements outlined in the written reports included:
 - The launch of the '[Find Out If You Need Planning Permission](#)' free online tool to check whether the proposed works would need planning permission
 - Free of charge pre-application advice for domestic renewable or retrofit projects, saving £103 (Householder. Lawful Development Certificate) or £206 per application (Minor), depending on the type of planning application required for the project
 - How the planning service now identifies planning applications for domestic [renewables](#) at the point of submission and 'fast tracks' them to make a quicker decision within 42 days instead of the standard 56 days
 - Confirmation of the preparation of new formal planning guidance relating to [renewables](#) and retrofitting in Supplementary Planning Documents
 - Improved [interim](#) guidance being prepared for the planning website.

7. Officers continue to engage with residents on these themes and recently attended a community retrofit event on 23 January 2023 that was organised by the Herne Hill Forum. Officers took part in a panel discussion and a question-and-answer session to provide expert planning advice on domestic renewables and retrofitting to ~50 residents.

KEY ISSUES FOR CONSIDERATION

RESPONSE TO REPORT RECOMMENDATIONS

8. The eight recommendations regarding planning guidance and services arising from the Environment and Community Engagement Scrutiny Commission report of 6 December 2022 have been addressed below.

Recommendation 1. Planning advice will be presented clearly and in plain English with any acronyms explained.

9. The use of Plain English is best practice in Planning. Officers employ the principle in all published planning advice and guidance to ensure it is as easy as possible to understand. Guidance that is written in documents that are published as PDFs, or as content published on our website all undergo Plain English testing. Officers use a tool called 'Hemingway' that assesses the readability of the text and suggests improvements. Any unavoidable acronyms are clearly explained. Officers will continue to use this process. The review of website content is an ongoing process as part of service improvements.

Recommendation 2. Explanatory guidance for completing the (government mandated) online Planning forms will be amended to ensure that it explicitly refers to common carbon saving measure(s) that are the subject of the given planning application.

10. The standardised online planning application forms are maintained by the national Planning Portal service. Officers will consider ways to include or signpost advice on common energy saving and adaptation projects at the submission stage of the planning process. The planning division website is being updated to provide guidance.
11. We are also building new digital tools in partnership with 12 boroughs nationwide funded by DHLUC which will enable an easy to use planning application system which can be used instead of the planning portal. We are already using this for Local Development Certificates.
12. This can be viewed here: <https://www.southwark.gov.uk/planning-and-building-control/planning-applications/apply-for-a-lawful-development-certificate>

Recommendation 3. Clear guidance will be provided to applicants as to why and whether a Certificate of Lawful Development may be required or not, helping residents to make informed choices.

13. The innovative 'Find Out If You Need Planning Permission' digital tool provides free of charge guidance to residents on whether the proposed works would need

planning permission. Officers are also undertaking updates to the planning division website to ensure all permitted development advice is clear and helpful, and best practice is signposted. Alongside this, the planning service offers a [free of charge pre-application advice service](#) for homeowners who wish to install renewable energy or heating technology. Officers are in the process preparing a communication strategy to promote the service.

Recommendation 4. The planning advice services available within the council to help residents proceed with carbon saving adaptations to their homes will be promoted.

14. In addition to the service improvements already discussed above, officers are seeking to use a multi-channel and cross-Council approach to promote the pre-application planning advice service offered to residents. The advice of the Climate Change Team and Communications Team will also be sought on how to use the appropriate communication channels to promote our services. Officers will continue to promote the service improvements to residents at public facing events.
15. Officers are also working closely with the Climate Change Team to deliver the [Climate Change Strategy action](#) point B.1.v to 'establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions'. Planning guidance will form an important part of this service and is scheduled to launch later his year.

Recommendation 5. The council will work with other planning authorities within the borough, to improve and expand uptake of carbon saving adaptations in domestic (and, where appropriate, other) contexts.

16. Officers will continue to engage with the Dulwich Estate at the strategic level and through our development management and planning policy processes to promote our ambitious objectives for the borough.

Recommendation 6. Relevant and appropriate demographic and geographic data will be requested from residents using the pre-application service in order for the council to assess, after a relevant period, the accessibility of this service to all Southwark residents.

17. Officers will now request and monitor relevant demographic information of applicants who use the renewables pre-application service. Officers will then be able to provide updated guidance on the demographics of service users. Officers can currently identify the geographic location of application properties.

Recommendation 7. Residents in different types of tenure (leaseholder, council and social housing, private rented) will be provided with advice and assistance by the council on ways to take forward the installation of carbon saving measures on their homes, and demographic data captured, as above.

18. As outlined above in the response to Recommendation 4, the planning guidance and advice provided by officers is and will be promoted in several ways. Officers are also working closely with the Climate Change Team to establish the Green Homes Advice Service for homeowners that is scheduled to launch later his year.

Recommendation 8. Feedback from applicants will be collected and collated in order to facilitate further improvements in service delivery

19. An informative will be added to 'Green Deal' decision notices to request that applicants inform the planning team once they have completed their green projects. Following receipt of the notification, a brief feedback questionnaire will be emailed to applicants following completion of their scheme.
20. Through Q3 and Q4 2022/23, 19 planning applications have been identified for the accelerated Green Deal timeframe. These include:
 - 2 householder applications
 - 15 minor applications
 - 2 variations to schemes that support the provision of renewables.
21. 19 of the green deal applications were decided within 35-42 days of receipt within the accelerated target timeframe.
22. A feedback request survey was emailed to all 19 applicants. Questions included:
 - How easy was it to understand the planning/permitted development requirements of your scheme?
 - How easy was it to access this service?
 - Was your decision made in the timeframe within which you needed to make a decision on your renewable scheme? (if not please explain what the issues where)
 - Did you find information on the Council's website helpful regarding your planning application? (if not please explain why)
 - Do you intend to implement your planning permission? (if not please explain why)
 - Do you have any suggestions on how the Council can improve the service regarding renewable energy and retrofitting projects?
 - Do you have any other comments/suggestions?
23. In addition, a feedback request survey will be emailed to every recipient of the new free pre-application advice. Questions include:
 - Was the service easy to access or find on the council website?
 - How easy was it to understand the planning/ permitted development requirements of your scheme? (if not please explain why)
 - Was the pre-application advice clear and helpful? (if not please explain why)
 - Was the pre-application advice provided in the timeframe within which you needed to make a decision on your renewable scheme? (if not please explain why)
 - Do you intend to implement with your proposal?
 - Did you share the pre-app response or any guidance with your contractor?

Policy framework implications

24. The above key issues for consideration are in line with the Council's Climate Change Strategy.

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

Community impact statement

25. The above key issues for consideration outline how planning guidance and services are being streamlined and improved to help residents deliver renewable energy technology and retrofitting projects that achieve carbon savings.

Equalities (including socio-economic) impact statement

26. The '[Find Out If You Need Planning Permission](#)' free online tool, the free pre-application service and accessible information on our website is designed to be accessible to all.

Health impact statement

27. Non applicable.

Climate change implications

28. The above key issues for consideration outline how planning guidance and services are being streamlined and improved to help residents deliver renewable energy technology and retrofitting projects that achieve carbon savings. The review aligned with the council's declaration of a Climate Emergency 2019 and its ambitious borough target to do all it can to reach net zero by 2030. The recommendations align with the Council's Climate Change Strategy.

Resource implications

29. None

Legal implications

30. None

Financial implications

31. None

Consultation

32. Non applicable.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

33. Non applicable.

Assistant Chief Executive, Governance and Assurance

34. Non applicable.

Strategic Director of Finance and Governance

35. Non applicable.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment and Community Engagement Scrutiny Commission's Scrutiny Review Report: Streamlining planning applications for retrofit and renewable energy (November 2022) heard at Cabinet meeting held on 6 December 2022 (Item 26).	Online	Planning Policy planningpolicy@southwark.gov.uk
Streamlining planning applications for retrofit and renewable energy		
Environment & Community Engagement Scrutiny Commission	Online	Planning Policy planningpolicy@southwark.gov.uk
Domestic renewable energy and heating systems and Planning - (18 July 2022 Meeting)		
Domestic renewable energy and heating systems and Planning		
Environment & Community Engagement Scrutiny Commission Domestic Renewables – Follow up briefing - (11 October 2022 Meeting)	Online	Planning Policy planningpolicy@southwark.gov.uk
Domestic Renewables – Follow up briefing		
Website information	Online	Planning planningenquiries@southwark.gov.uk
Find Out If You Need Planning Permission		
Free of charge pre-application advice service		
https://www.southwark.gov.uk/planning-and-building-control/planning-applications/apply-for-a-lawful-development-certificate		

Background Papers	Held At	Contact
Climate Change Strategy	Online	Climate Change Team
Climate Change Strategy Action Plan		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency and Sustainable Development	
Lead Officer	Juliet Seymour, Head of Policy, Building Control and the Historic Environment	
Report Author	Tom Buttrick, Planning Policy Team Leader	
Version	Final	
Dated	23 February 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	Yes	No
Date final report sent to Constitutional Team	23 February 2023	

Item No. 13.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Waste Management Strategy - Extension to 2025	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Catherine Rose, Leisure, Parks, Streets and Clean Air	

FOREWORD - COUNCILLOR CATHERINE ROSE, CABINET MEMBER FOR LEISURE, PARKS, STREETS AND CLEAN AIR.

The Council’s Waste Management Strategy 2003 to 2021 has come to an end. The most significant outcome of this strategy has been the establishment of the Waste PFI Contract 2008 to 2033 that led to the construction of the Integrated Waste Management Facility at Devon Street, which came into operation in 2011. The Waste PFI contract has delivered significant improvements in the management of household waste in Southwark, with high waste recovery rates now being achieved alongside very low levels of waste being disposed of to landfill which is the most environmentally harmful form of disposal.

Looking forward, one of the main influence on waste management strategy will be the government’s Resources and Waste Strategy for England (2018) which focusses on moving towards a circular economy and eliminating avoidable waste by 2050. In connection with the government’s strategy three significant consultations have been undertaken which are expected to lead to new regulations and obligations being imposed on waste collection and disposal authorities that have the potential to fundamentally change the way that waste is collected and disposed of. The details of the new regulations and obligations are currently being awaited.

The Waste Management Strategy – Extension to 2025 will provide time for the details of the new regulations and obligations to emerge and for the council to consider how these will affect existing waste collection and disposal arrangements in Southwark, including how they will affect the Waste PFI contract. Where changes to waste collection and disposal arrangements are required these will be incorporated into a new waste management strategy from 2026 along with changes driven by the council’s own local plans and priorities, in particular the Climate Change Strategy and the ambition to become carbon neutral by 2030.

Based on the most recently published data, Southwark has the highest household waste recycling rate of any inner London borough. Nevertheless, it is possible to increase the recycling rate in Southwark provided that existing

recycling collection services are used correctly by more households for the full range of recyclable materials. Therefore, the priority for the Waste Management Strategy – Extension to 2025 will be to increase the household waste recycling rate achieved in Southwark, primarily by ensuring that existing collection services are used to the maximum level possible. This will be achieved through the implementation of twelve specific projects each with the capability of increasing the tonnage of recyclable waste that is placed into recycling collection streams and minimising that which is lost by being placed into the residual collection stream. The detail of these projects are set out in the Waste Management Strategy – Extension to 2025.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That Cabinet approve the Waste Management Strategy – Extension to 2025.

Recommendation for the Leader of the Council

2. That the Leader of the Council delegates authority to the Strategic Director of Environment, Neighbourhoods and Growth in consultation with the Cabinet Member for Leisure, Parks, Streets and Clean Air to approve the actions that will be required to implement the projects set out in the Waste Management Strategy – Extension to 2025.

BACKGROUND INFORMATION

3. The London Borough of Southwark is a waste management Unitary Authority which places statutory responsibilities on the council to arrange for both the collection and disposal of all municipal waste within its area. The council's Waste Management Strategy 2003 to 2021, which set out how these responsibilities would be met, has come to an end. The most notable outcome from the 2003-2021 strategy has been the construction of the Integrated Waste Management Facility at Devon Street under the Waste PFI contract which commenced in 2008 and runs until 2033.
4. It is necessary to set out and adopt a waste strategy to take the council forward, not only to provide a defined strategic plan to achieve statutory targets for waste, but also to ensure the council meets its objective to become a carbon neutral borough by 2030 by contributing towards the delivery of the Climate Strategy and Action Plan. In considering this it must be noted that there have been substantial changes in the waste management sector since 2003 and, more recently, a number of new legislative and policy drivers have been introduced. Future options need to be considered in the context of emerging changes to the national policy landscape.

KEY ISSUES FOR CONSIDERATION

5. The Resources and Waste Strategy for England (2018) is the long term national waste strategy for the UK. Under the national waste strategy a number of proposals for major change have been consulted upon which will have significant impacts on the waste sector and on the responsibilities of waste collection and disposal authorities such as Southwark, these are as follows;
 - Extended producer responsibility – this will require the packaging industry to pay for the cost of managing packaging waste and to distribute this funding to councils and others to fund the system of waste management and recycling;
 - Deposit return schemes – this will require drinks containers to carry a deposit that can be redeemed by the consumer;
 - Consistency of collections – this will require the collection of a wider range of materials by local authorities, including the collection of food waste at least once a week from all households, along with separate collection streams for certain materials to maintain quality.
6. Many of the changes that may be implemented under these proposals will require significant changes in the current contract arrangements that councils have in place. This could carry significant cost and take some time to implement. While the consultation proposals make reference to this, the responses reflect the need for realistic assessments of how quickly long term contracts can be changed, and the likely costs of doing so.
7. The Council is committed to improving services to residents and recognises that there is a particular need to do this on Southwark Council housing estates where 40% of Southwark residents live and 85% of which are housed in tower blocks where existing waste storage facilities may be limited and making alterations to improve these may be difficult or costly. There are no plans in this iteration of the Strategy to make significant changes to existing waste collection services, and proposed actions to increase recycling included in this document will take account of existing circumstances and challenges in order to minimise the impact on residents.
8. It should be noted that some changes to waste management services in England are being considered at a national level, with changes in legislation expected to progress during the period of this strategy extension, although timetables for change have not yet been confirmed by the relevant government department. In the event that new statutory requirements for waste services are introduced nationally, the council will naturally be expected to comply. The Strategy seeks engagement with relevant stakeholders to adapt to potential changes where possible, including major landlords such as the council's own Housing Directorate and Registered Social Landlords, and other stakeholders.
9. This Strategy recognises the requirement to align with other strategies on Southwark Council housing estates, such as fire risk and pest control, and

the positive impact the waste collection service and arrangements can have on these. We continue to seek funding and potential changes as a result of the government's Resources and Recycling Strategy for England (which become a statutory requirement) may provide the opportunity and funding to make changes. In the absence of such funding, any significant changes, especially changes that would require capital investment, are expected to be deferred for consideration under the long term strategy due to take effect from 2026.

10. As part of this strategy, a cross Council approach will continue to seek opportunities for trials of service changes in order to improve recycling at locations and provide evidence for wider changes.
11. Whilst some legislation linked to the Resources and Waste Strategy for England has been enacted already, the exact requirements and future funding streams for any changes that need to be made are not yet clear. It is expected that detailed requirements will be developed in the next two to three years by the government, which will enable the council to introduce the necessary changes at the appropriate time. In the meantime there is a significant level of uncertainty about the specific nature and impact that the changes will have on local authority collection and disposal arrangements, which makes it difficult to meaningfully set out and adopt a new medium to long term waste strategy for Southwark at this time.
12. In order to address the current position, it is proposed that an extension to the Waste Management Strategy 2003 to 2021 is adopted for the period until 2025. Appendix A attached to this report sets out the proposed Waste Management Strategy – Extension to 2025. This has been developed to ensure that the council takes actions in the short term that are within its control to drive up the recycling rate in Southwark and includes details of twelve specific projects that are designed to achieve this. These actions focus mainly on how the council can maximise the amount of recycling that is captured from the full range of existing household recycling collection services that are already provided, principally by effecting behaviour changes that will lead to more recyclable materials being placed into the correct containers.
13. During the period of the extension until 2025 the council expects to receive clarity from the government on the major changes to waste collection and disposal arrangements that are required to be made, and will develop a new long term waste strategy to begin in 2026 that incorporates the requirements of those major changes. Therefore, it is recommended that the Waste Management Strategy – Extension to 2025 is approved for the interim period until a new medium to long term waste strategy can be developed. The work towards developing a new long term waste strategy to begin in 2026 will be undertaken alongside the actions for the twelve projects in the strategy extension during the next three years.

Waste Management Strategy - Extension 2025

14. In 2019, the council issued a climate emergency declaration to 'do all it can to make the borough carbon neutral by 2030'. In 2021 the council approved its Climate Change Strategy which seeks the development of a more circular economy, reduced impacts of transport including for waste collection, alongside sustainability and carbon reduction projects throughout all council services.
15. The Waste Management Strategy – Extension to 2025 focusses on actions that are designed to increase the recycling rate that will be delivered alongside a range of projects within the council's Climate Change Strategy. The vision of this Waste Management Strategy – Extension to 2025 is as follows:

“To work towards a circular economy and contribute to achieving net zero carbon by 2030 in Southwark. This means managing municipal waste within Southwark in accordance with the waste hierarchy to drive service improvements and efficiencies whilst minimising environmental impacts“

16. This vision is supported by specific strategic objectives and a range of projects to deliver them which will be carried forward from the original waste management strategy to the extended date of 2025. A total of twelve project areas are set out in the draft Waste Management Strategy – Extension to 2025. These together constitute a programme of action that is intended to increase the recycling rate through a combination of information provision, policy changes, service improvements, efficiency improvements and expansions of existing activities. These will require new approaches from residents and other stakeholders, including housing providers, managers, registered social landlords and businesses. Each of the projects will be further developed with more detailed proposals for Cabinet Member approval to expand current activity or initiate new initiatives. Regular programme reports will be made to set out the progress of the actions that are agreed and taken forward.
17. The Waste Management Strategy – Extension to 2025 is ambitious and sets challenging targets for the period until 2025, when a new long term waste management strategy will replace it. The targets in the Waste Management Strategy - Extension to 2025 for recycling, composting and reuse, aim to increase recycling performance for Southwark from 2021/22 of around 35% recycling rate, to 40% by 2025, and 50% by 2030.

Policy framework implications

18. The main influences on the Waste Management Strategy Extension are as follows:
 - London Environment Strategy (2018)
 - 25 Year Environment Plan (2018)
 - Resources and Waste Strategy for England (2018)

- Integrated Waste Management Contract (2008 – 2033)
- Council's declaration of a Climate Emergency and target to be carbon neutral by 2030.

London Environment Strategy (2018)

19. The Mayor's London Environment Strategy covers actions around waste to make the disposable economy a thing of the past in London and to make London a zero waste city. Targets in the London Environment Strategy include no biodegradable waste to landfill by 2026 and 65% of London's municipal waste recycled by 2030. The Mayor's London Environment Strategy will have a significant influence on waste strategy going forward. This is because London boroughs have a general duty to comply with it and because the Mayor must be consulted upon any waste infrastructure that is planned, the use of land apportioned for waste treatment and disposal, and the tender and award of new waste contracts.

25 Year Environment Plan (2018)

20. The government's 25 Year Environment Plan (2018) has an over-arching goal for improving the environment within a generation and leaving it in a better state than we found it. It includes ambitions to minimise waste, reuse materials as much as possible and manage materials at the end of their life to minimise the impact on the environment.

Resources and Waste Strategy for England (2018)

21. The government's Resources and Waste Strategy for England (2018) is linked to the 25 Year Environment Plan. This strategy sets out how we will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. It also sets out to eliminate avoidable plastic waste over the lifetime of the 25 Year Plan, doubling resource productivity, and eliminating avoidable waste of all kinds by 2050.
22. In connection with this strategy three significant consultations have been undertaken, as set out in paragraph 5 above. The implementation of new regulations and obligations that are proposed in these consultations individually and collectively have the potential to fundamentally change the way that waste is collected and disposed of from around late 2023 onwards.

Integrated Waste Management Contract (2008 – 2033)

23. The Integrated Waste Management Contract (IWMC) sets out a range of strategic targets for landfill, recycling and recovery. The targets for landfill and recovery are being met. The estimate of recycling performance for 2021/22 is 35%. Although this recycling performance is amongst the best for inner London authorities, further improvement is required to reach the target of 40% recycling by 2025. The Waste Management Strategy –

Extension 2025 identifies twelve projects that are designed to improve the recycling rate. It is important to note that the improvement of the recycling rate relies in large part on good performance by the waste contractor, Veolia. There are established contract monitoring and management arrangements in place and as part of this there is and will continue to be a specific focus on providing the best possible waste collection, treatment and communication services to improve recycling performance.

Southwark Climate Change Strategy & Southwark 2030

24. Carbon emissions from the treatment and disposal of waste are a contributor towards climate change. Success in reducing the amount of waste generated in Southwark and ensuring that as much waste as possible is reused or recycled, rather than sent to energy from waste or landfill, will have a direct positive impact by reducing carbon emissions.
25. The operation of waste collection and treatment functions make a contribution to the council's carbon emissions. There are opportunities to change the way that operations are performed that can reduce these carbon emissions, for example by using electric fleet. Therefore, the council's declaration of a climate emergency and target to be carbon neutral by 2030 will both have an influence on the waste management strategy going forward.
26. The council is currently consulting on the development of a shared vision for Southwark 2030 to make the borough fairer, greener and safer. Although the results of the consultation will not be available until later this year, it is anticipated that the challenging target of 50% recycling by 2030 in the Waste Management Strategy - Extension to 2025 will closely align with and be an important part of delivering the vision for Southwark 2030.

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

Community impact statement

27. There are no negative community impacts arising from the proposal to adopt the Waste Management Strategy - Extension to 2025.
28. During the period until 2025 the implementation of actions in the twelve project areas set out in the extension will require new approaches from residents and other stakeholders. Prior to the implementation of each project the potential community impacts will be considered and, where necessary, actions will be taken to address these in the most appropriate way.
29. It should be noted that some types of housing can be more difficult to service, including social housing estates, flat above shops and other properties with restricted space – especially older properties which have been built to outdated design specifications. Actions in these types of properties are expected to focus on maximising use and take up of existing

services to recycle by improving services, communication and capacity, with no major changes to existing services in the short term.

30. The development of the long term waste management strategy after 2025 will review and address the longer term needs for investment and improvement of waste collection/storage infrastructure to deliver improved services to residents in future. This will review alternative methods of service delivery and investment needs to identify long term solutions. The long term waste management strategy will be subject to detailed consultation with affected stakeholders, including residents and property managers.

Equalities (including socio-economic) impact statement

31. An Equality Impact Assessment has been undertaken in relation to the Waste Management Strategy - Extension to 2025 to determine whether protected groups could be adversely and/or disproportionately impacted. Based on this assessment there are no negative equalities impacts arising from the proposal. The Equalities Impact Assessment is attached to this report at Appendix B.
32. The Strategy seeks to improve the household recycling rate in Southwark and this includes increasing the level of reuse of unwanted items that still have a useful life, for example textiles and furniture. The council promotes reuse by through the separation of household furniture that is fit for reuse at the Household Waste Reuse and Recycling Centre at Devon Street, which is collected and made available through British Heart Foundation shops, and by signposting residents to third sector organisations such as charity shops for all kinds of other items that can be reused. The availability of more items for reuse at lower cost than new items can benefit everyone, in particular residents who are socio-economically disadvantaged, which can help households to manage during the cost of living crisis.
33. During the period until 2025 the implementation of actions in the twelve project areas set out in the extension will require new approaches from residents and other stakeholders. Prior to the implementation of each project specific Equalities Impact Assessments will be undertaken to determine whether residents within the protected characteristics groups would be adversely affected and, where necessary, actions will be taken to address any impacts in the most appropriate way.

Health impact statement

34. There are no negative health implications associated with the proposed Waste Management Strategy – Extension to 2025.

Climate change implications

35. In March 2019, the Council declared a Climate Emergency. This declaration included the intention for the council to “do all it can to make the Borough

carbon neutral by 2030". It also committed the council to 'develop a strategy, working with local stakeholders'.

36. Carbon emissions from the treatment and disposal of waste are a contributor towards climate change. There are opportunities to change the way that operations are performed that can reduce these carbon emissions, for example by using electric fleet.
37. Moving towards a circular economy will have significant benefits to the environment, communities and the local economy. Circular economies use less energy and non-renewable resources, and produce less pollution, waste and greenhouse gases.
38. Moving waste up the waste hierarchy by ensuring a greater quantity of waste is re-used as opposed to being disposed of as residual waste, contributes to the council's commitment to mitigate the impacts of climate change by reducing the carbon footprint of the council's own waste management services.
39. The implementation of the twelve projects set out in the draft Waste Management Strategy – Extension to 2025 will provide the opportunity to work positively with a range of internal services and external stakeholders to take tangible actions that can directly and measurably reduce carbon emissions in Southwark through waste reduction, recycling and reuse. This will include internal services such as Housing, Facilities Management, Parks and Planning. It will also include key external stakeholders such as residents, Property Managers, Registered Social Landlords, schools and environmental interest groups.
40. This will build on a range of actions that are already being implemented to reduce waste and increase recycling in Southwark, such as;
 - Trial food waste collection from blocks
 - Improvement of recycling infrastructure on estates
 - More textile and small waste electrical item recycling with expansion of on-street banks
 - Focused communication campaigns such as the One Bag a Week challenge.
41. Copies of the annual service information leaflets provided to street properties and communal blocks in the borough are shown at appendices C1 and C2 respectively.

Resource implications

42. There are no staffing, vehicle, plant or accommodation implications arising directly from this proposal. All costs connected with this proposal will be contained within existing departmental revenue budgets.

43. The implementation of the projects contained within the Waste Management Strategy – Extension to 2025 may require some additional staffing to manage changes. Any staffing costs will be identified within project plans when they are presented for approval ahead of implementation.

Legal implications

44. The Waste Strategy is a non-statutory document that details the Council's priorities and sets the future direction for waste and recycling across the borough. The council has a variety of legal duties and powers in relation to waste and recycling.
45. The proposals in the Waste Management Strategy - Extension to 2025 are in line with current legislation and meet the requirements of other important policies such as the London Mayor's Environment Strategy. They are also compatible with what new legislation is expected to include and are intended to assist the council in meeting new statutory requirements beyond 2025.

Financial implications

46. There are no immediate financial or budget implications arising from this proposal.
47. The majority of proposals to deliver higher recycling rates require changes in resident and other stakeholder behaviour, rather than in services delivered. These changes will generally require policy decisions rather than additional funding. Reaching a higher recycling rate will ultimately depend on requiring or persuading residents and other stakeholders to use existing services differently.
48. Some investment may be needed to support behavioural change activities through targeted communication campaigns and would be subject to detailed project proposals which will be presented to the Cabinet Member for approval.
49. The financial implications of changes set out in the UK Resources & Waste Strategy include many new recycling obligations for local authorities that cannot be fully quantified until the exact requirements of new legislation and associated government support to Local Authorities to deliver them are known. When further details are known and government guidance updated, a detailed assessment of the financial implications will be undertaken and will be incorporated into the medium to long term waste strategy which will be brought to Cabinet for approval.

Consultation

50. The twelve projects identified in the Waste Management Strategy - Extension to 2025 focus mainly on how the council can maximise the

amount of recycling that is captured from the full range of existing household recycling collection services that are already provided. This will be achieved principally by effecting behaviour changes that will lead to more recyclable materials being placed into the correct containers, and also by the expansion to more properties of some existing household recycling collection services that are not already universally provided – such as food waste collections from blocks of flats. Where any actions that are intended to effect behaviour change or to expand existing recycling collection services require significant change or adaptation for groups of residents, consultation with those groups will be undertaken to ensure their views are considered.

51. During the period until 2025 the council will develop a new medium to long term Waste Management Strategy. This will include actions to be implemented within the life of the current Waste PFI Contract up to 2033 that are required to comply with the UK Resources & Waste Strategy. It will also outline preparations to be made for waste collection and disposal arrangements from 2033 onwards. The new medium to long term Waste Management Strategy will be subject to full public consultation.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

52. There are no procurement implications arising from the recommendations in this report.

Assistant Chief Executive, Governance and Assurance

53. This report seeks the Cabinet's approval to the Waste Management Strategy – Extension to 2025. The development of the Waste Management Strategy is an executive function and as a strategic policy is delegated to the Cabinet to approve in accordance with Article 3B of the council's constitution .
54. There are no significant legal implications arising from the recommendations in this report, but the Assistant Chief Executive, Governance and Assurance and her staff will provide advice to officers on any legal and governance issues arising during the implementation of the projects set out in the strategy, approval of which the Leader is asked to delegate to the Strategic Director of Environment, Neighbourhoods and Growth in consultation with the Cabinet Member for Leisure, Parks, Streets and Clean Air.
55. The Cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Cabinet is specifically referred to the community,

equalities (including socio-economic) and health impacts statement at paragraphs 27-34, and the Equality Impact Assessment (at Appendix B) setting out the consideration that has been given to equalities issues, which the Cabinet should give careful consideration to when approving the recommendations in this report. The PSED General duty is a continuing duty and as noted in paragraph 33, specific EIAs will be undertaken prior to the implementation of individual projects.

56. There is no statutory requirement for the council to have a waste management strategy. There is therefore no statutory requirement to consult on these changes which relate to an extension to the current strategy. The report clarifies that in the event of any proposed actions that are intended to require significant change or adaptation for groups of residents, consultation with those groups will be undertaken. There will also be a full public consultation when the new waste management strategy is produced.

Strategic Director of Finance and Governance (FC22/042)

57. This report requests approval from Cabinet for the extension of the Waste Management Strategy to 2025; and that the Leader of the Council delegates authority to the Strategic Director of Environment, Neighbourhoods and Growth in consultation with the Cabinet Member for Leisure, Parks, Streets and Clean Air to approve the actions that will be required to implement the projects set out in the Waste Management Strategy. Full details are contained within the main body of the report.
58. The strategic director also notes that the magnitude of any additional financial implications arising from the strategy cannot be quantified at this stage. When further details are known and government guidance updated, a detailed assessment of the financial implications will be undertaken and submitted as part of the annual budget planning process for approval.
59. The strategic director also notes the potential of additional investment to support behavioural change activities through targeted communication campaigns. Costs associated with these activities are expected to be funded from earmarked reserves for the Waste PFI.
60. Officer time to effect recommendations will be contained within existing budgeted revenue resources.

Director of Resident Services

61. There is no immediate impact on the current waste management schedule. However, the action plan will enable the Council, as one, to prepare for any changes that may result from government legislation in the future.
62. Over 40% of households in Southwark live in a council property either as a tenant or a homeowner. Resident Services and colleagues in Environment

and Leisure will work to put in place a communication strategy that will help to educate all residents regarding waste management behaviour and impacts, to encourage the bringing about of behavioural change around how the service is used i.e. using the service correctly, placing recyclable items into the appropriate recycling containers and how it helps the waste collection service.

63. It is also important to note for the purpose of this strategy that the structure of some of estate properties impacts on waste and recycling for collection. There is a need for a more collaborative decision on how to manage the problems this poses to minimise the impact on residents and the environment and moving forward, as one council, Housing and Environment & Leisure colleagues will develop effective new ways of working and modern waste management solutions on estates
64. Resident Services have supported community-led activities through, for example, the recycling bins on Brandon Estate via the Great Estates pilot. Future work across the wider borough will look to implement the success of this more widely, as part of our delivery plan which in the long run will have a positive impact on managing waste.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Waste Management Strategy – 2003 to 2021	Waste & Cleansing Service 43 Devon Street SE15 1AL	Michael McNicholas 020 7525 3449
Link: https://www.southwark.gov.uk/bins-and-recycling/waste-strategy-and-policy/waste-strategy-for-southwark		

APPENDICES

No.	Title
Appendix A	Waste Management Strategy – Extension to 2025
Appendix B	Equality Impact Assessment
Appendix C1 & C2	Annual service leaflets for street properties and communal blocks

AUDIT TRAIL

Cabinet Member	Councillor Catherine Rose, Leisure, Parks, Streets and Clean Air	
Lead Officer	Matt Clubb, Director of Environment	
Report Author	Michael McNicholas, Head of Waste and Cleansing	
Version	Final	
Dated	23 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here Housing	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	23 February 2023	

APPENDIX A

London Borough of Southwark

Waste Management Strategy – Extension to 2025

Document version	Draft v3.7
Date	10/02/23
Author	Mike Greenhalf Waste Contract & Strategy Manager
Status	Not approved
Approved by	

Executive summary

With the declaration of a national climate emergency in England and local climate emergency in Southwark, attitudes towards waste have begun to shift; from simply managing waste to managing it an environmentally sustainable way. Southwark Council has developed a Waste Management Strategy that is bold and ambitious. This updated draft Waste Strategy 2022-25 reflects this current thinking and describes the recycling and waste management services which will be delivered up to 2025. The Vision of this Waste Management Strategy extension is:

“To work towards a circular economy and contribute to achieving net zero carbon by 2030 in Southwark. This means managing municipal waste within Southwark in accordance with the waste hierarchy to drive service improvements and efficiencies whilst minimising environmental impacts“

This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.

This vision is supported by specific objectives and a range of actions that sit alongside national policy changes - setting a direction for long term management of material resources for the benefit of the residents and communities of Southwark.

The actions to be taken under this Waste Management Strategy Extension can be summarised by the following three overall principles:

1. Service improvements
2. Improved communication and information to service users
3. Higher levels of participation by residents in the services that are provided

These principles will form the basis by which Southwark will manage waste and meet national and local targets. There are challenging targets around recycling and reuse, aiming to enhance the recycling performance from current levels of around 35% to 40% by 2025 and 50% 2030.

The long term UK Resources & Waste Strategy is under development. While some legislation has been enacted, and the government has undertaken consultations on the detail of future waste policy requirements, the exact requirements and future funding streams are not yet clear. It is expected that this will be further developed in the next 2-3 years by the government. This Waste Management Strategy - Extension to 2025 sets out twelve specific projects to improve recycling and composting performance whilst the detail of future requirements from the Resources & Waste Strategy is determined. During the period until 2025 the Council will develop a long term Waste Management Strategy that includes the implementation of the requirements of the UK Resources & Waste, as well as plans for improvement in service delivery and performance within the lifetime of the current Waste PFI contract up to 2033.

Introduction

London Borough of Southwark's previous [Waste Management Strategy](#) covered the period 2003 to 2021 and was published in 2003. There have been substantial changes in the waste management sector since the adoption of the Waste Management Strategy and a number of new legislative and policy drivers have been introduced. Future options need to be considered in the context of emerging changes to the national policy landscape.

The long term UK national waste strategy is under development. While some legislation has been enacted, and the government has undertaken consultations on the detail of future waste policy requirements, the exact requirements and future funding streams are not yet clear. It is expected that this will be further developed in the next 2-3 years by the government, enabling the council to introduce the necessary changes.

The council does not intend to wait during this period as the need for urgent action calls for an immediate response. This strategy extension has been developed to set challenging targets for the next 3 years to increase recycling rates, particularly for household waste. By the end of this period, the council expects to have clarity from the government on new national requirements, and will develop a long term strategy to begin in 2025.

In 2019, the Council issued a climate emergency declaration to 'do all it can to make the borough carbon neutral by 2030'. This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the [Climate Strategy & Action Plan](#) which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services.

The vision of this Waste Strategy extension is:

"To work towards a circular economy and contribute to achieving net zero carbon by 2030 in Southwark. This means managing municipal waste within Southwark in accordance with the waste hierarchy to drive service improvements and efficiencies whilst minimising environmental impacts"

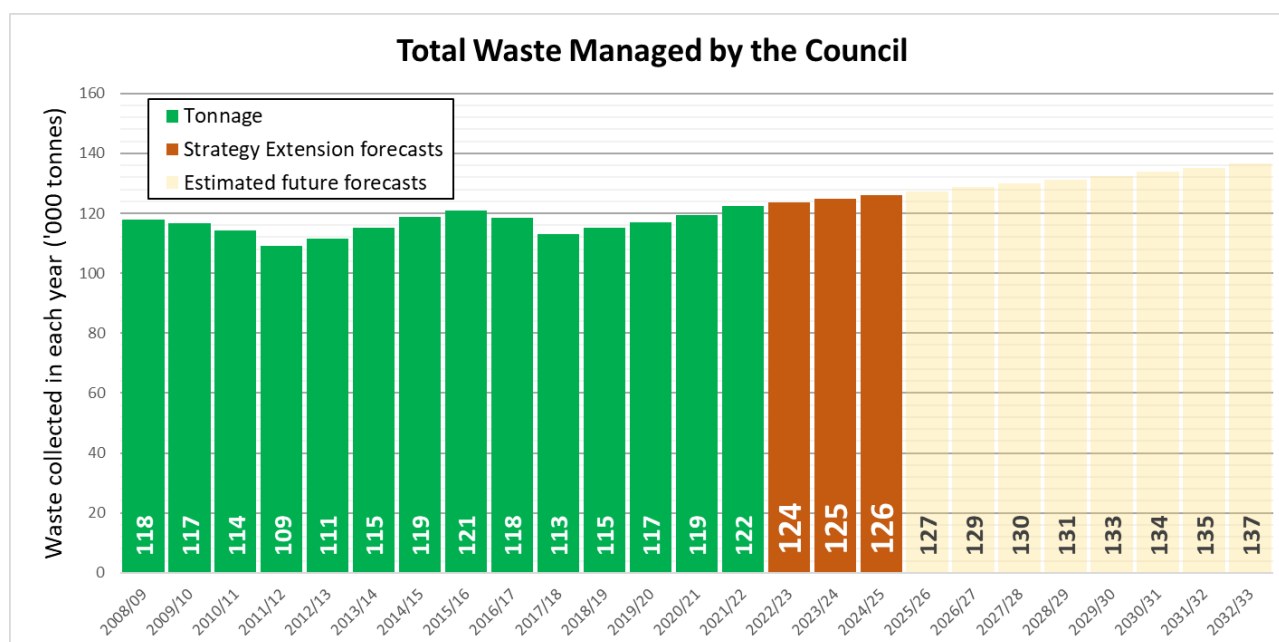
This vision is supported by specific strategy objectives and a range of actions to deliver them which will be carried forward from the original strategy to the extended date of 2025. This Waste Strategy extension sets out twelve specific actions to improve our performance up to 2025/26. These will require new approaches from residents and other stakeholders, including housing providers, managers, and registered social landlords; and businesses.

This strategy is ambitious and sets stretch targets for the period until 2025, when a long term strategy will replace it. The targets for recycling, composting and reuse, aim to increase Southwark's performance from current levels (around 35% recycling rate) to 40% by 2025, and 50% by 2030.

Waste managed by the council

For the year 2021/22, the council directly managed 122,396 tonnes. Almost all of this waste was from households, with the rest mainly from businesses, fly-tip clearances and street cleaning. A graph of actual and expected waste tonnages in each year is included below, with past tonnage shown in green, estimated future tonnage for the period of this strategy extension shown in dark brown, and long term future estimates appearing in yellow.

There has been only a small increase in tonnage from the start of the current waste management contract in 2008. Some waste growth is expected because the population in Southwark has increased. The number of households has increased by roughly 14% since 2008. Over this period, the amount of waste per household has reduced by roughly 6% per household. Most of this change is likely to be the result of changes in lifestyle and consumption habits – such as reduced buying of newspapers and printed materials because of online alternatives. The forecasts for future years assume that current levels of waste per household do not increase, but that overall waste levels increase in line with the growth in housing

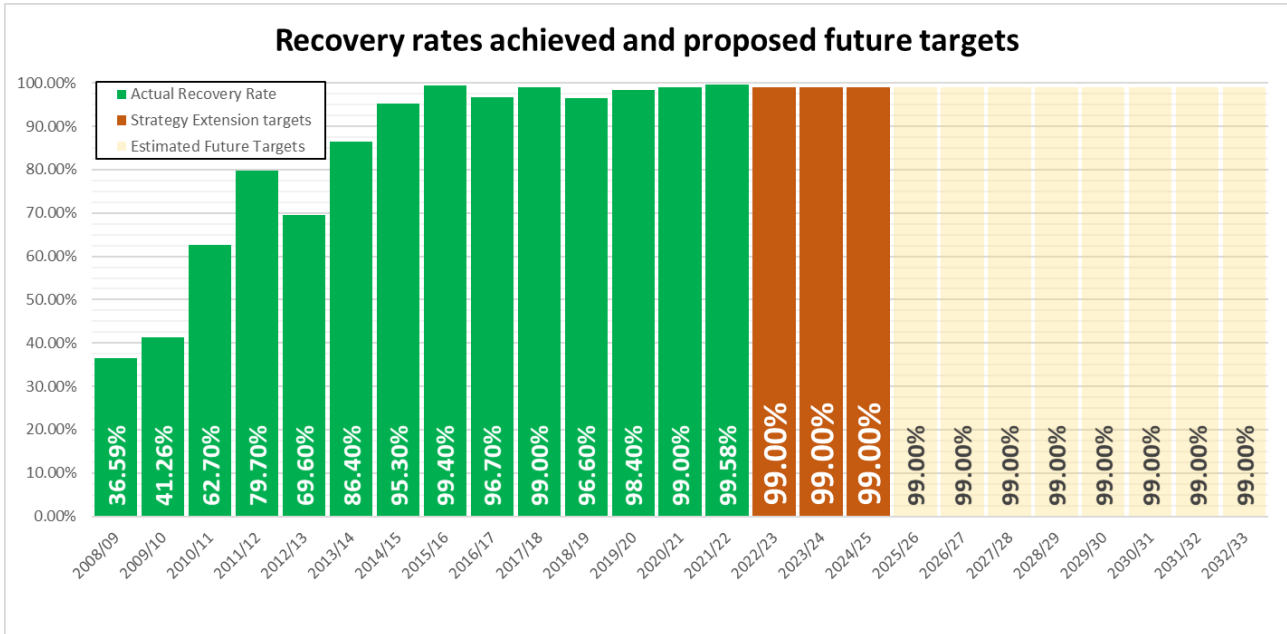


The largest change in the same period has been the way in which waste has been managed. In 2008, most of the council's collected waste was sent to disposal in landfill sites and a relatively small amount of waste was recovered. Recovered can be defined as waste which has had some value recovered from it as follows:

- Re-used, so that it did not require further treatment or disposal. This includes textiles and household goods that may be disposed of by their original owner, but are re-sold or given away to be used again.
- Recycled – where the materials are extracted for re-manufacture into new items. This includes glass, paper, card, and some plastics which are collected separately and sold on to re-processors.
- Composting – where food and garden waste is processed into a compost product that can be used in agriculture or by gardeners to add nutrients to soil.

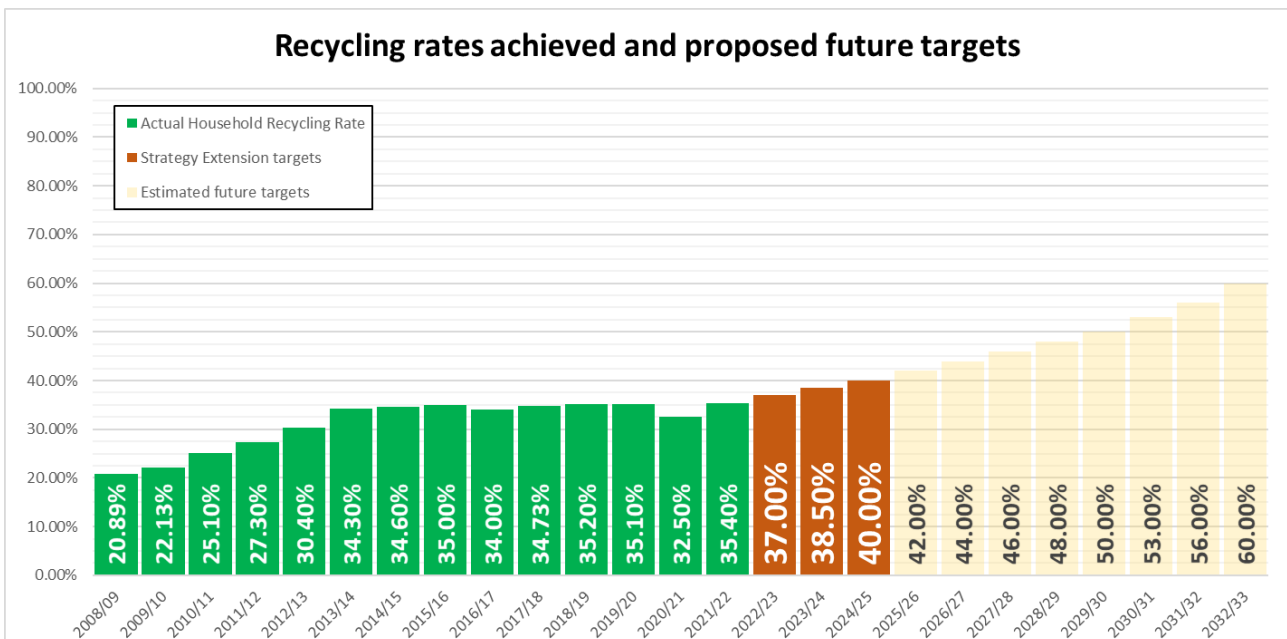
- Used for energy recovery – where waste is combusted in controlled conditions and used to generate electricity and heat that replaced fossil fuels.

By 2022, nearly all of the council’s waste was recovered with less than 1% of all waste being landfilled – this mostly consisted of inert non-recyclable materials such as concrete and other construction wastes. In recent years the council has consistently recovered very high levels of all wastes collected and expects to continue to do so in the future. The target has been set at 99% or more for future years.



The key priority for the council remains to increase the recycling rate. The graph below indicates the recycling rate achieved up to 2021/22 with target levels for the next three years, and longer term targets up to 2033. This demonstrates the improvement that needs to be achieved to reach a recycling rate of 40% by 2025, and 50% by 2030, increasing to 60% by 2033 – with target levels shown for each year.

Waste composition data from sampling of waste from incoming loads shows that there is a significant quantity of recyclable materials not being recycled at present.



Additional recycling required to reach targets

Based on the amount of waste that is collected and managed by the council it is possible to calculate how much more of the total collected waste would need to be recycled by residents and the council in order to reach the target levels.

- The council collects roughly 120,000 tonnes each year from households and household sources, such as the recycling centre, schools and housing estates.
- Including all waste sorting and processing, roughly 42,000 tonnes is recycled now of this waste to give a recycling rate of roughly 35%.
- The rest is collected as mixed general waste. Some waste can be sorted to remove recyclable materials, and that is already included in the recycled total.
- There is a fairly high level of materials that could have been recycled, but was not separated into recycling bins and was put into general waste bins. These materials would then generally be too contaminated to be recyclable.
- An increase in the recycling rate can be achieved if more residents put more of their recyclable materials into their recycling bin, without contamination, instead of their general waste bin.

For each 1% increase in the recycling rate, the council needs to recycle an additional 1,200 tonnes of the total collected waste. If waste amounts continue to rise at the present rate, the extra tonnages will in fact be slightly larger, but at these current levels, an increase in the recycling rate would be as follows

- Increasing from 35% to 40% will need an extra 6,000 tonnes to be recycled.
- Increasing from 40% to 50% will need an additional 12,000 tonnes to be recycled (ie 18,000 tonnes in total).

Either of these outcomes are possible to achieve using the services that are in place now, although some increases in capacity are likely to be needed. All of the recommended changes can be summarised by the following three overall principles.

1. Service improvements, including providing extra capacity for recycling services along with some service expansions to enable the services to collect the extra materials to achieve better recycling rates.
2. Improved communication and information to service users, to make sure that residents have all the information they need to use services correctly.
3. Higher levels of participation by residents in using the services provided, which will require placing a clear expectation upon residents to use the services and to use them correctly placing everything that is recyclable into the appropriate recycling containers.

Key short term barriers to increasing recycling

All households in Southwark already receive collections for some recyclable materials and are able to recycle, glass bottles and jars, paper and card, food and drink cans, aerosols and most hard plastic packaging. All household have access to the council's recycling centre which accepts a wide range of recyclable and non-recyclable wastes.

The aim of this strategy extension is to increase the range of materials that residents can easily recycle, and improve the collection services that enable them to recycle. It is recognised that different types of properties will face different challenges, and the implementation of these projects will need to take account of the practical and logistical barriers that some types of housing may present.

This particularly includes:

- Flats above shops, where there is often no storage space for waste bins and collection receptacles. This may limit the development of improved services in some locations until solutions are found to enable residents to participate.
- Higher density housing estates where there may be limited space for increased numbers of bins, and there is a need to keep costs and impacts of changes low.
- Locations where the storage and presentation of waste may present particular problems for managing fire risks – such as high rise housing blocks and others with a potentially higher risk of fire. We will work with property managers to ensure that the requirements of fire risk assessments are taken into account in developing new or changed services.
- Locations where the storage of waste between collections gives rise to other environmental concerns such as pest control. We will work with property managers to ensure that services are provided and used in ways that do not adversely affect existing pest control strategies.
- Any changes to services will link to existing strategies already in place and be sensitive to current expectations with regard to street accessibility, safety and visual amenity of locations; cultural and heritage factors including conservation areas and existing land uses.

This strategy extension assumes no significant changes to existing collection services ahead of the development of the longer term strategy from 2025. Changes during the transitional period will generally be limited to increasing the usage by residents of services that are already provided, along with improving access and expanding capacity of those services to make it easier for residents to do so. The key changes during this period will therefore be measures to encourage and support behavioural change by residents themselves to increase recycling performance, whilst longer term strategies are developed in line with the emerging national Resources & Waste Strategy, and associated legislation.

The waste collection service expects to work closely with stakeholders to develop and implement initiatives that align with existing ways of working, and minimise the impact on residents, so that changes and improvement can be implemented in ways that make it as easy as possible for residents to understand and use waste collection services. This will particularly include the council's own housing department, who manage over a quarter of all housing in Southwark and are the largest property manager in the Borough.

Longer Term Strategic Planning

The government has set out plans for a new [Resources & Waste Strategy](#) for waste management which will apply to England, with some new measures also included for the devolved administrations in Scotland, Wales and Northern Ireland. While some primary legislation has been passed to begin that process, it is not yet clear when the new requirements will begin, what changes will be required, or what funding is in place to implement them. It is expected that this will become clearer in the next 1-2 years, and the council proposes to develop a longer term strategy to cover the period beyond 2025 when the new requirements are known.

This strategy extension continues from the previous [Waste Management Strategy](#). The council continues to operate within the same Waste Service PFI contract that commenced in 2008 and continues until 2033, and which has supported the council's successful performance to date in increasing recycling rates and increasing the recovery of waste. The aims and approaches of the previous strategy therefore remain in place, and existing programmes and services will continue other than where changes are introduced through this strategy extension.

Prior to 2025 the council will develop a long term strategy document that both includes future plans up to the expiry of the current contracted services in 2033, and implements the requirements of the UK Resources & Waste Strategy. This will be subject to public consultation and will be both longer in duration and more extensive in scope than this strategy extension. While this extension is narrow in scope to focus on a small number of urgent and important priorities, this gives space for development of wider ideas that link more strongly with the Council's climate emergency strategy and the actions developing from that, including;

1. **A continued focus on high recycling rates** – As well as seeking increased household recycling rates in Southwark, the London Environment Strategy seeks to achieve a 65% recycling rate, which is not yet addressed by the Southwark strategy, and there also needs to be a higher focus on non-household waste
2. **More specific measures to address the circular economy** – the approach of circulating materials and commodities through recycling, re-use, repair and re-purposing alongside ideas like reducing consumption
3. **Much more action around minimisation of waste** - both to reduce the environmental impacts of waste and to save money for the Council.
4. **Making more sustainable consumer choices** – promoting the use of lower levels of resources such as containers that are refillable; devices that can be upgraded and repaired, borrowing items used occasionally instead of buying outright.
5. **Improving the sustainability of the collection process** – using fewer vehicles, introducing electric powered vehicles, route optimisation and adjustment of collection frequencies from blocks to match service need, measures which will reduce emissions, traffic and associated impacts.
6. **Community led actions** – such as local composting and growing schemes instead of collecting organic waste to be transported for central processing.
7. **Leading by example** – taking action to reduce the amount of waste that is produced in the conduct of the council's own business and maximising the recycling of waste that is produced by the council.

Programme of Actions – Increasing the Household Recycling rate to 40% (and then 50% by 2030)

A total of 12 project areas are set out below. These together constitute a programme of action that is intended to increase the recycling level through a combination of information provision, policy changes, service improvements, efficiency improvements and expansions of existing activities. Each of these will be further developed with more detailed project proposals for cabinet member approval to either expand current activity or initiate new projects, and regular programme reports will be made to set out progress for the actions that are agreed and taken forward.

Potential Action	Estimated extra recycling potential (tonnes)	Details	Risks	Benefits	Indicative cost impact for the council	Needed for 40% recycling rate?	Needed for 50% recycling rate?
1. Recycling banks for textiles and small electrical appliances	500	Substantial increase in on street banks for textiles, including adding banks to all large estates & housing developments, and areas of high footfall – e.g. near parks, schools, shops etc. Would take up to 2 years to reach this level of tonnage. Intended for rollout during 2023/24.	<ul style="list-style-type: none"> • Potential for some public opposition to banks located in the public realm. • Some risk of street ‘clutter’ – can be limited by careful site selection. • Fly-tipping risk and increased street cleaning costs – can be managed by monitoring and enforcement. 	<ul style="list-style-type: none"> • Much easier for residents to recycle these items. • Safety benefits – e.g. reduced vehicle fires from battery disposal. • Reduced journeys – e.g. less visits to Recycling Centre on Devon Street. • Limited services need expansion. 	Under £2k for comms and promotional work	Yes	Yes
2. Comprehensive review of all blocks to ensure they have adequate recycling capacity	3000	All property managers would be required to provide sufficient recycling bin capacity, and remove unnecessary excess residual waste capacity. It is anticipated that most managing agents will respond positively to the requirement to install more recycling facilities. Includes Southwark Housing estates where many estates require more recycling capacity. Intended for rollout during 2023/24.	<ul style="list-style-type: none"> • Potential of some resistance to change - may require use of powers in some cases. • Lengthy process – several years to assess and upgrade recycling provision for all block and communal collection locations. 	<ul style="list-style-type: none"> • Can give residents opportunities to get involved by contacting the council if they feel they need more recycling facilities. • Likely to reduce waste disposals (and associated costs). 	Under £15k - staff time for review	Yes	Yes
3. Review of schools collections	500	All schools to be required to use organic waste and recycling collection services – reviews of container capacity for each – standardised service terms to reduce costs and enable a common communication approach to ensure recycling levels are high. Reduced vehicle collection visits to improve safety in school zones. Intended for rollout during 2023/24.	<ul style="list-style-type: none"> • Low risk - but potential of some resistance. • Would reduce flexibility of service – some schools have collections on multiple days. 	<ul style="list-style-type: none"> • Important audience for recycling and sustainability messaging and practice. • Reduced service admin costs for a standardised service. 	Under £15k - staff time for review	Yes	Yes
4. Reduce contamination of recycling collections	500	Communication with residents to reduce contamination, and notice to building managers where bins are contaminated. This would include more direct engagement by the council to support service delivery, with improved information to residents and building managers during the period to 2025. A future decision could be taken to not undertake collection of persistently contaminated bins. Includes Southwark Housing estates, some of which have high contamination rates. Implementation during 2023/24.	<ul style="list-style-type: none"> • Requires property managers to be more proactive to ‘own’ the contamination issues at their properties, requires them to engage more directly and regularly with their residents to address contamination issues. • Behaviour change is likely to take time to be achieved. 	<ul style="list-style-type: none"> • Reduced loss of good recyclable materials that have been correctly placed into recycling bins. 	Under £15k - some staff time and comms work.	Yes	Yes
5. Require the use of dry mixed recycling collection services by all	3000	Householders <i>required</i> to recycle dry mixed recyclable materials instead of <i>requested</i> to do so. Includes more direct instructions in communications to residents, requiring them to recycle. A future decision could be taken to not collect residual bins with persistently high levels of	<ul style="list-style-type: none"> • May be unpopular amongst residents who do not wish to recycle. • Behaviour change is likely to take time to be achieved. 	<ul style="list-style-type: none"> • Communications likely to positively influence behaviour of ‘waverers’ who sometimes recycle or do not recycle all dry 	£10k to develop and £15k annually in staff time	Yes	Yes

Potential Action	Estimate d extra recycling potential (tonnes)	Details	Risks	Benefits	Indicative cost impact for the council	Needed for 40% recycling rate?	Needed for 50% recycling rate?
household properties		recyclable materials, but this is not intended at the current time. Proposals to be brought forward in 2023/24.		mixed recycling that it is possible to do so. • Targeted at those who recycle least.	and comms work		
6. Require the use of food waste collections by all household properties that receive the service	1500	Householders <i>required</i> to use food waste collection services correctly where provided to recycle food waste instead of <i>requested</i> to do so. This would include more direct instructions to residents requiring them to recycle food waste included in communications from the council to support service delivery during the period to 2025. A future decision could be taken to not collect residual bins with persistently high levels of food waste, but this is not intended at the current time. Implementation from 2023/24 onwards	<ul style="list-style-type: none"> • May be unpopular with those who do not use the service now. • Behaviour change is likely to take time to be achieved with food waste recycling services currently the least used recycling service. • Some costs for caddies and liners. 	<ul style="list-style-type: none"> • If scaled up to include more properties – the positive impact could be much higher than shown here in the long term. • Significant positive carbon impacts from higher food waste diversion. 	£10k to develop and £15k annually in staff time and comms work	Yes	Yes
7. Sustained high profile communications activity by the council to educate, inform & persuade.	1500	High communications priority for recycling and waste messaging, including significant paid-for advertising using a consistent campaign theme. Current level of activity should enable 40% target to be reached in 2-3 years if other measures are agreed; higher level of activity would be likely to deliver further increases. Short to medium term multi-year project, beginning in 2023.	<ul style="list-style-type: none"> • Sustained cost for uncertain outcomes. • Higher spend needed for higher impact. • Risk of diminishing return over time • Not a quick fix – needs sustained activity to embed behaviour change 	<ul style="list-style-type: none"> • Better informed residents are more likely to use services correctly. • Ongoing communication is more likely to reach new residents and ensure awareness remains high. 	£10k to develop and £15k annually in staff time and comms work	Yes	Yes
8. Review of planning guidelines	1500	Ensure all new builds are required to have higher levels of recycling capacity and lower levels of residual waste capacity with building design that makes recycling easy and convenient for residents. This is a short term change expected during 2023/24.	<ul style="list-style-type: none"> • Low risk – designing in adequate facilities has a low cost when included at build stage. • Slow impact – new builds add up to 2% per year, so most buildings are not affected. 	<ul style="list-style-type: none"> • Update new build standards to current best practice. 	Under £2k in staff time	No	Yes
9. On-street recycling and streetscene issues	1,200	Improvement in on-street recycling facilities and properties with poor current recycling facilities such as flats above shops (FAS). Options could include: <ul style="list-style-type: none"> • Review of underground refuse storage (URS) options to improve street scene in busy areas. • On-street recycling facilities in litter bin provision • Increased separation of waste collected during street and estate cleaning to maximise recycling. • Addressing ‘bins on streets’ issues to keep highways clear and reduce complaints. • Much stronger push for recycling participation for FAS. • Increased collection frequency and associated street cleaning actions. • Aim to increase coordination between collection and cleaning operations at an operational level • Higher levels of enforcement to match improvements in services – cleaner streets with better services and less excuse for fly-tipping. 	<ul style="list-style-type: none"> • Potentially long lead times for delivery of capital investment – eg URS 2-4 years. • Significant ongoing revenue costs for service improvements and ongoing servicing. • High risk of contamination of public facilities. • Relatively low recycling increase for resources needed- although achieves other street scene aims as well. 	<ul style="list-style-type: none"> • Improves services to property types that have most difficult accessing recycling services. • Reduces clutter on streets by moving waste out of sight. • Keeps importance of recycling in the public eye constantly. • Ensures inclusivity of all householders in better services. • Cleaner high streets 	£30k-£50k per annum plus some capital investment required. Detailed proposals to be developed for approval during 2023/24 and later rollout	No	Yes

Potential Action	Estimate d extra recycling potential (tonnes)	Details	Risks	Benefits	Indicative cost impact for the council	Needed for 40% recycling rate?	Needed for 50% recycling rate?
10. Increase in food waste collection services	3600	<p>Extend food waste collection services to more blocks of flats and estates. This would only be possible where participation levels reached a level for food waste collections to justify the added service costs (ie following implementation of project 7 above).</p> <p>This is being explored for early implementation by 2025 for all households, with the possibility of significant service expansion during 2023/24. Funding is expected to be available from Central Government, and this is being actively pursued as result of planned changes in the law.</p>	<ul style="list-style-type: none"> • Relatively high cost – would need more vehicles and crews. • May not be practicable prior to 2025 when food waste collections become mandatory. • High levels of diversion of food waste could render the Mechanical Biological Treatment (MBT) facility at Devon Street obsolete, with implications for the viability of this facility. This risk is low as it is unlikely this would be achieved in the life of the Waste PFI contract. 	<ul style="list-style-type: none"> • More residents brought within scope of the food waste service that would be required post 2025, as a result of changes in the law.. • The successful completion of this action would place the council in a good position with considering alternative uses for the MBT post-Waste PFI, 2033 onwards. 	Net cost expected to be under £100k per annum with external funding sources.	No	Yes
11. Waste minimisation measures for residual waste	1200	<p>Reducing residual waste increases the recycling rate if the same amount of recycling is done. This would include controls on numbers and sizes of bins provided, along with promotion of waste minimisation messages. Medium term option - 1-5 years. The main means of reducing residual waste would include:</p> <ul style="list-style-type: none"> • Publicity and information to encourage minimisation of waste – mostly through correct diversion into recycling. • Food waste minimisation campaigns. • Repair and reuse promotional activities. 	<ul style="list-style-type: none"> • Difficult to monitor and assess and to attribute results to actions. 	<ul style="list-style-type: none"> • Successful waste minimisation would deliver service cost savings under the current contract arrangements, and would meet the council's overall aims to reduce waste and the environmental impacts of waste. 	Up to £15k per annum, mainly for comms activity, with some campaign costs from 2024 onwards	No	Yes
12. Mobilising community resources	2400	<p>Use existing community resources to distribute recycling and waste messaging, and collaborate with established groups to build commitment to recycling, waste minimisation. This could include:</p> <ul style="list-style-type: none"> • Recycling champions – individuals who can help promote services and recycling in their estate or block. • TRA/Resident groups – promoting recycling as part of their wider roles. • Councillors – identifying opportunities for siting new facilities, and working with community groups. • Voluntary groups, including litter picking initiatives. • Initial development during 2023/24. 	<ul style="list-style-type: none"> • Would need high buy in from a wide range of stakeholders to provide benefits at this scale. • Requires sustained commitment, and would require an additional staff resource to co-ordinate activity and undertake community engagement. 	<ul style="list-style-type: none"> • Once effective community mobilisation is in place, the commitment to recycling becomes much more resilient, so there are low ongoing costs. • 'Local' voices are often more effective at changing local behaviour than 'central' voices from the council. 	Up to £30k per annum for staff time - could link to other programmes, such as public health and Climate emergency action	No	Yes

APPENDIX B



Waste Strategy Extension - Equality and health analysis 2022

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Waste Strategy Extension 2022
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Equality analysis author	Michael McNicholas				
Strategic Director:	Matt Club				
Department	Environment	Division	Waste and Cleaning		
Period analysis undertaken	September and October 2022				
Date of review (if applicable)	7.11.22				
Sign-off		Position		Date	

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

1.1 Brief description of policy/decision/business plan

The Waste Strategy 2003 to 2021 has expired, it is necessary to set out and adopt a new waste strategy to provide a defined strategic plan to achieve statutory targets. The new waste strategy will determine how waste reduction, re-use and recycling is managed within the borough for the next 3 years. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used.

A total of 12 project areas are set out in the draft Waste Strategy Extension. These together constitute a programme of action that is intended to increase the recycling level through a combination of information provision, policy changes, service improvements, efficiency improvements and expansions of existing activities. Each of these projects will be further developed with more detailed project proposals and will require further separate Equality Impact Assessments.

When considering the protected characteristics or other equality factors that may be affected by this decision, account has been taken of the 12 project areas and how they may impact on those with disabilities, the socio-economically disadvantaged households, the elderly, race and the language spoken and how this may present a barrier to accessing services.

The reason why these characteristics have been selected include:

Disability: Those with disability may not be able to access larger wheeled containers, or be able to lift the heavy lids on the containers, or move the caddy or wheelie bin to the curtilage or property access point for collection.

Socio-economic disadvantage: We considered the socio-economic impact - those families with less income may have less money to buy fresh food with an increase in the amount of non-recyclable packaging from fast food outlets for example.

Race - Language barriers– recycling operations in other countries may be different to those in Southwark, the requirements may be harder to understand if English is not the first language, as most of our information is given in English.

Age: Elderly people may be disadvantaged because of mobility issues that prevent them from accessing the Household Waste and Recycling Centre at Devons Road, or the on street recycling points, there may be a lack of understanding about the different types of recyclable material, or lack of IT equipment preventing them accessing information on the council's website (main source of information about waste management).

It should be noted that the overall strategic aims of the Waste Strategy is to offer more

recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their background.

There is no evidence or views that suggest that different equality or other protected groups could be adversely and/or disproportionately impacted by any of the proposals. There are no negative impacts upon protected characteristics outlined in the Equality Act 2010 arising from any of the proposals.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	Residents, schools, housing providers, registered social landlords, businesses and visitors of the Borough.
Key stakeholders were/are involved in this policy/decision/business plan	Waste contractor, waste and cleaning department, housing department, communications department, equalities department and Members.

Section 4: Pre-implementation equality analysis

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

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

<p>Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are universal and available to everyone irrespective of age. 11.6% of the Southwark population are over age 65. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their background.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p>	<p>No current data available</p>

Mitigating actions to be taken

We do take account of those older people who may find it difficult to lift their caddy or push their wheelie bin on collection days for example – and will continue offer assisted collections. We need to promote this service more and will work with other council services/voluntary organisations to promote the service through workshops etc. The primary form of communication for waste collection services is printed leaflets delivered through letterboxes at least once per year. This ensures that relevant information about waste collection services is regularly made available to all residents, including those who may have difficulty accessing online information.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are available to everyone irrespective of disability. 14% of the Southwark population is disabled. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their disability. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p>	<p>No current data available</p>

Mitigating actions to be taken	
<p>We do take account of people with disability who may find it difficult to lift their caddy or push their wheelie bin on collection days for example – and will continue to offer assisted collections. The council provides assisted collections but needs to do more to promote the service, we should find those who need to access the service and support them. We will use pictorial information/ large type/high contrast on literature to aid the visually impaired. We will seek out and work with groups that support those with disability to understand their needs and find solutions together.</p>	

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are available to everyone irrespective of gender reassignment. Currently there are no standard national sources of transgender statistics or systematic monitoring of gender reassignment. Currently Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their gender reassignment.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
Equality information on which above analysis is based	Health data on which above analysis is based
Protected Characteristics in Southwark JSNA Factsheet Nov 2017	No current data available

Mitigating actions to be taken
None

<p>Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are available to everyone irrespective of marriage or civil partnership status. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their marriage or civil partnership status.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p>	<p>No current data available</p>
Mitigating actions to be taken	
None	

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>Positive - The services are available to everyone irrespective of pregnancy and maternity status. There is no systematic monitoring of pregnancy and maternity. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their pregnancy and maternity status.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p>	<p>No current data available</p>
<p>Mitigating actions to be taken</p>	
<p>None</p>	

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>

<p>Positive - The services are available to everyone irrespective of race. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their race.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p> <p>GLA 2015 Round Trend LTM Ethnic Group Population Projections</p>	<p>No current data available</p>
<p>Mitigating actions to be taken</p>	
<p>Southwark is an ethnically diverse borough with almost half of the population identifying as being from a minority group. We recognise that that some individuals/communities may face barriers to accessing or understanding waste and recycling services that may be delivered differently to those they are used to. We will continue to plan our communications and events to take account of the diversity of the audience and delivered using a range of communication tools to get the key messages across. For example, written waste collection communications are produced to express information intuitively using photos and images to overcome language barriers for residents who are speakers of other languages.</p>	

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

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are available to everyone irrespective of religion. Currently Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of religion and belief.</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Protected Characteristics in Southwark JSNA Factsheet Nov 2017</p>	<p>No current data available</p>
<p>Mitigating actions to be taken</p>	
<p>None</p>	

<p>Sex - A man or a woman.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive - The services are available to everyone irrespective of sex. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council</p>

members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of sex.	services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.
Equality information on which above analysis is based	Health data on which above analysis is based
Protected Characteristics in Southwark JSNA Factsheet Nov 2017	No current data available
Mitigating actions to be taken	
None	

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
Positive - Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. The overall strategic aims of the Waste Strategy is to offer more recycling options to more members of the community. The proposals will make a positive impact on the Borough; will be beneficial for all, regardless of their sexual orientation.	Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.
Equality information on which above analysis is based	Health data on which above analysis is based

Protected Characteristics in Southwark JSNA Factsheet Nov 2017	No current data available
Mitigating actions to be taken	
None	
<p>Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough.</p> <p>Socio economic status is the measure of an area’s, an individual's or family’s economic and social position in relation to others, based on income, education, health, living conditions and occupation.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive – Approximately 4 in 10 residents live in communities considered the most deprived nationally. Those families with less income may have less money to buy fresh food with an increase in the amount of non-recyclable packaging from fast food outlets for example. The proportion of people living in flats in Southwark is 75%, significantly higher than nationally at 22% and in London 52%, however it is similar to the inner London level of 73%. Improving recycling in purpose built flats and apartments in the private rented sector, housing associations and other social rented housing sectors improve socio-economic indicators because recycling services tend to be less convenient and less well maintained in purpose built blocks of flats, where socioeconomic indicators may often be lower than in other households. The specific proposals support the objective of improving recycling for purpose built blocks of flats, and therefore are likely to improve socioeconomic indicators</p>	<p>Positive - This Waste Strategy extension focusses on higher recycling and will be delivered alongside a range of projects within the Climate Strategy & Action Plan which seeks the development of a more circular economy; reduced impacts of transport including for waste collection alongside sustainability and carbon reduction projects throughout all council services. We recognise the importance of health and well-being and the benefits of air quality and will continue to use modern vehicles and efficient collection routes to minimise the impact on local people caused by noise/vehicle emissions.</p>
Equality information on which above analysis is based	Health data on which above analysis is based

Protected Characteristics in Southwark JSNA Factsheet Nov 2017 Southwark Key Housing Stats 2020 Department for Communities & Local Government. Indices of Deprivation 2015	No current data available
Mitigating actions to be taken	
None	

Human Rights There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
There are no anticipated impacts, positive or negative, on Human Rights as a result of these policies.
Information on which above analysis is based
No current data available.
Mitigating actions to be taken
None at this point. Will be reviewed as appropriate.

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Older people and disabled people may not be able to participate in waste collection services due to physical limitations.	Provide assisted collection services.	Already in place and will continue to be provided.
2	Overcoming language barriers for speakers of other languages and overcoming lack of access to on-line facilities, which can both impact on the communication of waste collection information.	Waste collection communications produced in leaflet format and delivered to all households at least once per annum. Communications use photos and images to provide information intuitively.	Already in place and will continue to be provided.
3	Each of 12 projects within the proposed Waste Management Strategy extension will be further developed with more detailed project proposals, which may raise new or different equalities impacts.	Further Equality Impact Assessments to be undertaken.	Prior to the implementation of each of the 12 projects within the proposed Waste Management Strategy extension.
4			
5			
6			
7			

5. Equality objectives (for business plans)

Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this point	None at this point	None at this point	None at this point	None at this point

5. Health objectives (for business plans)

Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this point	None at this point	None at this point	None at this point	None at this point

Take the **ONE BAG** **A WEEK** challenge



Your
Kerbside
collection
day is
FRIDAY

Your guide to
REDUCING,
REUSING & RECYCLING



Take the **ONE BAG** A **WEEK** challenge

It's simple: put just **ONE BAG** of non-recyclable rubbish in your bin each week.

Did you know...

We're all working together to tackle the climate emergency in Southwark. Reducing your rubbish is one of the simplest actions you can take today to protect your local environment, whilst also helping Southwark reach its target to be carbon neutral by 2030. You might also be surprised at how much money you could save!

On average at least **60% of what we throw away can be recycled** but we're **currently recycling about 35%**. If we all recycled properly we could reduce the amount of money spent on sorting waste, leaving more money for other essential services in Southwark.

**Let's recycle
better, together.
For each other.
For Southwark.**



southwark.gov.uk/one-bag-a-week

What's all this rubbish?

Every week this is what the average bin like yours contains.



Up to 20% can be food waste, and around 40% is actually recyclable! Some of this belongs in your household recycling and some, like textiles and small electricals can be recycled if it's separated in the right way (see page 5 for more details). So your rubbish could be up to 60% smaller if you follow these simple steps;
Reduce Reuse Recycle



Ready to take on the

southwark.gov.uk/one-bag-a-week

1 REDUCE



REMEMBER THE LITTLE THINGS

From taking a bag with you to the shops, to packing your lunch in reusable tubs, buying your fruit and vegetables loose and saying no to junk mail, you can make a big positive impact every single day.



DON'T LET YOUR FOOD GO TO WASTE

On average, around **20% of the waste** collected in Southwark's rubbish bins is food. With some meal planning, using what you buy and freezing leftovers, the average family could also save just over **£40 per month!**

For those unavoidable leftovers make sure you use your food waste service or try home composting. See **page 7** for more details.

SWITCH TO REUSABLE NAPPIES



If you're a new parent, apply for a **FREE reusable nappy trial pack**. Your baby is likely to need **up to 6,000 changes** from birth to potty training. Using real nappies for your baby can help reduce your household waste by nearly half. It can also save you around **£25 a month**. Simply follow the link below to find out more.

HAZARDOUS WASTE



Gas canisters, vapes, batteries, electrical equipment, acids and oils are **NOT ALLOWED** fires during waste collections and treatment processes. Only

[southwark.gov.uk/one-bag-a-week](https://www.southwark.gov.uk/one-bag-a-week)

2 REUSE

Some things aren't ready to be thrown away so **DON'T BIN IT...**

...DONATE IT

to your local charity shop if the items are in good condition. Some charities also offer **FREE collections** for larger items.

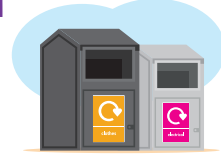


...BRING IT

to a local recycling site.

Find your nearest site at

southwark.gov.uk/recyclingsites



...OR BRING IT

to Southwark's Reuse and Recycling Centre, which offers a wide range of options for donating usable furniture, clothing, books, bikes, electricals and even paint. It also accepts all household recycling and general rubbish.

Open 8:30am to 4.30pm*

43 Devon Street, SE15 1AL open all year round except Christmas Day, Boxing Day and New Year's Day.

*Restrictions apply, make sure you check online at southwark.gov.uk/recyclingcentre before your visit.

FREE paint!

Through the Community RePaint scheme Southwark residents can pick up donated paint for free. Perfect if you are starting a new DIY project!



...BOOK IT

If the items are no longer usable and/or you can't get to the Recycling Centre then book a bulky waste collection. It's £25 for up to 10 items.

Visit southwark.gov.uk/bulkywaste to find out what items are accepted and to book.



Items such as sofas and other soft furnishings that contain flame retardants can only be disposed of via the bulky waste collection or brought to the Reuse and Recycling Centre.

VED in your rubbish or recycling as they are dangerous. They can cause explosions and only dispose of these items at the Reuse and Recycling Centre.

southwark.gov.uk/one-bag-a-week

3 RECYCLE

Make sure you **EMPTY** and **RINSE** items before putting them in your recycling bin loose, **no plastic bags**. Find out why at southwark.gov.uk/empty-rinse-recycle

YES PLEASE

Take lids off glass jars and bottles so metals and glass can be separated in the sorting process



Glass bottles and jars ✓



Paper and card ✓



Food and drink cans ✓

Put lids on plastic bottles so that they travel through the sorting process and can be recycled into new plastic items



Plastic bottles and containers ✓



Food and drink cartons ✓



Aerosols and foils ✓

OOPS! NO THANKS



✗ Tissues, nappies and sanitary items



✗ Food wrappers, packets and polystyrene



✗ Plastic bags and cling film

Please do not put any of these items in your R

southwark.gov.uk/recycle

FOOD WASTE

NEED A BIN? You can request replacement bins, and look up your collection day online at southwark.gov.uk/recycle

YES PLEASE



Meat, fish and bones



Tea bags and coffee grounds



Fruit and vegetables



Eggs and dairy products



Bread, pasta and rice



Plate scrapings



Garden waste collections are also available to street based properties through a subscription service. To sign up visit southwark.gov.uk/gardenwaste



NOT IN RECYCLING or FOOD WASTE BIN



X Clothes and textiles



X Soil and rubble



X Garden Waste



X Oil

southwark.gov.uk/foodwaste

Your collection day is: FRIDAY

Please remember to place your containers at the edge of your property by **6am on FRIDAY**

RECYCLING	FOOD	GARDEN	RUBBISH
Collected Monday Every 2 weeks 	Collected Monday Every week 	Collected Monday Every week* 	Collected Monday Every 2 weeks 

November 2022

Fri 04	Fri 11	Fri 18	Fri 25
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December 2022

Fri 02	Fri 09	Fri 16	Fri 23	Sat 31
-----------	-----------	-----------	-----------	-----------

January 2023

Fri 06	Fri 13	Fri 20	Fri 27
-----------	-----------	-----------	-----------

February 2023

Fri 03	Fri 10	Fri 17	Fri 24
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March 2023

Fri 03	Fri 10	Fri 17	Fri 24	Fri 31
-----------	-----------	-----------	-----------	-----------

April 2023

Fri 07	Fri 14	Fri 21	Fri 28
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May 2023

Fri 05	Fri 12	Fri 19	Fri 26
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June 2023

Fri 02	Fri 09	Fri 16	Fri 23	Fri 30
-----------	-----------	-----------	-----------	-----------

July 2023

Fri 07	Fri 14	Fri 21	Fri 28
-----------	-----------	-----------	-----------

August 2023

Fri 04	Fri 11	Fri 18	Fri 25
-----------	-----------	-----------	-----------

September 2023

Fri 01	Fri 08	Fri 15	Fri 22	Fri 29
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October 2023

Fri 06	Fri 13	Fri 20	Fri 27
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November 2023

Fri 03	Fri 10	Fri 17	Fri 24
-----------	-----------	-----------	-----------

December 2023

Fri 01	Fri 08	Fri 15	Fri 22	Sat 30
-----------	-----------	-----------	-----------	-----------



*You must subscribe to have your garden waste collected at southwark.gov.uk/gardenwaste

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COMMUNAL SERVICE

Your guide to

REDUCING,

REUSING & RECYCLING

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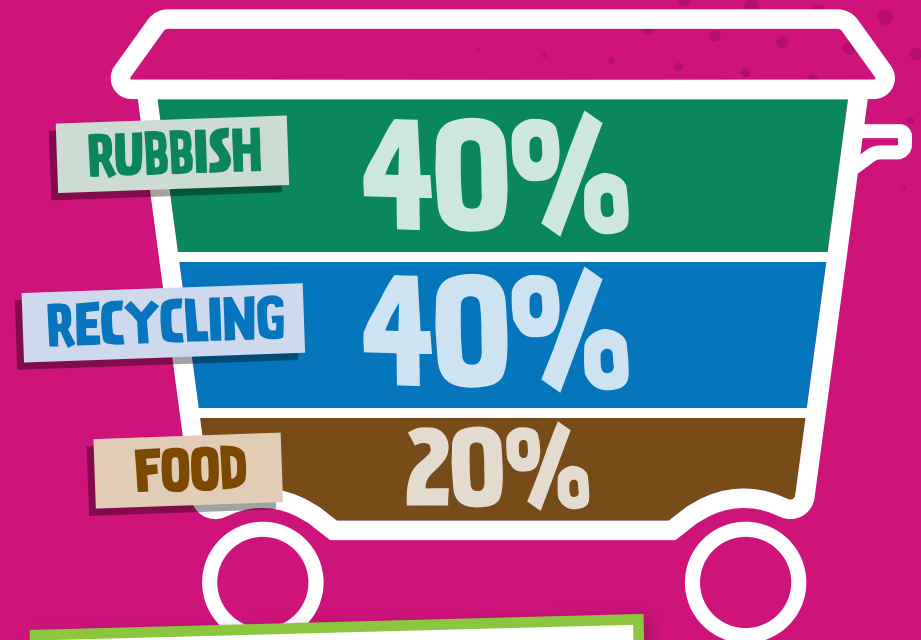
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Let's recycle better, together. For each other. For Southwark.



What's all this rubbish?

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Ready to take on the



southwark.gov.uk/one-bag-a-week

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Around **15,000 flats** have been taking part in a trial communal food waste service. If you want more information on how to use the service, please visit southwark.gov.uk/foodwaste

HAZARDOUS WASTE

Gas canisters, vapes, batteries, electrical equipment, acids and oils are **NOT ALLOWED** in your rubbish or recycling as they are dangerous. They can cause explosions and fires during waste collections and treatment processes. Only dispose of these items at the Reuse and Recycling Centre.



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YES PLEASE



Glass bottles and jars



Paper and card



Food and drink cans



Plastic bottles and containers



Food and drink cartons



Aerosols and foils

WE WANT TO HEAR FROM YOU

If you don't think your block has enough recycling bins, or you would like a textiles or small electricals bin to help you reduce your rubbish to just **ONE BAG A WEEK** email: environment@southwark.gov.uk

OOPS! NO THANKS

Please do not put any of these items in your RECYCLING



X Tissues, nappies and sanitary items



X Food wrappers, packets and polystyrene



X Clothes and textiles



X Plastic bags and cling film

Item No. 14.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Gateway 3 – Variation Decision Parks Grounds Maintenance Contract Extension	
Wards or groups affected:		Electoral wards; All	
From:		Councillor Catherine Rose, Leisure, Parks, Streets and Clean Air	

FOREWORD – COUNCILLOR CATHERINE ROSE, CABINET MEMBER FOR LEISURE, PARKS, STREETS AND CLEAN AIR

Our parks and open spaces play an essential part in improving the quality of life for local residents. As an inner city London Borough high quality and diverse green infrastructure is also very important environmentally and is considered a significant contributor to our climate emergency targets.

The current level of service is well received by local residents and receives positive industry recognition through its Green Flag achievements and Good Parks for London performance; indeed, the quality of provision was formally recognised in 2022, with Southwark being awarded the title of ‘Best Parks in London’. Fundamental to this success is a good maintenance regime, which is currently provided to Southwark Council under contract. This has enabled us to achieve a good balance between cost and quality.

The current grounds maintenance contract is due to expire in 2023, but with the option to extend for up to seven years. In view of a number of issues, including the quality of current provision, the economic climate and the cost of living crisis, a three year contract extension is proposed, in order to ensure ongoing quality of service and to mitigate risks associated with market volatility and cost pressures associated with other options. This shorter extension period will ensure ongoing quality of provision and value, whilst also providing time to consider future management options, including potential insourcing of the service. This period will also provide time for the development of a new Parks and Green Spaces Strategy for Southwark, ensuring that the borough’s future grounds maintenance regime is fully aligned to the delivery of the new strategy.

RECOMMENDATION

1. That Cabinet approve the extension of the existing grounds maintenance contract with Quadron Idverde, now trading as Idverde for a further 3 year period from 3 Oct 2023 with an estimated annual cost of £3.338m and subject to the contract provision as set out in paragraph 50 of this report, making a total contract revenue value of the extension period of £10.014m.

BACKGROUND INFORMATION

2. The current grounds maintenance (GM) contract was awarded to Quadron Idverde for a seven year period (3 October 2016 – 2 October 2023). The contract facilitates the option to extend for up to a further seven years. The estimated value of this Grounds Maintenance contract for financial year 22-23 is £2.964m.
3. The contract provides a year round service and is borough-wide covering 105 sites including five major parks, thirty-three local parks, fifteen gardens and squares, two sports grounds, three cemeteries, five adventure playgrounds and forty-two other open spaces. Contract quantities indicate a total asset measurement of around 300 hectares (ha) under management (as at March 2022).
4. The primary items covered by the contract include grounds maintenance (all gardening tasks), cleansing and weed control of hard surfaces and the opening and locking of some parks. Also included are an emergency out of hours provision, park keeping services (including room booking facilitation) plus bin emptying, litter picking, faeces, drug and sex litter removal. The contract includes an apprenticeship programme and provision of staff to support coaching sessions at the specialised BMX cycling centre in Burgess Park, green waste composting and re-use and volunteering programmes in conjunction with friends and stakeholder groups.
5. The contract is output-based with individual programmed elements of work priced against a bill of quantities. There are also priced schedules of rates to facilitate any required ad-hoc works.

KEY ISSUES FOR CONSIDERATION

Key Aspects of Proposed Variation

6. Officers considered the available options for this service from October 2023:
 - Undertaking a new procurement exercise
 - Bringing the service in-house
 - Extending the current contract for a period of up to seven years (in whole or in part).
7. 7A high level RAG rated options appraisal is included as appendix 1, this considers all the benefits and risks associated with each option. On balance, taking into account all issues, it is felt that a short term (three year) service extension was the most appropriate way forward to:
 - Ensure that the current high quality grounds maintenance provision will continue- with no risk of reduced service quality through a new contractor

- Ensure stability during a time of significant economic market turbulence, the contract price could be guaranteed, with an additional small negotiated reduction in contract sum, as part of the extension package
- Enable the safe landing and embedding of another significant insourcing within the leisure team (leisure centres), so minimising potential management capacity conflict
- Provide the required time to properly consider the potential for insourcing the GM contract
- Ensure the availability of adequate officer capacity, thereby reducing the risks associated with insourcing multiple projects simultaneously
- Enable the council's Parks and Open Spaces Strategy, which is due to be renewed over the next 18 months, to inform the council's longer term approach to the grounds maintenance service

Reasons for Variation

8. To exercise the option to extend the current contract for the reasons outlined in this report and as summarised in paragraph 7 above.

The importance of parks – greater now than ever

9. The provision and upkeep of parks remain a strategic priority for Southwark Council and this has been demonstrated through the large injection of capital funding into infrastructure over the past decade. Southwark's parks are increasingly popular due to the improvements made and are enjoyed by growing local populations. This became even more apparent throughout the Covid-19 pandemic, where the council's green spaces experienced unprecedented high levels of use.
10. The link between parks and health are well documented and Southwark Council has ensured that its park provision remains a high priority. This has ensured that green spaces remain able to contribute positively to the wider health and wellbeing agenda and the quality of life of local residents. There are also economic benefits as a green borough is attractive to live and work in, which boosts the local economy.

Contract performance and added value

11. Since the start of the new contract, Idverde's contract performance has exceeded the agreed annual performance target of 90%, with a current average performance score of 96%. It is also clear through the last public satisfaction survey and ongoing compliments and limited complaints, that customers are very happy with the current service.
12. In terms of added value, the contract facilitates an apprenticeship programme with five places available at any one time. In addition, there is also provision for volunteer opportunities, joint projects with friends and stakeholders, corporate volunteer days and community payback schemes. A healthy professional relationship also exists between the council and Idverde, and was demonstrated through the substantial support provided

by the contract staff during the Covid-19 pandemic and continued flexibility where contract adjustments have been required.

13. External independent measurement of the quality of parks also takes place through the Green Flag scheme. Southwark currently has 30 parks with this status (the second highest in London). In addition, the Good Parks for London annual assessment has placed Southwark's parks in the top five in London for the last four years, with Southwark being the top performing London borough in 2022.

Contract highlights summary

14. An overview and some of the contract highlights between 2016 and 2022 include:
 - All service aspects costing approximately £1 per square metre of asset managed
 - 96% public satisfaction, supported by ongoing volumes of compliments and complaints
 - Internal client team monitoring scores (consistently exceeding 90% target)
 - Independent external validation – 30 Green Flag parks
 - Independent external validation – top performing London borough 2022 (Good Parks for London)
 - Good quality parks enabling income generation from events and filming
 - Quality green infrastructure supporting the physical and mental health of residents
 - Welcoming, safe and well maintained landscapes supporting passive and active recreation and sport
 - A year round service ensuring parks are available and accessible to all, meeting equality needs
 - Parks and trees significantly contributing to the climate emergency response
 - Maintenance regimes supporting important ecosystems
 - 86% of sites of importance for nature conservation (SINC's) in positive management, ranking Southwark fifth in England on this National Indicator
 - Maintenance regimes supporting and providing a matrix of habitat types where residents can interact with nature, including meadows, woodland and lakes
 - Appropriately managed green spaces providing community hubs for sport, exercise and passive recreation, including dog walking.

Wider economic and industry impacts

15. Both Brexit and COVID-19 have had significant impacts on the economy and commercial businesses nationally. More recently, international issues such as the war in Ukraine have also contributed to the current cost of living crisis we currently face in the UK. The green industry which predominantly employs lower paid semi-skilled workers has been struggling for several

years now to both recruit and retain staff, especially for jobs in central London, where pay has failed to keep pace with living and commuting costs. As the current cost of living crisis continues, it is unlikely that the availability of a competitive market place and available staff will become more abundant in the short to medium term.

Competitive market place

16. Historically, there were enough suitably sized grounds maintenance suppliers in the market place to ensure a competitive market place. Supplier interest was further bolstered with the onset of the Public Contract Regulations procurement process where non-green specialist suppliers also entered the green sector market place, including from outside the UK. It is apparent, however, that due to the current economic crisis, high London living wages and business operational costs that there is now a much reduced supplier base. Accordingly, it is felt that the market place would not be conducive to a new external procurement at this time.

Independent review

17. A specialist external consultant was appointed in November 2022 to undertake a short, high level review of the contract to ascertain current value for money. This exercise confirmed that good value was being received in the context of monies spent and the high quality service outputs received. The exercise did highlight certain areas for a broader commercial discussion and these formed the baseline for a negotiation between the parties, to inform the parameters for the award of a three year contract extension, as proposed in this paper.

Future proposals for the service

18. The outcomes of the commercial conversation agreed in principle the potential for the following contract variations:
- Extension of the current contract for a further three year period
 - A contract cost baseline reduction applied from Oct 2023
 - A percentage reduction on the announced annual CPI indexation figure
 - No significant change to the existing service or standards.
19. The relevant contract elements are uplifted annually in accordance with both London Living Wage (LLW) and the Consumer Price Index (CPI) announcements.

Identified risks for the Variation

20. Failure of the existing supplier and a need to put alternative service arrangements in place. This continues to be mitigated through monthly contract monitoring against a range of pre-set performance indicators. A proactive partnership approach and culture of goodwill have assisted the early identification of any issues of concern, aiding prompt resolution.

Policy implications

21. Southwark Council's declaration of a climate emergency and current commitment to be carbon neutral by 2030 drives the need to ensure that the future GM service supports this commitment. Associated initiatives include the Southwark Nature Action Plan (SNAP) and ongoing capital programme tree planting commitments.

Contract management and monitoring

22. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. In addition, annual performance reports are presented in line with the council's Contract Standing Orders. The contract is managed and monitored by the Parks and Natural Environment team with officers who are experts in their field. Outcomes of the service provided and the monitoring carried out inform the monthly payment process.

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

23. As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED), an equalities impact assessment was considered during the development of the service options and is attached as appendix 2. There is no clear, detrimental impact to any group or protected characteristic as outlined in the Equality Act or the PSED.
24. Parks benefit our communities and the environment in a number of ways by improving air quality, reducing urban temperatures through shading and evapotranspiration, mitigating climate change through canopy cover, sight and sound screening, managing flood risks, supporting biodiversity and improving health and wellbeing. The proposed contract extension compliments and facilitates delivery of the benefits outlined above.
25. An extension of the current contract will have a positive impact on communities and quality of life. By maintaining a healthy, protected and sustainable environment through robust maintenance arrangements, the service outcomes will continue to contribute significantly to the health, safety and wellbeing of Southwark residents and visitors.

Equalities (including socio-economic) impact statement

26. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider socio-economic benefits that may improve the wellbeing of the local area can be secured, including the details of how social value are incorporated in the current tender documents.

27. The contract currently facilitates the following social value benefits, thereby supporting social, economic and environmental well-being of Southwark and its residents and supporting the delivery of the council's Fairer Future policies and Southwark Stands Together (SST) principles. Key outcomes include:
- Apprenticeships
 - Job creation
 - Work placement opportunities
 - Payment of London Living Wage
 - Environmental and sustainability considerations including the council's climate change strategy
 - Robust maintenance arrangements contributing to an environment where health and wellbeing are maximised.
- 28 The supplier complies with the council's Safer Lorries, Safer Cycling Pledge and is operating a green fleet, where technology has enabled them to do so. The supplier has attained gold standard in TfL's Fleet operator recognition scheme which promotes safer driving and environmental awareness.

Health impact statement

- 29 Southwark's parks are maintained to reduce hazards and safety-related incidents ensuring a safe environment for its residents, workers and visitors.
- 30 Green infrastructure in parks removes polluting pollutants from the air and sequesters and stores carbon, improving air quality and supporting the response to the climate emergency.
- 31 Green infrastructure, including trees, is proven to contribute positively to people's mental wellbeing and quality of life.
- 32 Research demonstrates that trees and other green assets have a positive influence in recovery rates following ill health.

Climate change implications

- 33 Parks are a key contributor to achieving the council's broader climate targets. The proposed contract extension will continue to compliment the aims and objectives of the climate emergency strategy, through beneficial planting schemes and maintenance practices, such as reduced grass cutting, meadow regimes, tree and hedge planting.
- 34 Green waste arising from maintenance activity will continue to be recycled and re-used in the borough's parks and open spaces.
- 35 Vehicles and small plant items will continue to be updated where appropriate, in line with available technologies to ensure we remain as 'green' as possible

moving forward. The three year extension period enables the opportunity for alignment of any parks vehicle procurement to the council's broader Fleet Renewal Strategy with the aim of maximising economies of scale.

- 36 The current contract and extension period will also continue contractual commitments with regard to the following:
- not to use single-use plastic and to use recycled materials where practical
 - encourage the use of low emission vehicles and the minimisation of vehicle journeys
 - report on the supplier's energy use, water consumption and CO₂ emissions to ensure the industry standards are adhered to
 - all new equipment will be low-energy rated to meet current regulations
 - ensure that all recyclable packaging will be set aside and disposed of via a recycling centre
 - ensure that no hazardous materials will be used
 - pro-actively assisting the council to achieve its carbon neutral target
 - use of peat free grown plants as the default position to supplement replacement planting.

Social Value considerations

- 37 The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured. The social value considerations are included in the current contract (and will also apply to the extension period with on-going improvements where possible).

Economic considerations

- 38 The Fairer Future Procurement Framework and the economic and social benefits to Southwark were considered as part of the initial procurement process and decision to extend the current arrangements.
- 39 The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. The payment of the LLW by the current contractor has helped to reduce staff turnover, assisted with skills retention and contributed to quality improvements for the council. The payment of LLW will continue through the contract extension period.

Social considerations

- 40 The current contract pays LLW and this will be continued for the duration of the extension.
- 41 The current supplier meets the legal requirements around employees' rights to be members of trade unions and is an equal opportunities employer.
- 42 The current supplier is compliant with the council's policy on gender and ethnicity pay gaps, as detailed within their Fairer Future Procurement Framework submissions.

Apprenticeships/internships

- 43 The current contract provides opportunities for five full-time apprenticeships annually. Apprentices are paid above the national scale and for the full term of the placement.
- 44 The current supplier has demonstrated a commitment to engage with local schools, stakeholders and the wider community in order to provide a range of volunteering opportunities. They also facilitate community payback and corporate volunteer programmes.

Local employment opportunities and use of local suppliers

- 45 The current supplier advertises and recruits locally, also using local suppliers where practical.

Community engagement

- 46 Opportunities for community engagement have been realised through the delivery of the contract to date, through participation, volunteering and education. This approach is complimentary to broader Southwark employment and climate change initiatives, such as the Green New Deal.
- 47 The contract deals with multiple stakeholders and an increasing number of community and friends of parks groups. Participation in park, ecology, litter removal and tree planting projects are common place. Engagement levels are healthy and beginning to grow again post Covid-19. These are further supplemented by corporate volunteering and community payback programmes. It is anticipated that this trend will continue through the extension period.
- 48 All social value commitments as described above are measured monthly and annually to determine trends and to assist with ongoing business decision making.

Environmental and sustainability considerations

49 The current supplier set their environmental and sustainability commitments at the point of tender for the current contract across the following areas:

- Environmental policies
- Environmental impacts and audits (monitoring and measurements)
- Water conservation
- Recycling
- Biodiversity enhancement
- Reducing carbon emissions
- Waste reduction
- Procurement of supplies
- Training, awareness and competence
- Operational management
- Non-conformance and corrective and preventive action plans.

Financial Implications

50 The estimated value of this Grounds Maintenance contract for financial year 22-23 is currently estimated at £2.964m and before any variations are agreed which happen between January and March 2023. Including add-ons, the Ground Maintenance out turn for financial year 21-22 was £3.049m. The estimated annual value of the contract from 3 Oct 2023 is £3.338m (total value of this extension is £10.014m) which includes the alternative inflation and LLW estimates although the CPI % included is an estimate as against an agreed final figure.

51 Relevant contract elements are uplifted annually in accordance with contract indexation, this includes London Living Wage and Consumer Price Index (CPI) announcements. Adjustments may also be required to accommodate any required asset and/or service level changes. Staffing and any other costs connected with this contract will be contained within existing Parks and Leisure Division revenue budgets, cost centre LK501 and there is enough budget available in this cost code to cover the costs of this contract.

52 Ad-hoc works are calculated from the tendered rates and are charged direct to area-based budgets, including cemeteries and crematorium.

Legal Implications

53 Please refer to the concurrent of the Assistant Chief Executive, Governance and Assurance.

Consultation

- 54 The proposed extension of the current contractual arrangements for a further three year period means no significant changes from a public or stakeholder perspective. Standard Southwark governance Gateway processes will apply to inform and enable the corporate decision making process.

Other implications or issues

- 55 In order to ensure contractual compliance the incumbent supplier requires a minimum of 6 months' notice, prior to 3 October 2023.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC22/051)

- 56 This report is requesting the cabinet to approve the extension of the existing grounds maintenance contract with Quadron Idverde, now trading as Idverde for a further 3 year period from 3 Oct 2023 with an estimated annual cost of £3.338m and subject to the contract provision as set out in paragraph 50 of this report making a total revenue value of £10.014m.
- 57 The strategic director of finance and governance notes the financial implications that these costs can be contained within existing revenue budgets. The contract extension lasts for 3 years and is subject to annual inflationary increases using CPI and relevant annual increases in London Living Wage.
- 58 Staffing and any other costs connected with this contract will be contained within existing Parks and Leisure Division revenue budgets.

Head of Procurement

- 59 This report seeks approval of contract extension for provision of the parks grounds maintenance contract with Quadron Idverde (now trading as Idverde) for an additional three year period effective from 03 October 2023 with an associated estimated annual value of £3.338M.
- 60 The report confirms that the requested period of extension is permitted as part of the original award, and is therefore compliant with the Public Contracts Regulations 2015, (PCR2015) as governing modification of contracts during their term (Regulation 72(1a)):

72.—(1) Contracts and framework agreements may be modified without a new procurement procedure in accordance with this Part in any of the following cases:—

(a) where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and

unequivocal review clauses, which may include price revision clauses or options, provided that such clauses—

(i) state the scope and nature of possible modifications or options as well as the conditions under which they may be used, and

(ii) do not provide for modifications or options that would alter the overall nature of the contract or the framework agreement.

61 The extension is also aligned with the council’s Contract Standing Orders (CSOs) which dictate that decision must be taken by cabinet, or cabinet committee, after consideration by CCRB.

62 Headline risks associated with the extension are detailed at paragraph 20.

63 Alignment with the Fairer Future Procurement Framework (FFPF) is evidenced, specifically via confirmation of London Living Wage (LLW) payment at paragraph 40, trade union recognition and gender/ethnicity pay equality, at paragraphs 41 and 42, and creation of apprenticeships and local employment opportunities within succeeding paragraphs 43 and 45.

64 Proposed methodology for performance/contract monitoring is detailed within paragraph 22, and references alignment with council CSOs via a vis methodology and production of an annual performance review.

65 The Community, Equalities and Health Impact Statements are set out in paragraphs 23 – 32.

66 The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 33 – 49.

Assistant Chief Executive, Governance and Assurance

67 This report seeks approval to extend an existing contract with Quadron Idverde (now trading as Idverde) for the provision of the parks grounds maintenance service for a period of three years from 03 October 2023.

68 The estimated value of the proposed contract extension means that it is subject to the application of the Public Contracts Regulations (PCR) 2015, which permits contract modifications without the need for a fresh procurement exercise where certain limited prescribed grounds are met, including (PCR 72(1)(a):-

where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provided that such clauses -

(i) state the scope and nature of possible modifications or options as well as the conditions under which they may be used, and

- (ii) do not provide for modifications or options that would alter the overall nature of the contract or the framework agreement.
- 69 It is confirmed that the terms of the contract contain express provision for extension beyond its initial term.
- 70 The recommended contract extension is also consistent with domestic legislation and with the council's Contract Standing Orders, which reserve the decision in this matter to the Cabinet.
- 71 Cabinet will be aware of the Public Sector Equality Duty set out in section 149 of the Equality Act (EA) 2010, which requires the council to have due regard in its decision making processes to the need to:
- a. Eliminate discrimination, harassment, victimisation or other prohibited conduct.
 - b. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - c. Foster good relations between those who share a relevant characteristic and those that do not share it.
- 72 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equalities Duty (PSED) also applies to marriage and civil partnership, but only in relation to (a) above.
- 73 Paragraph 23 notes that an equalities impact assessment (attached as Appendix 3 to this report) was considered during the development of the service options and its findings revealed that the service has not had any clear detrimental impact on any individual or group having a protected characteristic under the EA.

BACKGROUND PAPERS

Background Papers	Held At	Contact
GW1 Procurement Strategy parks grounds maintenance service	Public Health, Parks and Leisure	N/A
Link: https://moderngov.southwark.gov.uk/documents/g4868/Agenda%20frontsheet%20Tuesday%2017-Mar-2015%2016.00%20Cabinet.pdf?T=0		
GW2 Contract Award for the parks grounds maintenance service	Public Health, Parks and Leisure	N/A
Link: https://moderngov.southwark.gov.uk/documents/g5372/Public%20reports%20pack%20Tuesday%2019-Jul-2016%2016.00%20Cabinet.pdf?T=10		

APPENDICES

No	Title
Appendix 1	Options Appraisal (RAG Rated) High Level Summary
Appendix 2	Equality Impact and Needs Analysis Assessment

AUDIT TRAIL

Cabinet Member	Councillor Catherine Rose, Leisure, Parks, Streets and Clean Air	
Lead Officer	Caroline Bruce, Strategic Director for Environment, Neighbourhoods and Growth	
Report Author	Richard Diplock, Group Manager Open Space Contracts and Operations	
Version	Final	
Dated	23 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Director of Exchequer (for housing contracts only)	No	No
Director of Education (for schools contracts only)	No	No
Cabinet Member	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board (DCRB)	Yes	Yes
Corporate Contract Review Board (CCRB)	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		23 February 2023

GM Contract Future Service Options Appraisal (From October 23)

APPENDIX 1

Option No.	Service Stream	Cost	Benefits	Risks	Rating (RAG)
1.	New external procurement	Price would be determined by market, currently impacted by the broader economic environment. A significant increase would be expected due to inflationary factors	<ul style="list-style-type: none"> •An opportunity to re-write the specification. •Ability to build in mechanisms for future efficiencies the start of the contract 	<ul style="list-style-type: none"> • Service price and quality vulnerable to both industry and broader national & global economic impacts. • Goes against the preferred approach for service delivery – i.e. insourcing where possible • A risk of a higher cost & reduced quality. • Client resource impacts - heavy procurement process • Transition period service impacts • Losing control of known price and quality outputs 	Amber
2.	Bringing the service in-house	Increase in current costs (estimated at circa 15-30%, but would require further investigation)	<ul style="list-style-type: none"> •Meets the Council's preference for internalised services •Control 	<ul style="list-style-type: none"> • Potential for higher cost • Transition period impacts, at a time when the Leisure team is focused on insourcing Leisure provision • Short-term client officer resource impacts • Recruitment and retention of GM staff 	Amber
3.	Extension of the current contract	Known costs with extension adjustments	<ul style="list-style-type: none"> •No transition impacts •Known costs and quality •Consistency of high quality service 	<ul style="list-style-type: none"> • Limited flexibility around future additional savings, as these will be front loaded and pre-agreed, 	Green

Option No.	Service Stream	Cost	Benefits	Risks	Rating (RAG)
			<ul style="list-style-type: none"> • Designs out the potential for additional industry & broader economic impacts • Reduced costs as outlined in section 18 • The 3 year extension period enabling broader fleet renewal synergy options across the council 		Green

APPENDIX 2



Equality Impact and Needs Analysis – Grounds maintenance Contract Extension

Guidance notes

Things to remember:

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

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

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

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

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

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of

equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

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

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

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Gateway 3 Report – Extension of the Grounds Maintenance Contract (3 years) – Oct 23 – Oct 26
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Equality analysis author	Tara Quinn				
Strategic Director:	Caroline Bruce				
Department	Environment & Leisure	Division	Parks & Leisure		
Period analysis undertaken	November 2022 (Ongoing)				
Date of review (if applicable)	November 2025				
Sig n-off		Position		Date	

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

1.1 Brief description of policy/decision/business plan

The current contract was awarded to Idverde for a seven year period (3rd October 2016 – 2nd October 2023). The contract facilitates the option to extend for up to a further seven year period, or indeed pursue an alternative service option.

The contract provides a 365 day per year service and is borough-wide covering some 105 sites including five major parks, 33 local parks, 15 gardens and squares, two sports grounds, three cemeteries, five adventure playgrounds and 42 other open spaces. Contract quantities indicate a total asset measurement of around 300 ha under management (March 2022).

The primary items covered by the contract include grounds maintenance (all gardening tasks). Cleansing and weed control of hard surfaces. Opening and locking of parks. Out of hours service cover provision. Park keeping services including room booking facilitation. Bin emptying, litter picking and faeces and needles removal. Apprenticeship programme and BMX coaches. Green waste composting & re-use. Volunteering programme(s) and close working with friends and stakeholder groups.

Officers considered the available options for this service from October 2023:

- Undertaking a new procurement exercise
- Bringing the service in-house
- Extending the current contract for a period of up to 7 years (in whole or in phases)

An options analysis was undertaken and on balance it was determined that a 3 year extension of the current contract was the most appropriate way forward.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	The maintenance service covers all parks across the borough but does not provide direct services to the public and is not bookable. The service facilitates the provision of safe and presentable green spaces for both passive and active recreation, sports and leisure.
Key stakeholders were/are involved in this policy/decision/business plan	<p>The decision relates to the extension of an existing service only, with no significant change to existing service levels. Accordingly, involvement has been limited to the Council's standard Procurement Gateway decision making process.</p> <p>Cabinet Members & Internal Business Units</p> <ul style="list-style-type: none"> • Parks & Leisure • Procurement • Legal • Finance

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of underrepresented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism



Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-Economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
--	--

No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

<p>Gender reassignment: - The process of transitioning from one gender to another.</p> <p>Gender Identity: Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

<p>Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p>No specific impacts identified</p>	<p>No specific impacts identified</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Maintenance service only, no change to existing provision</p>	<p>Maintenance service only, no change to existing provision</p>
<p>Mitigating or improvement actions to be taken</p>	
<p>N/A</p>	<p>N/A</p>

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavorably because she is breastfeeding.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p>No specific impacts identified</p>	<p>No specific impacts identified</p>

Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
N/A	N/A

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision

Mitigating and/or improvement actions to be taken	
N/A	N/A

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
No specific impacts identified	No specific impacts identified
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Maintenance service only, no change to existing provision	Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken	
No mitigating actions are currently required	

Human Rights

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

Potential impacts (positive and negative) of proposed policy/decision/business plan
The contract extension and continuation of grounds maintenance services will have no impact on the articles that are set out in the Human Rights Act.
Information on which above analysis is based
Maintenance service only, no change to existing provision
Mitigating and/or improvement actions to be taken
No mitigating actions are currently required

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

No impacts were identified through this exercise mainly due to the maintenance related work type and detached public interface. It was considered prudent however to ensure the ongoing consideration of EQIA issues to inform future key decisions around the service, via the formalised procurement and governance processes.

Section 5: Further equality actions and objectives

5. Further actions

Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.

Number	Description of issue	Action	Timeframe
1	EQIA update	Review prior to future key decision(s)	November 2025

5. Equality and socio-economic objectives (for business plans)

Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Future assessments will be undertaken as part of the procurement governance process and considered in conjunction with the associated Gateway report.				

6. Review of implementation of the equality objectives and actions

There are no equality actions and objectives that require implementation at this point in time. This will remain under review and considered when making future key decisions around the service.

Item No. 15.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Gateway 3 – Variation Decision 0-19 Children’s Community Public Health Services Contract Variation	
Ward(s) or groups affected:		All Wards Children aged 0-19 or 25 (if SEND) and their families	
Cabinet Member:		Councillor Evelyn Akoto, Health and Wellbeing	

FOREWORD – COUNCILLOR EVELYN AKOTO, CABINET MEMBER FOR HEALTH AND WELLBEING

The Council took on new responsibilities to deliver children’s public health services under the Health and Social Care Act 2012. Since 2015, Guys and St Thomas’s NHS Foundation Trust (GSTT) community services have provided 0-19 community children’s health services on our behalf. The Council works closely with GSTT to provide a service that best meets the needs of the 0-19 year’s olds (0-25 for SEND children and young people) within the borough and their families. Since 2015, there has also been a significant change in the 0-19 population of Southwark with a reduction in those aged 0-5 and an increase in those aged 5-19. This is therefore an appropriate time to review the service specification, continuing to work in partnership with GSTT to provide a service that is responsive to the needs of our changing population.

RECOMMENDATION

1. That the Cabinet approve the variation of the 0-19 Children’s Community Public Health Services contract with Guys and St Thomas’s NHS Foundation Trust (GSTT) to a total value of £6,649,364 for a period of 12 months from 1 April 2023 to 31 March 2024.

BACKGROUND INFORMATION

2. 0-19 children’s community public health services cover provision of health visiting (from birth to under 5’s) and school nursing (from age 5 to 19/25) services across Southwark.
3. Since 2015, Guys and St Thomas’s NHS Foundation Trust (GSTT) community services have provided 0-19 community children’s health services on behalf of Southwark.
4. They have operated under a section 75 agreement that Southwark Council holds with the South East London Integrated Care System (previously Clinical Commissioning Group).

5. The contract is annually renewed and any changes made through a Deed of Variation.
6. Since its inception, there has been no material changes in the service specification or delivery model of health visiting and school nursing services across Southwark, save for the decommissioning of the Family Nurse Practitioner function as part of a service reorganisation with funds used elsewhere within the service.
7. This is in the context of large changes in the populations that are eligible for, and use these services, with annual trends indicating a reduction in the 0-5 and increase in the 5-19 populations.
8. As was appropriate at the time of inception in 2015, the “4-5-6” model of service delivery was used to implement the national specification for the healthy child programme. The 4-5-6 model of health visiting offered a framework for health visitors to provide a unique, universal, unsolicited and non-stigmatising service to all families with children under 5 years of age. This has been used as the de-facto service delivery approach since then and has not been updated.
9. A revised contract value was formally communicated to the Clinical Commissioning Group in May 2021 and again in January 2022, and has been part of discussions with the provider Guys and St Thomas’s NHS Foundation Trust (GSTT).
10. The Council now intend to vary the service model and funding model for 2023/24, resulting in an extension period of 12 months based on a revised service specification, terms and conditions of contract and budget.

KEY ISSUES FOR CONSIDERATION

Key Aspects of Proposed Variation

11. The nature of the variation is a new total contract value of £6,649,364.00.

Reasons for Variation

12. Since 2015, there has been a significant change in the 0-19 population of Southwark with a reduction in those aged 0-5 and an increase in those aged 5-19.
13. In 2021, a change in the nationally preferred approach to health visiting and school nursing delivery was also made, moving away from the previous “4-5-6” model and towards a “*universal in reach and personalised in response*” model.
14. Variation provides an opportunity to update the service specification beyond the currently used national specification, making it tailored to the

needs of Southwark's children and their families while introducing additional assurances.

15. A variation in the service specification and contract would allow changes to be implemented which ensure that Southwark children and their families are provided a service which is up to date, tailored to their needs, and able to fully report on its activities to provide assurance and evidence of effectiveness.
16. In 2019-20 it was agreed that the budgetary envelope for the service would change and a new value implemented for 2023-24.

Future Proposals for this Service

17. The variation will be for 2023/24 to enable development of future commissioning intentions for the service from 2024/25 onwards.

Alternative Options Considered

18. Alternative options considered but discarded are outlined below in Table 1.

Table 1. Alternatives considered

Option	Advantages	Disadvantages	Decision
Decommission service entirely	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Lack of service provision not acceptable 	Not acceptable
Continue as is (status quo)	<ul style="list-style-type: none"> • Maintains current service provision • Least disruptive 	<ul style="list-style-type: none"> • Exceeds budget 	Not affordable
Go to market	<ul style="list-style-type: none"> • Opens contract for bids with potentially reduced cost and/or novel methods of working 	<ul style="list-style-type: none"> • Will not be feasible to implement in the time-frame left 	Not feasible

Identified risks for the Variation

19. The risks considered are outlined in Table 2 below with mitigating actions.

Table 2. Risks considered

Risk No.	Risk Identified	Likelihood	Impact	Mitigation
1	Workforce	Mod	Mod	Support Provider and workforce
2	Service interruption	Low	V. high	Ensure clear transition plan in place including deliverables seen and ratified by all stakeholders

Policy implications

20. Legislation and guidance

- a. The approval of the variation would continue to satisfy the council's responsibilities to deliver children's public health services under the Health and Social Care Act 2012.
- b. The proposal and revised service specification would contribute to meeting the council's responsibilities regarding Start for Life services as set out in the Family Hubs and Start for Life Programme Guide 2022.
- c. The equality impact assessment found no evidence to consider any group protected by the Equality Act 2010 to be disadvantaged through this proposal.

21. Council vision, principles and commitments:

- a. The updating of the service specification and delivery model as set out in this report upholds the council's values, commitments, priorities and promises to the residents of the borough.
- b. Specifically the proposal aims to provide a robust and effective community health service for all children and their families, conferring healthy life skills and providing support at key points to ensure all children have the opportunity to lead healthy lives.
- c. The proposal and revised service specification directly support, complement and represent implementation of Southwark's Strategic Policy SP3 "*A great start in life*" as well as SP5 "*tackling health inequalities*".
- d. The proposal and revised service specification directly contribute to ensuring Southwark's Public Sector Equality Duty.
- e. The proposal and revised service specification directly contribute to Southwark's 100% inclusion charter.

Contract management and monitoring

22. The revised service specification includes the establishment of a Monitoring and Oversight Board with responsibility for managing the contract and performance.
23. Annual performance reports to be presented in line with Contract Standing Orders.

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

Community impact statement

24. The adoption of the new specification and contract is likely to have a net benefit to the community overall given the more tailored approach for Southwark's children and their families and supported by the improvements in assurance and governance processes.

Equalities (including socio-economic) impact statement

25. The adoption of the new specification and contract is likely to have a net benefit especially concerning inequalities through a continuous learning and improvement approach to identify and address any gaps or inequalities in service provision. This would be facilitated by better data collection, frequent analysis and improved oversight and assurance processes.

Health impact statement

26. The adoption of the new specification and contract is likely to have a net benefit especially with regards to health of children (and their families), facilitated through a more tailored approach, and supported by more robust assurance and governance processes.

Climate change implications

27. There has not been an explicit assessment of the proposed variation and its contribution to climate change.
28. The specification does make it a requirement for the provider, where possible and appropriate, to *deliver the service in a place-based way* utilising areas where co-location can reduce the burden of travel for clients. This carries environmental benefits.

Social Value considerations

29. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The adoption of the new contract is likely to have a net benefit with a more tailored approach, more robust assurance and governance processes which would allow close monitoring and evaluation of activity to ensure positive impact.
30. GSTT offer apprenticeships, as well as offering non clinical work experience for Southwark pupils and residents. GSTT pay staff working on the contract above minimum wage, inclusive of an inner London cost of living enhancement.

Economic considerations

31. NHS organisations, by virtue of their size and industry, set their own policies and practices with respect to employment, procurement and sustainability.
32. The provider (GSTT) is one of the largest employers in London employing over 23,500 staff and due to its location; it is likely a major employer of Southwark residents.

Social considerations

33. The provider (GSTT) is one of the largest employers in London employing over 23,500 staff and due to its location; it is likely a major employer of Southwark residents.
34. GSTT is ranked as one of the top NHS trusts in the country to work for by the NHS staff survey and are holders of the Investors in People Gold Standard award.

Environmental/Sustainability considerations

35. NHS organisations, by virtue of their size and industry, set their own policies and practices with respect to employment, procurement and sustainability.
36. GSTT are committed to delivering sustainable healthcare, being one of the first trusts in the country to implement combined heat and power systems and promote green transport through their community links.

Financial Implications

37. The total value of the contract for 2023-24 is £6,649,364 per annum. This is a fixed value contract and not related to volume or activity. This will be funded from 2023-24 Public Health grant allocations.

Investment Implications (Housing Contracts only)

38. Not applicable.

Legal Implications

39. Please see concurrent of the Assistant Chief Executive, Governance and Assurance.

Consultation

40. There have been regular meetings and consultations with the Provider regarding the new budget.

Other implications or issues

41. None

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance REF: [60AS2022-23]

42. This report seeks approval of a contract variation for the 0-19 service with Guys & St Thomas' NHS Foundation Trust, which is currently as part of a Section 75 agreement. The Strategic Director of Finance and Governance notes the recommendations and the finance implications highlighted in point 37.
43. The variation will take into consideration the efficiencies applied through budget challenge and will allow for the council to take further control in offering a more tailored service to cater to the changes in demographics highlighted in point 12.

Head of Procurement

44. This report seeks approval of contract variation for provision of the 0-19 Children's Services contract with Guys & St Thomas' NHS Foundation Trust (GSTT) to reflect changes to specification, budget and terms and conditions of contract. This service was formerly provided under a Section 75 agreement with South East London Integrated Care System (SEL ICS) and represents continuation of a previous agreement.
45. The value of the proposed variation is above the minimum threshold for services covered by the Light Touch Regime (LTR) as detailed in the Public Contracts Regulations 2015 (PCR2015). However, Regulation 72(b) permits modification in those instances where a change of contractor:
- (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
 - (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority,
- provided that any increase in price does not exceed 50% of the value of the original contract.
46. The report confirms that the variation will enable the council to review its service requirements in order to enable development of future commissioning intentions for the service from 2024/25 onwards. The variation is also aligned with the council's Contract Standing Orders (CSOs) which dictate that decision must be taken by cabinet, or cabinet committee, after consideration by the Corporate Contract Review Board.

47. Headline options and risks associated with award are contained at the end of paragraph 18 and 19. It is recommended that the risk register itself is regularly reviewed as a staple meeting agenda component for the new service model mobilisation and delivery phase, and updated accordingly.
48. Alignment with the Fairer Future Procurement Framework (FFPF) is evidenced, specifically via confirmation of London Living Wage (LLW) payment (GSTT pay staff working on the contract above minimum wage, inclusive of an inner London cost of living enhancement) and the subject matter of the contract (“Tackling Health Inequalities”).
49. Proposed methodology for performance/contract monitoring is detailed within paragraphs 22 - 23, namely through creation of a dedicated monitoring and oversight board.
50. The Community, Equalities and Health Impact Statements are set out in paragraphs 24 - 26.
51. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 27 - 36.

Assistant Chief Executive – Governance and Assurance

52. This report seeks approval of a variation of a contract for provision of the 0-19 children’s services, which has arisen as a result of a variation of the service and funding models for 2023/24.
53. In relation to services of this nature and value the Public Contracts Regulations 2015 permit contract modifications in certain limited defined circumstances, including where a change of contractor –
 - (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
 - (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority,

provided that any increase in price does not exceed 50% of the value of the original contract.
54. The proposed contract variation is also consistent with the council’s Contract Standing Orders, which reserve the decision in this matter to the Cabinet, after consideration of the report by the Corporate Contract Review Board.

Director of Customer & Exchequer Services (for housing contracts only)

55. Not applicable.

Director of Education (for schools contracts only)

56. Not applicable.

BACKGROUND PAPERS

Background Papers	Held At	Contact
Health and Social Care Act 2012	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.legislation.gov.uk/ukpga/2012/7/contents/enacted		
Equalities Act 2010	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: Equality Act 2010 (legislation.gov.uk)		
Guidance: Family hubs and start for life programme: local authority guide	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.gov.uk/government/publications/family-hubs-and-start-for-life-programme-local-authority-guide		
Southwark Council and NHS Southwark CCG Section 75 agreement (2013)	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://moderngov.southwark.gov.uk/documents/s42156/Appendix 1 Draft agreement under section 75 of the National Health Services Act 2006 relating to le.pdf		

Background Papers	Held At	Contact
The best start for life: a vision for the 1,001 critical days	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.gov.uk/government/publications/the-best-start-for-life-a-vision-for-the-1001-critical-days		
Guidance: Health visiting and school nursing service delivery mode	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.gov.uk/government/publications/commissioning-of-public-health-services-for-children/health-visiting-and-school-nursing-service-delivery-model		
School nursing: Looking after the health and wellbeing of school children	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.local.gov.uk/publications/school-nursing-looking-after-health-and-wellbeing-school-children		
Evelina London Health Visiting Team	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.evelinalondon.nhs.uk/our-services/community/health-visiting-service/team-contacts.aspx		
Southwark Public Sector Equality Duty	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://www.southwark.gov.uk/council-and-democracy/equality-and-diversity/equality-objectives		

Background Papers	Held At	Contact
Southwark 100% inclusion charter	Public Health Directorate, 1 st Floor, Children's and Adults' Services, 160 Tooley Street, London, SE1 2QH	Sangeeta Leahy 07756 214 405
Link: https://moderngov.southwark.gov.uk/ielIssueDetails.aspx?Ild=50029378&PlanId=0&Opt=3#A164280		

APPENDICES

No	Title
Appendix 1	Equality and health analysis – Reduction in funding for 0–19 community children's services from 23/24

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	David Quirke-Thornton, Strategic Director, Children's and Adults' Services	
Authors	Sangeeta Leahy, Director of Public Health and Dr Youssef Oskrochi, Senior Public Health Specialist	
Version	Final	
Dated	23 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Customer & Exchequer Services (for housing contracts only)	N/a	N/a
Director of Education (for schools contracts only)	N/a	N/a
Cabinet Member	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		23 February 2023



Equality and health analysis – 0-19 Children's Community Public Health Services Contract Variation

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	0-19 Children's Community Public Health Services Contract Variation
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Equality analysis author	Youssof Oskrochi, senior public health specialist				
Strategic Director:	David Quirke-Thornton				
Department	Children & Adults	Division	Public Health		
Period analysis undertaken	Q2 2022/23				
Date of review (if applicable)					
Sign-off	Sangeeta Leahy	Position	Director of Public Health	Date	26/01/2023

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

2.1 Background

Since 2015, Guys and St Thomas's (GSTT) community services have provided the 0-19 children's community services for Southwark. They have operated under a section 75 agreement that Southwark holds with the South East London ICS (previously CCG).

The Council has been working with the service over the years to adapt to the needs of the changing population.

2.2 Current financial situation

The cost of the original contract was ~£7.5m, split between the health visiting (HV) at ~£6.25m and school nursing (SN) services at ~£1.27m.

The nature of the variation is a new total contract value of £6,649,364.00.

2.3 Summary needs assessment (details in Appendix 1)

A review and analysis of the population level estimates of need available (both snapshot and trend data) have allowed an assessment to be made with the following outcomes (Table 1):

1. There is very high confidence that the 0-5 population has decreased and has reduced demand and need compared to previous years.
2. There is high confidence that the 5-19 population (and therefore school nursing service) has increased demand and need levels compared to previous years.

Table 1. Summary of the evidence and judged impact on health visiting and school nursing service needs

Service	Markers suggestive of increased needs	Markers suggestive of static need	Markers suggestive of reduced need	Interpretation	Confidence
Health Visiting (0 to <5 popn)	<ul style="list-style-type: none"> Lower % of healthy weight children entering reception than London 	<ul style="list-style-type: none"> Deprivation score has improved slightly Safeguarding demands for 0-4's remained relatively static. 	<ul style="list-style-type: none"> Large reduction in 0-5 population Reduction in Looked After Children (LAC) rate Reduction in service activity Falling <18's conception rate 	Overall reduced need levels	Very high

School Nursing (5 to 19 popn)	<ul style="list-style-type: none"> • Increase in 5-19 population • Lower % of healthy weight children in Year 6 than London • Lower attainment at foundation levels than London • Higher % of Social, Emotional and Mental Health (SEMH) students than London • Increase in Free School Meals (FSM) eligibility • Higher % of students with special educational needs or disability (SEND) requirements • Increase in age 12+ safeguarding demand 	<ul style="list-style-type: none"> • Deprivation score • has improved slightly • Safeguarding demands for 5-11's remained relatively static or reduced. 	<ul style="list-style-type: none"> • Reduction in LAC rate • Improvement in youth justice figures 	Overall increased need levels	High
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2.4 Proposed impact of savings overall

Health visiting service

- Evidence of reducing 0-5 population (between 11% and 25% lower) and reduction in service activity data (12% reduction since 2018/19).
- The magnitude of the reduction in eligible population is similar to the reduction in budget (11.5%) that the service is expected to meet.
- Population level indicators also reveal a reduction in the levels of need.
- Therefore, implementing the budget savings is not expected to adversely impact the eligible.

School nursing service

- There is evidence of increasing 5-19 population and worsening need indicators; this would result in increased demand for the service.
- It is therefore likely that overall demand on the school nursing service has increased.

Section 3: Overview of service users and key stakeholders consulted

Service users and stakeholders	
Key users of the department or service	<p>Health visiting and school nursing providers – Not formally yet consulted as part of this work.</p> <p>Children and their families aged 0 to under 5 (health visiting service) – Not formally yet consulted as part of this work.</p> <p>Children and their families aged 5-19 (School nursing service) – Not formally yet consulted as part of this work.</p>
Key stakeholders were/are involved in this policy/decision	<p>Public health commissioners in Southwark Council</p> <p>Public health commissioners in London Borough of Lambeth</p> <p>Children and Adults board</p> <p>Cabinet Member</p> <p>Finance team in Southwark Council</p>

Section 4: Pre-implementation equality analysis (details in Appendix 2)

The Equality Act 2010 protects us all from discrimination or harassment because of a personal characteristic. Children and young people's health services must ensure that treatment provision supports the needs of everyone to increase equality and opportunity to all groups. The following characteristics are protected under the Act:

- Age
- Race
- Gender
- Disability
- Marital status
- Pregnancy and maternity
- Religion or belief
- Sexual orientation
- Gender reassignment

The impact of the proposed services on these characteristics has been assessed and is summarised below in Table 2.

Table 2. Summary of impacts on Equality Act 2010 protected characteristics

Protected characteristic	Impact	Explanation summary
Age	No impact	<p>It is anticipated that there is no impact as the savings will adjust the overall financial envelope to be more aligned with the reduction in child population and the associated reduction in services.</p> <p>It is unlikely that a reduction in operating budget would have any impact based on maternal age.</p> <p>It maybe that the impacts of the increased cost of living and other wider socio economic may affect the health needs of this population. This will be carefully monitored as services are re-aligned to the changing population.</p>
Race	No impact	<p>It is not anticipated that any operating budget changes will impact on this population group. Specific vulnerabilities associated with health conditions affecting a BAME mother or child will be assessed and identified as part of the routine assessment for vulnerabilities.</p>
Sex	No impact	<p>It is unlikely that a reduction in operating budget would have any impact on this characteristic.</p>
Disability	No impact	<p>It is unlikely that a reduction in operating budget would have any impact on users with disabilities.</p> <p>The national specification for health visiting services accounts for disabilities within its need levels and thus it is expected that at the minimum the current status quo is maintained.</p>

		The provider should however remain vigilant and be receptive to any issues and/or approaches which may arise from service users with disabilities regarding their access to the service.
Marital status	No impact	It is unlikely that a reduction in operating budget would have any impact on users based on their marriage or civil partnership status.
Pregnancy and maternity	No impact	It is unlikely that a reduction in operating budget would have any impact on pregnant users.
Religion or belief	No impact	It is unlikely that a reduction in operating budget would have any impact on users based on their religion.
Sexual orientation	No impact	It is unlikely that a reduction in operating budget would have any impact on users based on their sexual orientation. It may be prudent, and stakeholders will need to work closely with the LGBTQ+ community to decide whether or not to collect sexual orientation data given the relatively large gay and lesbian population within Southwark and to ensure that service provision is equitable.
Gender reassignment	No impact	It is unlikely that a reduction in operating budget would have any impact on users who are on the transitioning journey.

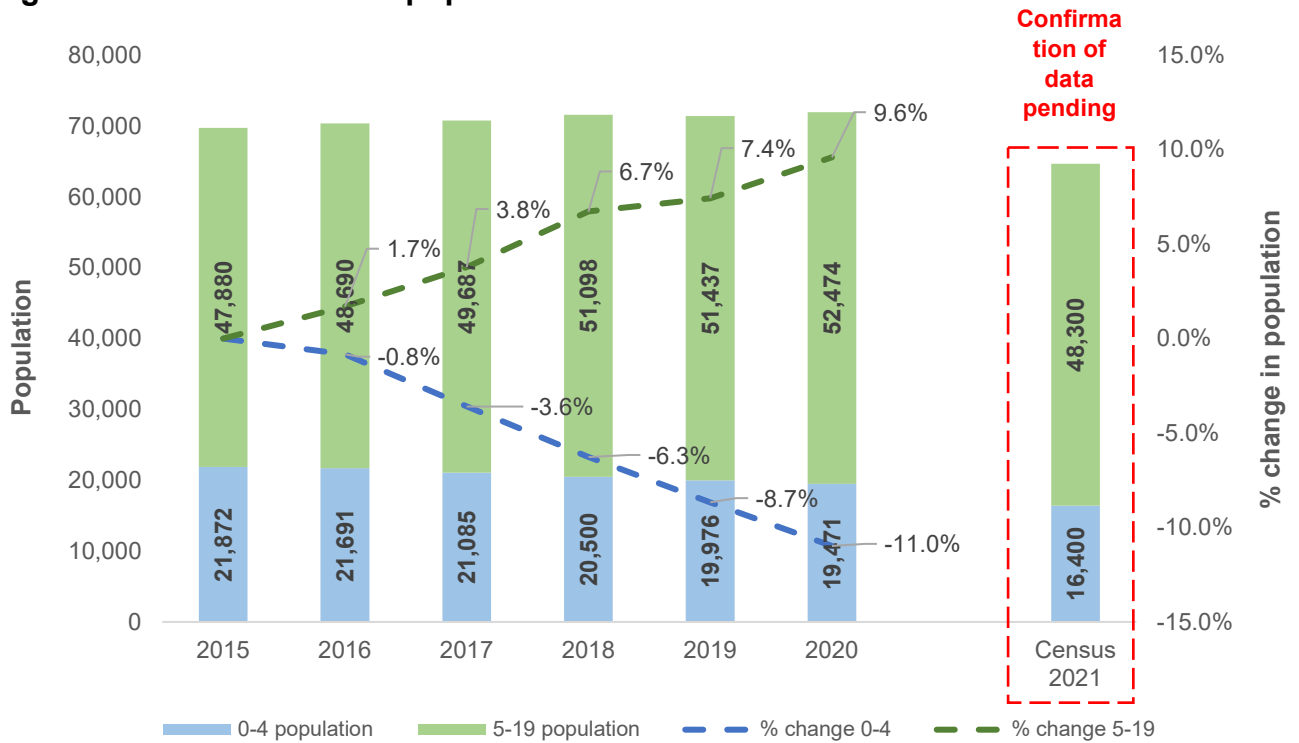
Section 5: Appendix 1: Needs Assessment 0-19

5.1 Southwark's 0-19 population

Demographics

From 2015 to 2020, the 0-19 population in Southwark has changed significantly; the 0 to 4 (including under 5's) population has decreased by 11% or 2,401 children, while the 5-19 population has increased by 9.6% or 4,594 children (Figure 1).

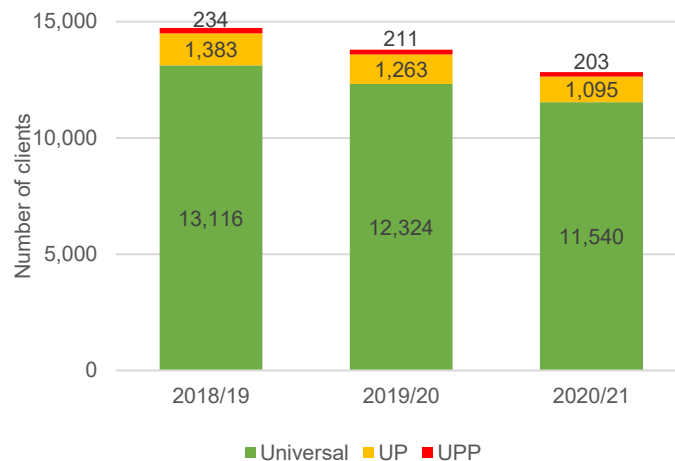
Figure 1. Southwark's 0-19 population between 2015 and 2020



It is important to note that these figures might overestimate the population size in both age groups as the Census 2021 results show a much larger 25% decrease in the 0-5 population and only a 0.9% increase in the 5-19 population.

Similarly, Health Visitor (HV) service data shows a reduction in activity levels by 12% between 2018/19 and 2020/21 (Figure 2).

Figure 2. Number of clients registered with the HV service 2018/19 to 2020/21



Deprivation

Southwark has one of the highest IDACI¹ indices in London², although it has seen an improvement between 2015 and 2019.

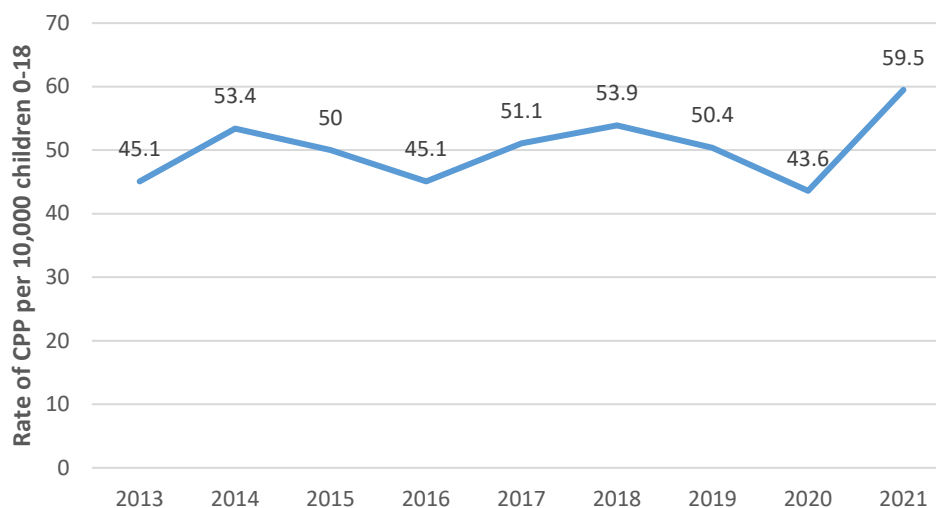
Similarly, Southwark's general index of multiple deprivation (IMD) ranking, while improved compared to other local authorities in England between 2015 and 2019, it still remains one of the most deprived boroughs in the country overall³.

Safeguarding

Since 2013, the rate of Southwark's children on Child Protection Plans (CPP) has varied between 45 and 53 per 10,000.

During the pandemic this went up to 59.5 per 10,000 for 2020/21; a 36% increase on the year before and the second highest in London (average 31 per 10,000).

Figure 3. Rates of CPP's per 10,000 children (0-18) in Southwark 2013 to 2021



Looked after children

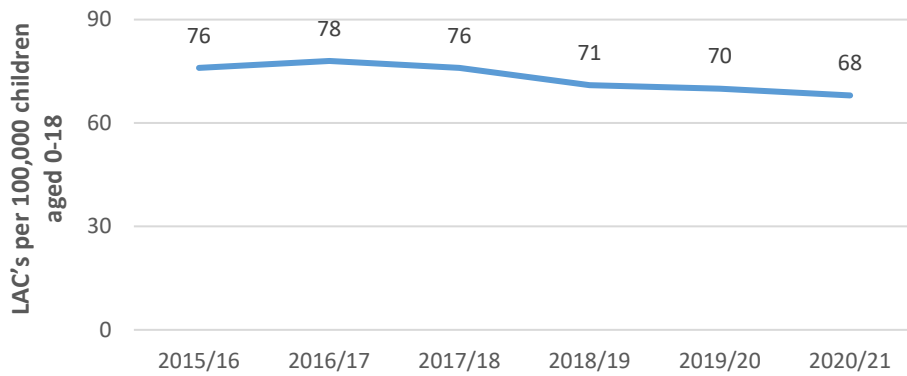
The rate of looked after children in Southwark has been gradually reducing since 2015 (Figure 4).

Figure 4. Rate of LAC's per 100,000 children aged 0-18 in Southwark 2015 to 2021

¹ Index of deprivation which highlights where deprivation is most affecting children

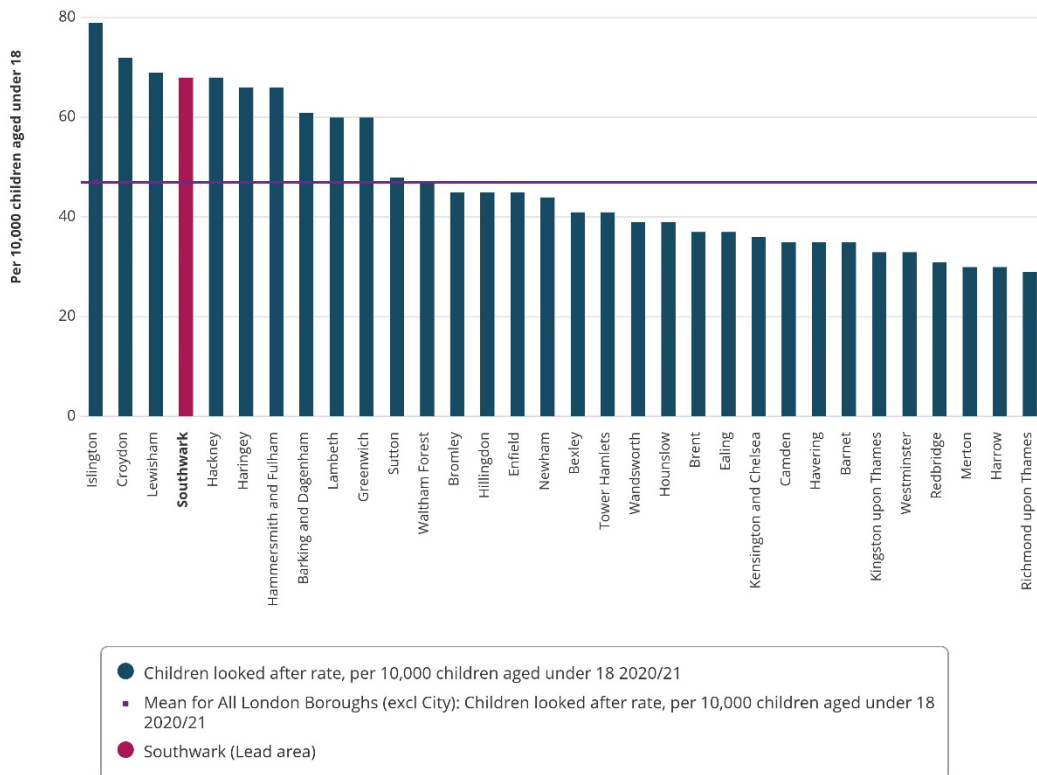
² [South East London CYPMH Inequalities snapshot \(healthylondon.org\)](https://www.healthylondon.org/)

³ Indices of Deprivation 2019. Southwark's JSNA. Southwark Council: London. 2019.



Nevertheless, Southwark still has the fourth highest rate of looked after children (LAC) per 10,000 children under 18 in London (Figure 5)⁴.

Figure 5. Children looked after rate, per 10,000 children aged under 18 (from 2015/16 to 2020/21)



A higher proportion of LAC's in Southwark have special educational need and disability (SEND) requirements (35.1%) than the London average (32.3%)

⁴ [Children looked after rate, per 10,000 children aged under 18 in Southwark | LG Inform \(local.gov.uk\)](https://www.local.gov.uk)

Vaccinations

Children in Southwark generally have higher or similar vaccination coverage rates⁵ to London (Table 3).

Table 3. Vaccination rates in Southwark vs London for major childhood vaccinations

Vaccination	Age group	Data	Southwark	London
Flu vaccine	2-3 years	2020/21	48.2%	47.1%
MMR two doses	<5 year old	2020/21	83.1%	74.7%
DTaP/IPV pre-school booster	<5 year old	2020/21	79.3%	72.3%
HPV one dose (females)	12-13 year old	2020/21	77.9%	70.4%
HPV one dose (males)	12-13 year old	2020/21	78.4%	65.9%
Meningococcal ACWY	13-15 year old	2020/21	77.4%	77.8%

In addition, the percentage of LAC in Southwark with up to date vaccinations (86%) is amongst the highest in London (average 76%).

⁵ [Childhood Vaccinations Rates in Your Area | LG Inform \(local.gov.uk\)](#)

5.2 Needs relating to under 5's Health Visiting

Safeguarding in under 5's

Between 2019/20 and 2020/21, there was a 15.4% (475) reduction in the number of contacts and a 5.5% (47) reduction in both number of referrals and assessments made for <5's safeguarding concerns (Figure 6).

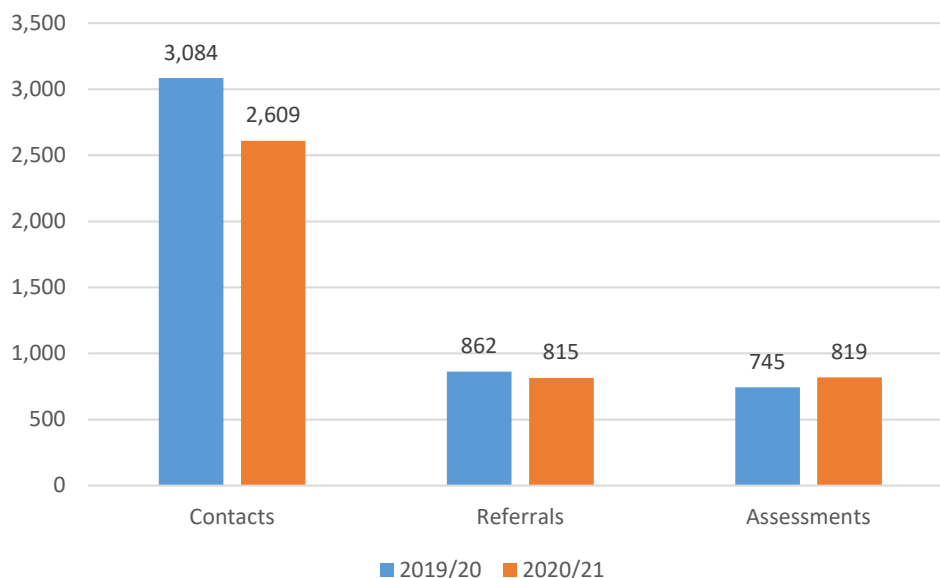
However, this was in the context of increasing rates of contacts resulting in referrals (28% in 2019/20 to 31.2% in 2020/21) and increasing rates of referrals resulting in assessments (86.4% in 2019/20 to 100% in 2020/21).

For 2020/21 the number of assessments was greater than referrals due to individuals being referred prior to birth ("unborn" classification) and then assessed once born.

Therefore, while numbers have decreased, a greater proportion of referrals are leading into the child protection plan (CPP) process.

Overall, it is anticipated that the demand on the service is likely to remain the same; fewer cases, but more likely to require entry into CPP process.

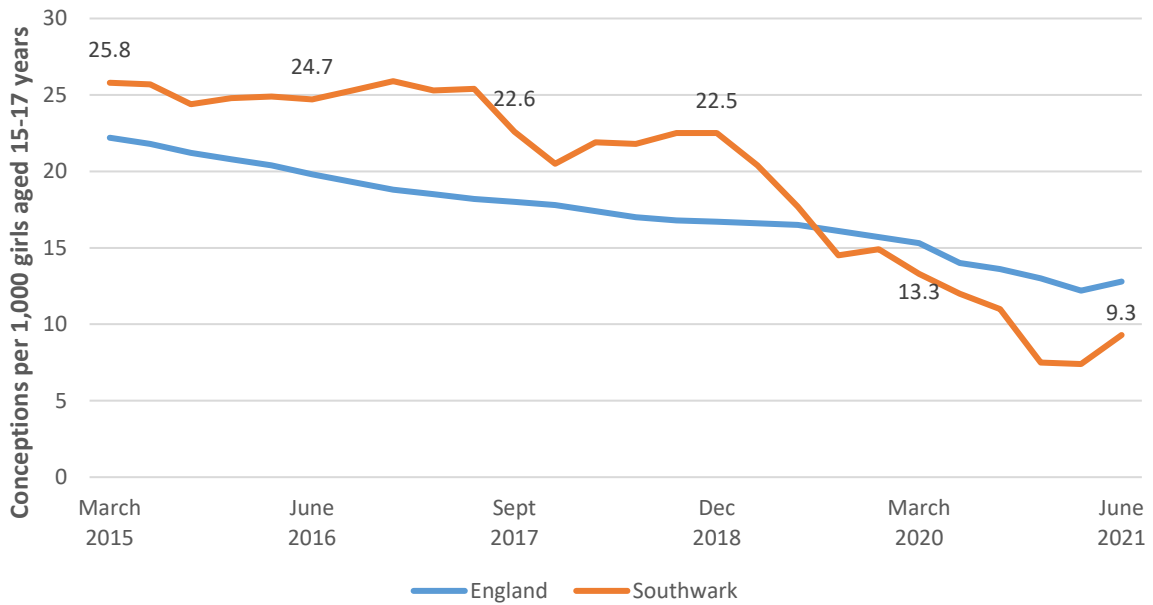
Figure 6. 0-4's safeguarding services front door activity data (2019/20 to 2020/21)



Conception in under 18's

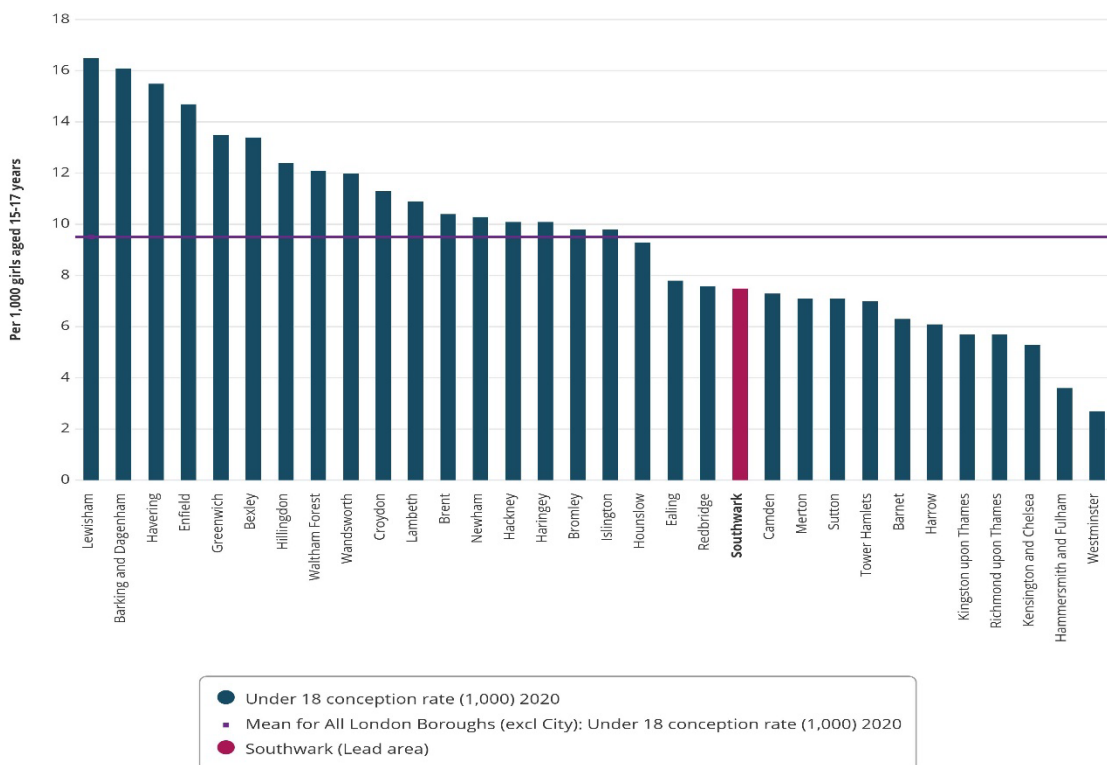
The under 18's conception rate in Southwark has reduced by 64% since 2015, standing at 9.3 conceptions per 1,000 girls aged 15-17 years (Figure 7). This reflects the national trend but Southwark has seen big improvements in recent years.

Figure 7. Conception rate per 1,000 women at ages under 18 (from 2015 to 2021) for Southwark



As a result, Southwark has one of the lowest under 18's conception rates in London and well below the London average (Figure 8).

Figure 8. Conception rate per 1,000 women at ages under 18 (from 2015 to 2020) for London



5.3 Needs relating to School Nursing

Physical, mental health and educational needs of schoolchildren

The evidence regarding needs of schoolchildren in Southwark is varied.

Between 2012/13 and 2018/19, the proportion of children at foundation stage achieving the expected level in Personal, Social and Emotional Development has increased from 80.7% to 84.2%⁶, although this is still below the London average.

Similar improvements were seen when looking at the percentage of all children achieving at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics at foundation stage, improving from 59.6% to 74.1% and now being higher than the London average⁷.

Children in Southwark however are generally less likely to be a healthy weight; in 2019/20 only 73% of those in reception⁸ and 58% of those in Year 6⁹ were healthy weight, both below the London average. Data that is more recent is currently not available.

Southwark has one of the highest proportion of school children with social, emotional and mental health (SEMH) needs at 3%. This is higher than the London (2.6%) average and only lower than Lambeth (3.2%) and Bromley (3.2%) in South East London. Nationally there is evidence that the number of those aged 5-19 experiencing mental health problems is growing¹⁰.

In Southwark, approximately 34.8% of students were eligible for free school meals (FSM) in the 2021/22 academic year, an increase of 50.6% since 2015/16 (from 23.1% to 34.8%)¹¹.

Southwark ranks higher than the London average (25.4%) but lower than other inner London boroughs such as Islington, Camden, Hackney, Tower Hamlets, Lambeth and Westminster (Figure 9).

Eligibility for FSM is considered a proxy measure for deprivation; therefore, higher proportions for students eligible for FSM can be an indicator of increased need.

In 2020, amongst those with SEMH, approximately 45% were eligible for FSM¹².

However, children on FSM in Southwark generally do well, with over 67% achieving at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics at foundation stage (2018/19), more than the London average¹³.

⁶ [Percentage of children achieving at least the expected level in Personal, Social and Emotional Development at foundation stage in Southwark | LG Inform \(local.gov.uk\)](#)

⁷ [Percentage of all children achieving at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics at foundation stage in Southwark | LG Inform \(local.gov.uk\)](#)

⁸ [Percentage of children in reception year who are healthy weight in Southwark | LG Inform \(local.gov.uk\)](#)

⁹ [Percentage of children in year 6 who are healthy weight in Southwark | LG Inform \(local.gov.uk\)](#)

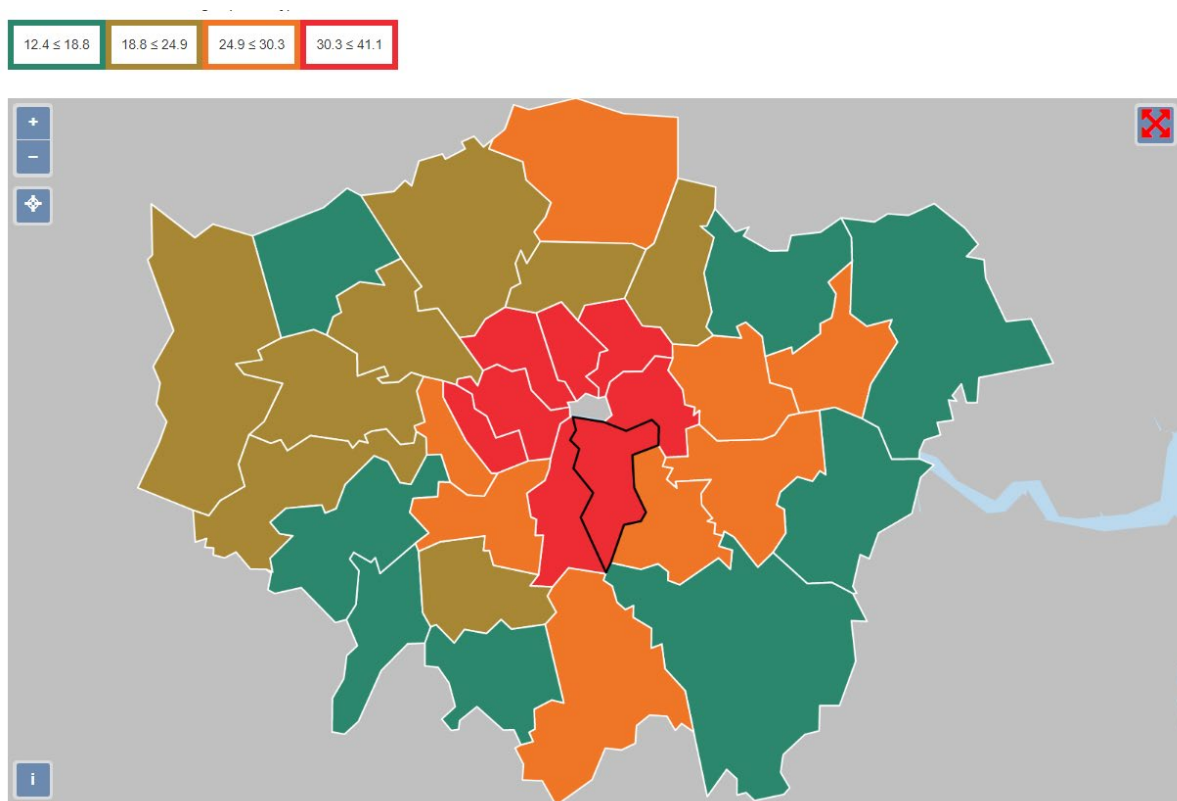
¹⁰ [Improving children and young people's mental health services - The Health Foundation](#)

¹¹ [Percentage of all pupils known to be eligible for free school meals in Southwark | LG Inform \(local.gov.uk\)](#)

¹² [CYPMH Inequalities Data Snapshot South East London \(healthylondon.org\)](#)

¹³ [Percentage of pupils with eligible for free school meals achieving at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics at foundation stage in Southwark | LG Inform \(local.gov.uk\)](#)

Figure 9. Geographic comparison of proportion of students eligible for FSM (Southwark marked)



Special Educational Needs and Disabilities (SEND)

In 2021/22, 19.6% of Southwark pupils either had a statutory plan of SEN (statement or EHC plan, total 4.3%) or were receiving SEN support (15.3%). Overall this is higher than the London average (16.1%)¹⁴.

The proportion of Southwark pupils with SEND requirements has increased since 2017/18, with students requiring a statement or EHC plan increasing by 38% (from 3.1% to 4.3%) and those with SEN support increasing 10.8% (from 13.8% to 15.3%).

Pupils who are looked after children (LAC) or children in need (CIN) are highly represented within the SEND cohort.

Southwark has a higher proportion of LAC pupils with (35.1%) and without statements/plans (29.7%) than the London average (32.2% and 25.2% respectively).

In addition, 18.6% of CIN have SEND requirements with 41.5% of those having an active statement or EHC plan, higher than the London average (34.6%).

Primary SEND needs in Southwark schools are broadly similar to those in London but with some notable differences (Table 5)

Table 5. Significant differences in the primary needs of schoolchildren in Southwark vs London (2021/22)

	More need (vs London)	Lower need (vs London)
Primary school	<ul style="list-style-type: none"> ASD (18.9% vs 13.9%) Specific learning difficulties (9.9% vs 7.2%) 	<ul style="list-style-type: none"> SALC need (38.1% vs 41.8%) SEMH needs (13.0% vs 14.6%) Moderate learning difficulties (7.6% vs 9.1%)
Secondary school	<ul style="list-style-type: none"> ASD (13.1% vs 11.7%) Other difficulty/disability (13.0% vs 6.1%) 	<ul style="list-style-type: none"> SEMH needs (19.3% vs 22.4%) SALC needs (16.6% vs 19.3%) Moderate learning difficulty (11.5% vs 13.6%)
Special schools	<ul style="list-style-type: none"> ASD (47.9% vs 41.8%) SEMH needs (15.7% vs 8.0%) Primary physical disability (2.8% vs 1.4%) Specific learning disability (2.8% vs 1.6%) 	<ul style="list-style-type: none"> Moderate learning disability (1.8% vs 9.3%) SALC needs (1.7% vs 7.0%)

ASD: autistic spectrum disorder

SALC: Speech, Language and Communication

SEMH: Social, Emotional and Mental Health

¹⁴ A statutory plan of SEN (statement or EHC plan) or are receiving SEN support, data from [Local area Special Educational Needs and Disabilities report for London Borough of Southwark | LG Inform](#)

Safeguarding in 5-11 year olds

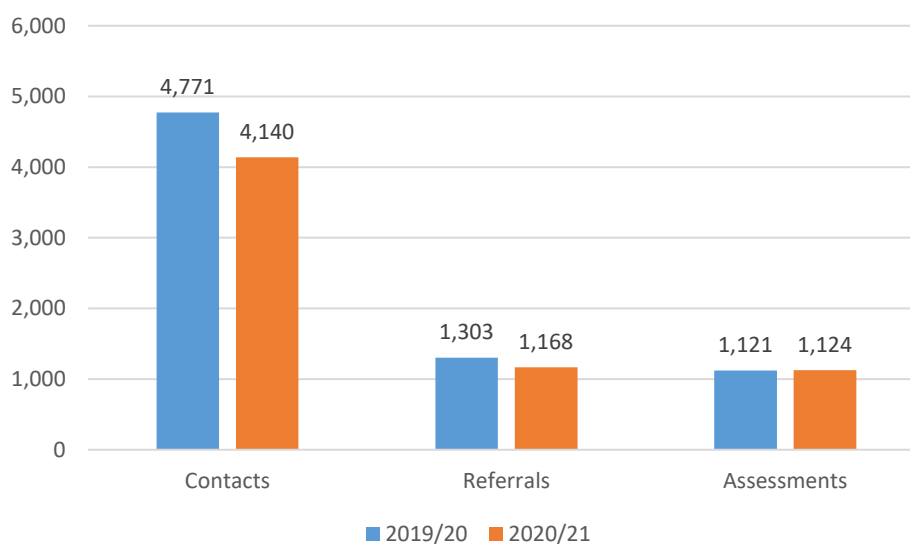
Between 2019/20 and 2020/21, there was a 13.2% (631) reduction in the number of contacts, a 10.4% (135) reduction in the number of referrals and an essentially static (0.3% increase) number of assessments made for 5-11's safeguarding concerns (Figure 10).

This was in the context of relatively static rates of contacts resulting in referrals (27.3% in 2019/20 to 28.2% in 2020/21) and increasing rates of referrals resulting in assessments (86% in 2019/20 to 96.2% in 2020/21).

Therefore, while numbers have gone down significantly and a broadly similar proportion of contacts result in referrals, of those contacts that do require referral, most reach assessment.

Overall, the demand on the service is likely to have remained either static or decreased: fewer overall numbers and similar levels requiring entry into CPP process.

Figure 10. 5-11's safeguarding services front door activity data (2019/20 to 2020/21)



Safeguarding in children aged 12+

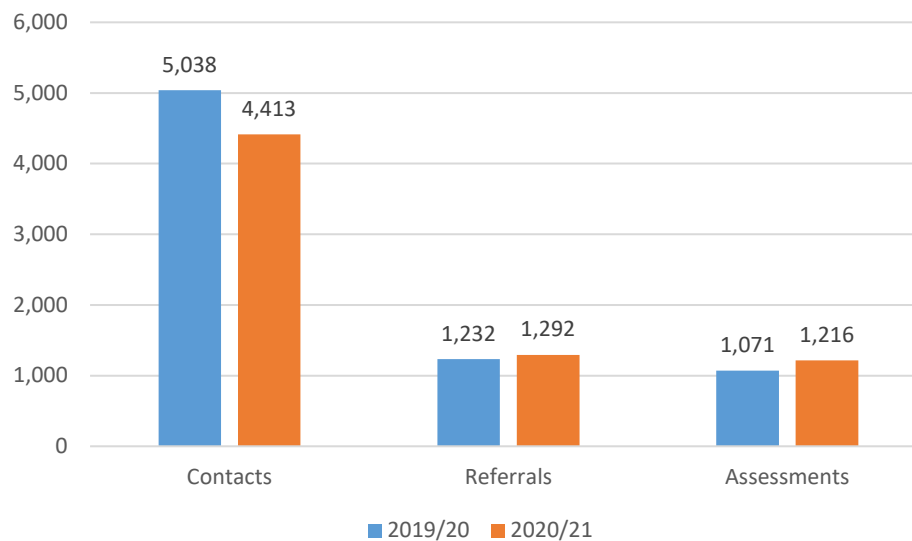
Between 2019/20 and 2020/21, there was a 12.4% (625) reduction in the number of contacts, a 4.9% (60) increase in the number of referrals and a 13.5% (145) increase in the number of assessments made for 12+ safeguarding concerns (Figure 11).

This was in the context of increasing rates of contacts resulting in referrals (24.5% in 2019/20 to 29.3% in 2020/2) and rates of referrals resulting in assessments (86.9% in 2019/20 to 94.1% in 2020/21).

Therefore numbers have increased significantly and both a larger proportion of contacts result in referrals and a larger portion of referrals require assessment (and therefore formal entry into CPP process).

Overall, the demand on the service is likely to have increased; more overall numbers and greater proportion requiring entry into CPP process.

Figure 11. 12+ safeguarding services front door activity data (2019/20 to 2020/21)



Youth justice

In 2021, Southwark generally had lower rates of youth justice incidents than other boroughs in London (Figure 12)¹⁵, although the rates of first time entrants is higher than the London average¹⁶ (Figure 13).

Figure 12. Headline youth justice figures for London (Southwark highlighted)

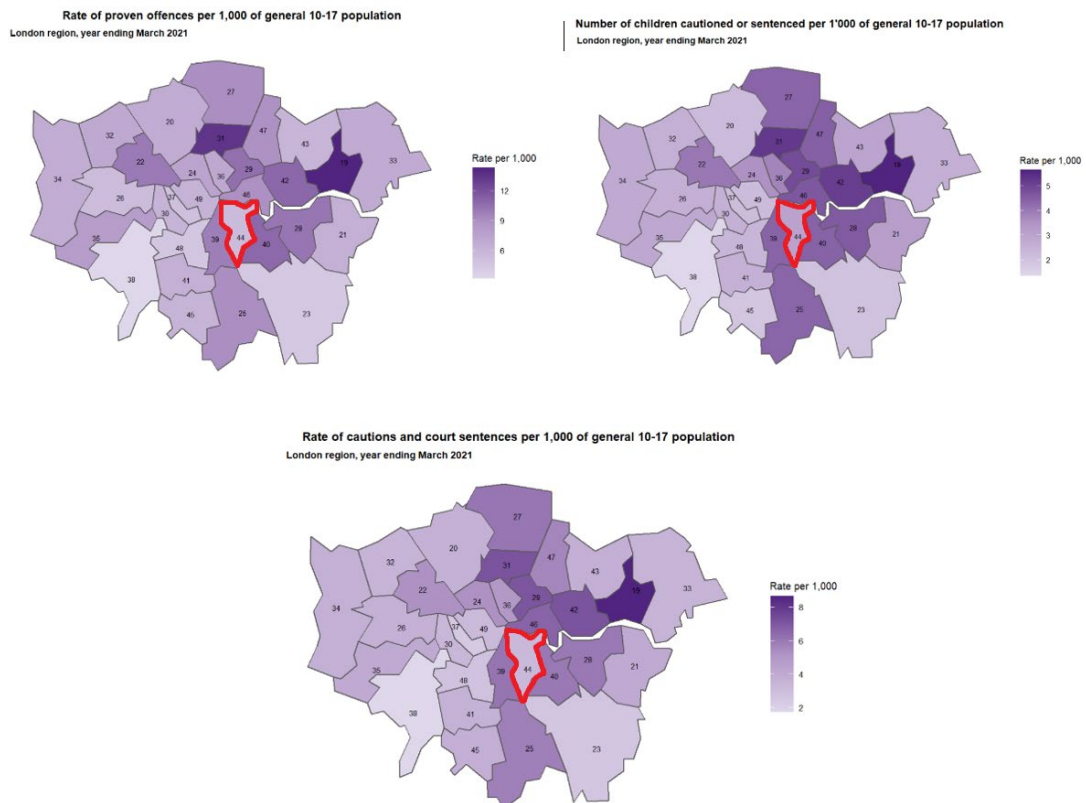
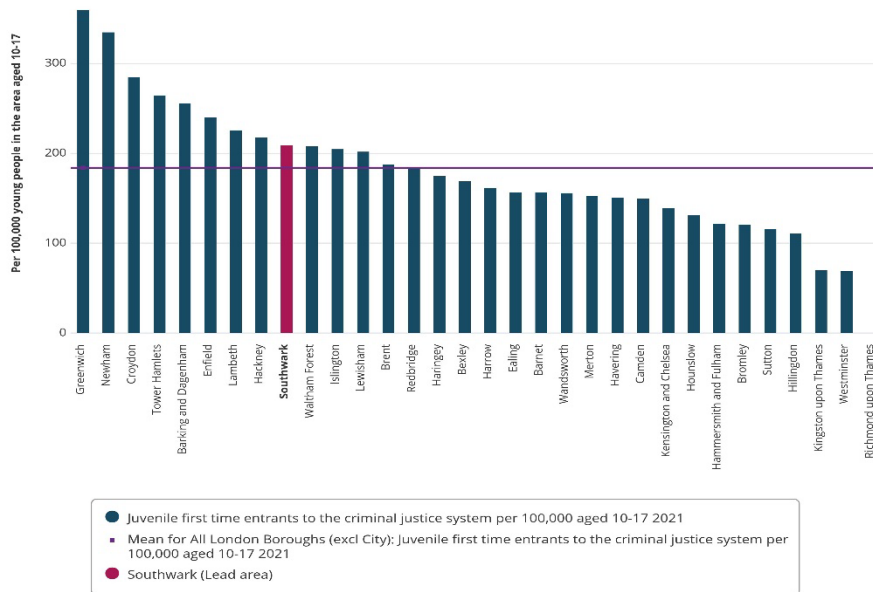


Figure 13. Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds (from 2010 to 2021)

¹⁵ [Youth justice statistics: 2020 to 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/youth-justice-statistics-2020-to-2021)

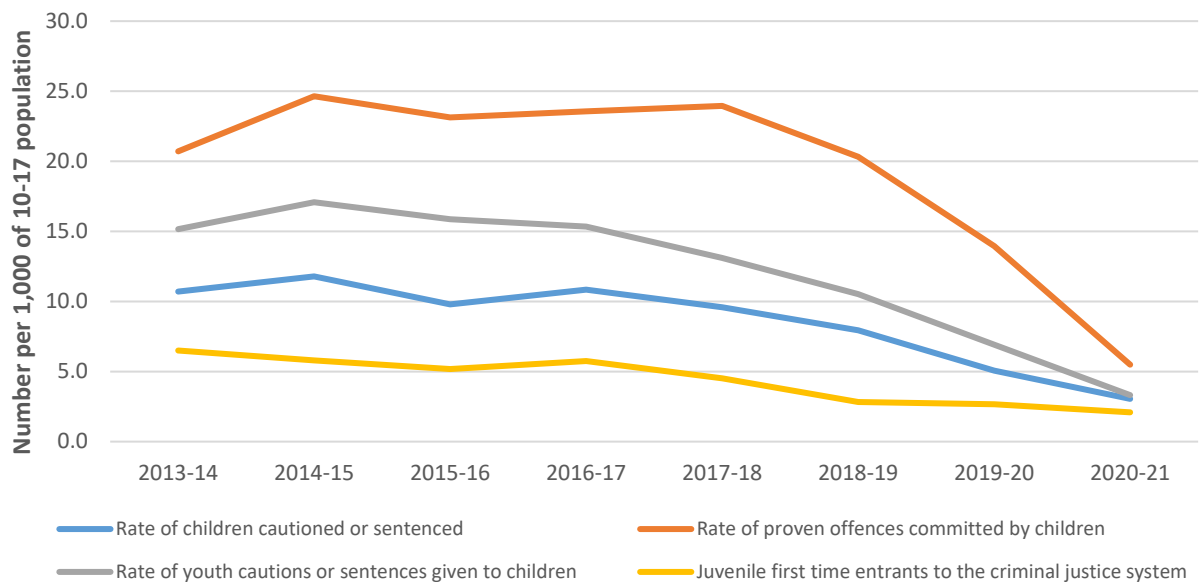
¹⁶ [Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds in Southwark | LG Inform \(local.gov.uk\)](https://www.local.gov.uk/inform/juvenile-first-time-entrants-to-the-criminal-justice-system-per-100000-of-10-17-year-olds-in-southwark)



Since 2017/18 Southwark’s youth justice statistics have improved substantially (Figure 14):

- 77% reduction in the rate of proven offences committed by children,
- 75% reduction in the rate of youth cautions or sentences given to children,
- 68% reduction in rates of children cautioned or sentenced¹⁷,
- 54% reduction in the rate of juvenile first entrants to the criminal justice system.

Figure 14. Youth justice headline figures from 2013 to 2021



¹⁷ [Youth justice statistics - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Section 6: Appendix 2: Equality Impact Analysis – detail

Protected characteristic: Age

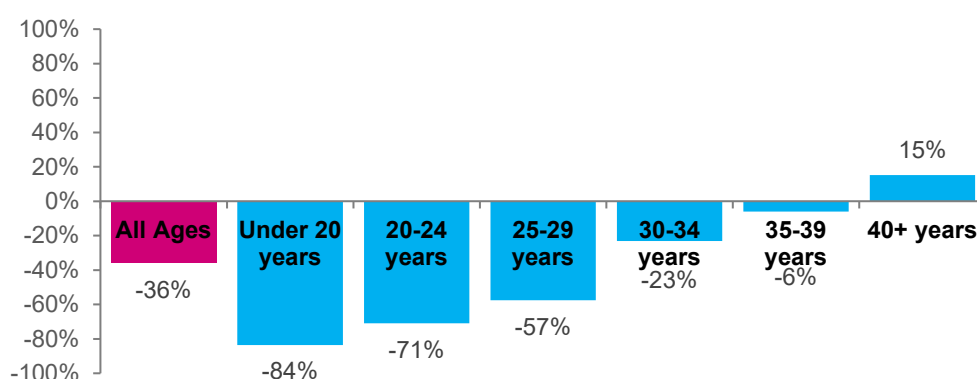
Definition: Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Impact assessment: No impact

Data and background

1. Since 2010, the age profile of mothers in the borough has changed, with significant reductions in births among younger women and increases among those aged 40 and over (Figure 15).

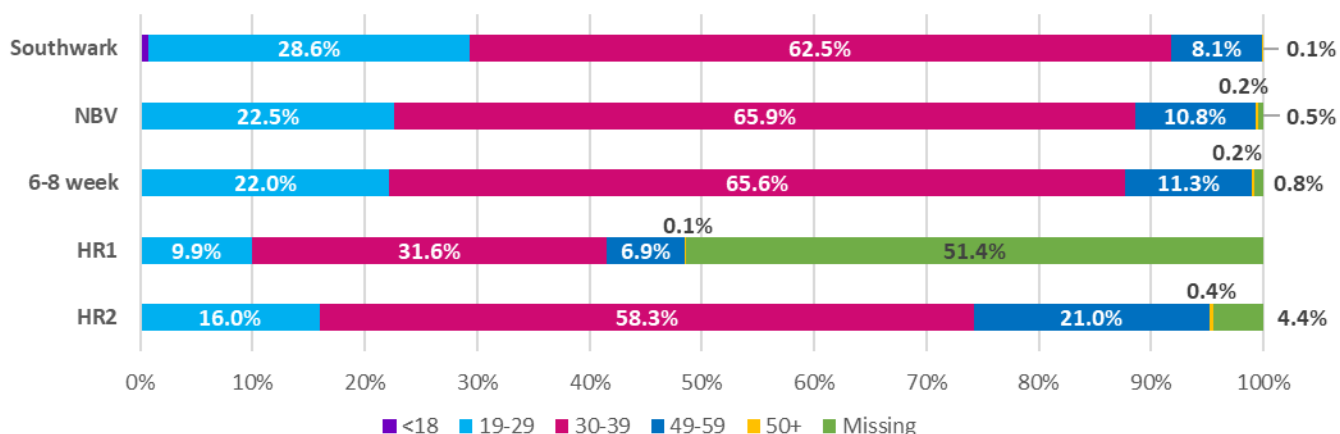
Figure 15. Percentage change in live births in Southwark by age between 2010 and 2021.



2. A review of service equity in March 2022 identified that there was a smaller proportion of young mothers (aged 19-29) enrolled in the service than would be expected for Southwark's population (Figure 16).
3. In contrast, other age groups had similar proportions enrolled in the service to that which would be expected given Southwark's population.
4. Young mothers are a particularly vulnerable group with higher rates of risk factors and fewer social supports¹⁸.
5. The same review also identified that mothers aged 19-29 were generally less likely to have completed appointments when compared to those aged 30-39.
6. The service recently decommissioned the Family Nurse Practitioner (FNP) programme, which specifically targeted mothers under 19 years old. This seems appropriate given that in 2021 only around 33 births in the borough were to mothers under 20 and this number is likely to decrease further.
7. A new pathway (Bright Beginnings) has been developed, which can be personalised to any families identified with additional support needs. This pathway will be delivered by an expanded team of Early Intervention Health Visitors.

¹⁸ [Vulnerability within families headed by teen and young adult mothers investigated by child welfare services in Canada - PMC \(nih.gov\)](#)

8. Young mothers should continue to be identified and offered higher tiers of service provision owing to their increased vulnerability.

Figure 16. Maternal age comparison: Southwark and health visiting services**Assessment rationale**

9. It is anticipated that there is no impact as the savings will adjust the overall financial envelop to be more aligned with the reduction in child population and the associated reduction in services.
10. It is unlikely that a reduction in operating budget would have any impact based on maternal age.
11. It maybe that the impacts of the increased cost of living and other wider socio economic may affect the health needs of this population. This will be carefully monitored as services are re-aligned to the changing population.

Protected Characteristic: Race

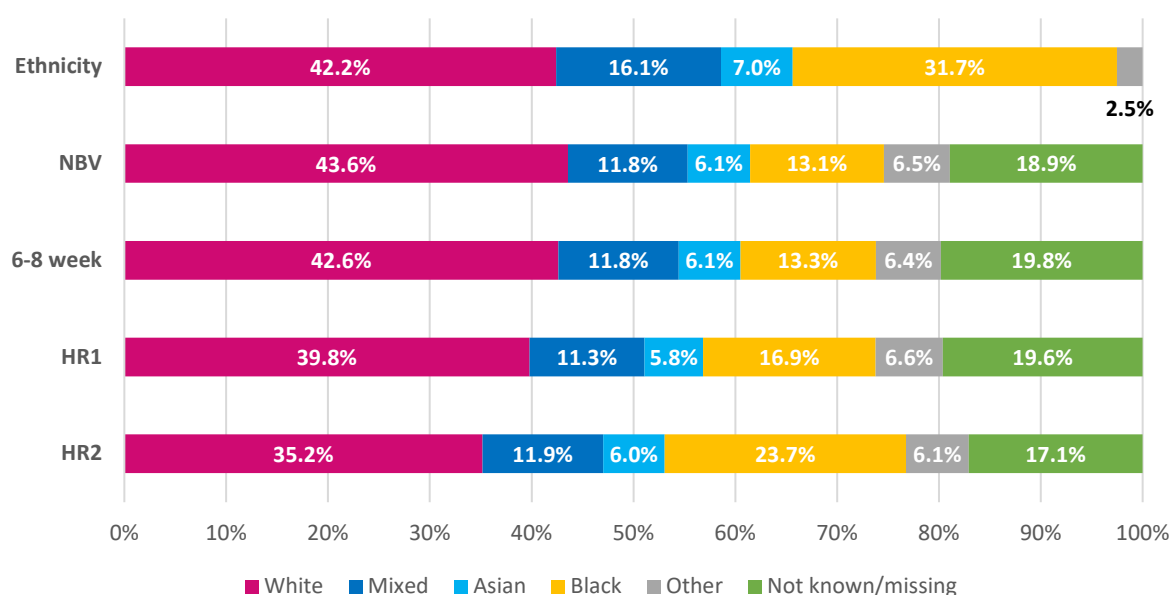
Definition: Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

Impact assessment: No impact

Data and background

1. Southwark is an ethnically diverse borough with around 60% of its population being from Black and other ethnic minority backgrounds.
2. In 2021, the majority of births within Southwark (54%) occurred to women who were not born in the UK. The most common countries were Nigeria, Sierra Leone, USA, France and Ghana.
3. A review of service equity in March 2022 identified that there were fewer Black and “other” ethnic minority users in the overall cohort than would be expected at all appointment times compared to Southwark’s population (Figure 17).

Figure 17. Ethnicity comparison - Southwark and health visiting services



4. The same review also identified that those from Black and other ethnic backgrounds were less likely to have completed appointments when compared to those from White ethnic group.
5. In addition, there were data collection issues around recording of ethnicity with around 20% of clients not having ethnicity data recorded.

Assessment rationale

6. It is not anticipated that any operating budget changes will impact on this population group. Specific vulnerabilities associated with health conditions affecting a BAME mother or child will be assessed and identified as part of the routine assessment for vulnerabilities.

Protected Characteristic: Sex

Definition: A man or woman

Impact assessment: No impact

Data and background

1. The 0-5 health-visiting programme is primarily aimed at mothers and their children owing to the fact that the service model begins during pregnancy and follows the mother and child from there.
2. It would be expected that in a situation where the mother is no longer able to care for the child (e.g. death) and the father instead becomes the primary care giver, that the service continue to provide the same service irrespective of parental sex.

Assessment rationale

3. It is unlikely that a reduction in operating budget would have any impact on this characteristic.

Protected Characteristic: Disability

Definition: A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Impact assessment: **No impact**

Data and background

1. The annual population survey 2009/10 estimated that there were 36,600 people in Southwark with a disability, 17.5% of the adult population¹⁹.
2. The service does not currently collect direct information on the disability status of their clients and/or families.
3. Health visiting services do however stratify clients into risk groups based on criterion that include disability, therefore the number of clients at each level of need may be taken as a proxy for disability.
4. The proportion of individuals at higher need levels (UP and UPP) is approximately 10.8% of the client population and this has not materially changed in recent years, although the absolute number has reduced (Table 6).

Table 6. Proportion (and number) of HV clients by level of need per year

	Universal	UP	UPP
2018/19	89.0% (13,166)	9.4% (1,383)	1.6% (234)
2019/20	89.3% (12,324)	9.2% (1,263)	1.5% (211)
2020/21	89.9% (11,540)	8.5% (1,095)	1.6% (203)
2021/22*	88.8%	9.6%	1.6%
Average	89.3%	9.2%	1.6%

5. Whilst this is lower than the recorded disability proportion of Southwark (10.8% vs 17.5%), it should be noted that:
 - (a) Not all disabilities may require a higher levels of need,
 - (b) The Southwark estimate is adult population and the health visiting service also considers the disability status of the child.
 - (c) Not all clients at higher levels of need will be due to disabilities as the criteria are broad (e.g. mental health, substance misuse etc.).

¹⁹ [Southwark | Statistical Databank \(southwarkstats.com\)](https://southwarkstats.com)

6. It is therefore not possible to draw an accurate picture of the representation of those with disabilities with current figures.

Assessment rationale

7. It is unlikely that a reduction in operating budget would have any impact on users with disabilities.
8. The national specification for health visiting services accounts for disabilities within its need levels and thus it is expected that at the minimum the current status quo is maintained.
9. The provider should however remain vigilant and be receptive to any issues and/or approaches which may arise from service users with disabilities regarding their access to the service.

Protected Characteristic: Marriage or civil partnership

Definition: Someone who is legally married or in a civil partnership. Marriage and civil partnership can be either between a man and a woman, or between partners of the same sex.

Impact assessment: **No impact**

Data and background

1. Census 2011 data revealed that over half of adults in Southwark had never been married or registered in a civil partnership at the time of the Census.
2. The service does not currently collect information on marital status for demographic or criteria assessment purposes and it is not expected that this will change in future.

Assessment rationale

3. It is unlikely that a reduction in operating budget would have any impact on users based on their marriage or civil partnership status.

Protected Characteristic: Pregnancy and maternity

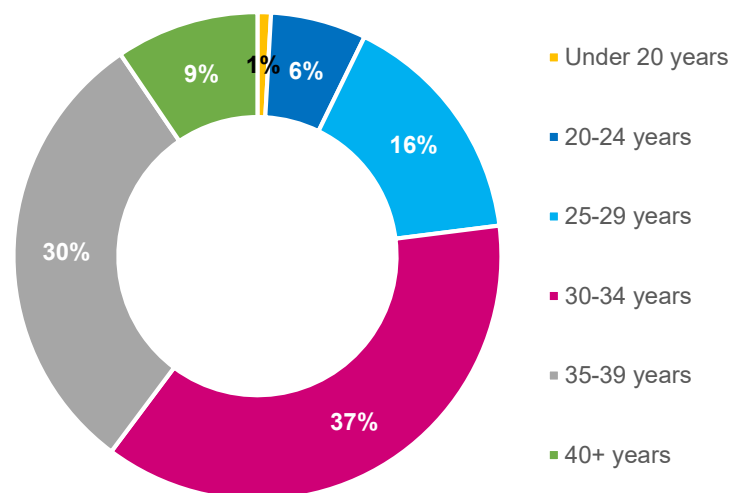
Definition: Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Impact assessment: No impact

Data and background

1. In 2021, Southwark had a total fertility rate²⁰ of 1.1 children per woman. This is lower than the national average for England (1.62).
2. In 2021, Southwark had 3,372 live births, down from 5,265 in 2010, a 36% decrease.
3. In 2021, 67% of mothers giving birth in Southwark were aged 30-39 with less than 1% being under 20 (Figure 18).

Figure 18. Live births in Southwark in 2021 by maternal age



Assessment rationale

4. It is unlikely that a reduction in operating budget would have any impact on pregnant users.

²⁰ The total fertility rate in a specific year is defined as the total number of children that would be born to each woman if she were to live to the end of her child-bearing years and give birth to children in alignment with the prevailing age-specific fertility rates.

Protected Characteristic: Religion and belief

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

Impact assessment: **No impact**

Data and background

1. Southwark is a religiously diverse borough with around 65% of its population stating that they were religious at the time of the 2011 Census.
2. The service does not currently collect information on religion for demographic or criteria assessment purposes and it is not expected that this will change in future.

Assessment rationale

3. It is unlikely that a reduction in operating budget would have any impact on users based on their religion.

Protected Characteristic: Sexual orientation

Definition: Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

Impact assessment: No impact

Data and background

1. Southwark's has one of the largest gay and lesbian populations in the country, with around 5% (12,900) of adults in the borough identifying as such (Figure 19).

Figure 19. Southwark residents identifying as gay or lesbian 2013-2015



2. Evidence exists which shows that even in the context of robust equity policies, intangible barriers exist which may prevent marginalised groups from effectively accessing healthcare due to bias or lack of familiarity amongst staff with particular groups²¹.

Assessment rationale

3. It is unlikely that a reduction in operating budget would have any impact on users based on their sexual orientation.
4. It may be prudent, and stakeholders will need to work closely with the LGBTQ+ community to decide whether or not to collect sexual orientation data given the relatively large gay and lesbian population within Southwark and ensure that service provision is equitable.

²¹ Henry von Doussa, Jennifer Power, Ruth McNair, Rhonda Brown, Margot Schofield, Amaryll Perlesz, Marian Pitts, Andrew Bickerdike, Building healthcare workers' confidence to work with same-sex parented families, *Health Promotion International*, Volume 31, Issue 2, June 2016, Pages 459–469, <https://doi.org/10.1093/heapro/dav010>

Protected Characteristic: Gender reassignment

Definition: The process of transitioning from one gender to another.

Impact assessment: **No impact**

Data and background

1. Stonewall estimate that up to 1% of the population may identify as transgender, including people who identify as non-binary.²²
2. Applying this estimate to Southwark suggests up to 2,567²³ residents may identify as transgender.
3. The service does not currently collect information on gender reassignment for demographic or criteria assessment purposes and it is not expected that this will change in future.

Assessment rationale

4. It is unlikely that a reduction in operating budget would have any impact on users who are on the transitioning journey.

²² [The truth about trans \(stonewall.org.uk\)](https://www.stonewall.org.uk)

²³ Based on Southwark's ONS 2020 mid-year population estimate of 256,712.

Item No. 16.	Classification: Open	Date: 7 March 2023	Meeting Name: Cabinet
Report title:		Client contributions debt write-off (over £50k)	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Evelyn Akoto, Health and Wellbeing	

FOREWORD – COUNCILLOR EVELYN AKOTO, CABINET MEMBER FOR HEALTH AND WELLBEING

Adult social care contributions are collected from service users who have been financially assessed to pay towards the cost of their residential or non-residential care.

The council is responsible for collecting adult social care contributions and takes appropriate recovery action and intervention to ensure good collection.

However, there will be cases where service users pass away and there is not enough money in the estate to pay the debt and in a small number of cases the amount of contributions not paid can be considerable.

The council cannot withdraw essential care that is required by a service user. However legal action will be taken in order to recover debts.

The council will only consider writing off debt where it is deemed irrecoverable to collect.

This report requests a write-off for one debt that is over £50,000 which has to be determined by the cabinet as set out in the council's constitution.

RECOMMENDATION

1. That the Cabinet approve the write-off of an Adult Social Care service user's client contribution debt of £73,178.17. The service user is deceased and there is not enough monies in the estate to pay the outstanding contribution, making the debt unrecoverable in accordance with Southwark Council's Corporate Debt Write-Off Policy.

BACKGROUND INFORMATION

2. Under Southwark Council's constitution, the write-off of debts above £5,000 but below £50,000 is delegated to individual Cabinet Members within their own portfolio area. Debt write-offs under £5,000 can be authorised by directors. Write-offs of any debt over £50,000 must be

referred to Cabinet for authorisation.

3. There are a number of key reasons why the Council may wish to write-off a debt. These are:
 - i. The debt cannot be substantiated i.e. there is no documentary evidence that the debtor accepted the goods or services with the knowledge that a charge would be made.
 - ii. The debt is uneconomic to collect i.e. the cost of collection, including substantiation, is greater than the value of the debt.
 - iii. The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
 - iv. The debtor cannot be found or communicated with despite all reasonable attempts to trace the debtor.
 - v. The debtor is deceased and there is no likely settlement from the estate or next of kin.
 - vi. Hardship, where permitted, (not hardship relief) on the grounds that recovery of the debt is likely to cause the debtor serious financial difficulty.
 - vii. Insolvency where the organisation or person has gone into bankruptcy and there are no assets to claim against.

KEY ISSUES FOR CONSIDERATION

4. In accordance with the Council's agreed write-off policies and procedures, a write-off is recommended for a former adult social care service user whose personal details are included in the closed report. The reason for the recommended write-off is because the service user passed away and there was not enough money in the estate to pay the full amount owing. Before the service user passed away they were deemed to have capacity to manage their own financial affairs, several attempts to set up Direct Debits to pay off their balance were unsuccessful, they would go through the set up process and then stop payments as soon as they were due. Full recovery action took place including sending Reminders, Final Notices and intervention to try to set up a payment arrangement to reduce the arrears.
5. Payments prior to death were paid direct from a private pension in accordance to a Court Order granted in 2017 because of non-payment. The Council's Client Affairs Team took over appointeeship and at the time of death held a balance of £9,000. The solicitor acting for the service user agreed that this could be paid over to the council to reduce the outstanding debt. After their death, the case was passed to external specialist solicitors to help realise any assets in the estate which resulted in a payment of

£11,000. The size of the estate was not sufficient to pay off the full arrears.

6. This report consists of one write-off for Adult Social Care client contributions. The write-off has been recommended by the Adult Social Care Division's Personal Budget and Client Finance Service (PB&CF).
7. The PB&CF Service has taken every step to try to recover the debt through the deceased estate as follows:
 - Interrogation of the Mosaic database, including checking for Next of Kin details and checking that the contributions raised are correct.
 - Interrogation of the SAP account relating to the debtor, checking that invoices have been raised in accordance to the contributions due.
 - Letters issued to the executor and solicitors, soft letter issued to encourage contact, followed by reminders, final notice and a letter before action.
 - Case passed to a specialist external legal firm to investigate if there is any monies in the estate to pay the debt.
 - Checks made with other council departments, including housing, Council Tax and Housing Benefit.

Policy framework implications

8. This write-off has been considered in accordance with the Council's Corporate Write-off Policy.

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

Community impact statement

9. All write-offs are considered with due regard to any potential community impact and on their own merits. This decision has been judged to have no or a very small impact on local people and communities.

Equalities (including socio-economic) impact statement

10. Section 149 of the Equality Act, 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](#) ("the approach") commits the council to ensuring that equality is an integral part of our day-to-day business. The Equality Framework for Local Government ([link](#)) exists to help organisations, review and improve their performance for people with characteristics protected by the Equality Act 2010.
11. Southwark Council treats all individuals consistently and fairly and ensures that individuals rights under UK General Data Protection Regulation (UKGDPR) and human rights legislation is protected. Adult Social Care

write-offs are managed through a write-off policy. The write-off contained in this report has been considered on an individual basis through a standard consistent and transparent approach and there are no obvious adverse equality impacts arising from the circumstances of this decision. Health impact statement

12. The health implications have been considered and there are none relevant to this report.

Climate change implications

13. There are no climate change implications for consideration.

Resource implications

14. These debts are contained within the bad debt reserve provision set within the Adult Social Care Division. The bad debt provision is reviewed annually and will take account of the proposed debt write-off set out in this report.
15. This report recommends the write-off of one debt which falls within the range reserved for member decision, where the debtor is deceased and there is no likely settlement from the estate or next of kin
16. The debt is recommended for write-off, as it is considered irrecoverable.

Legal Implications

17. In the case of this debt there are no further legal implications. The debtor is deceased and all further debt recovery action will cease.

Financial Implications

18. The total Adult Social Care contribution debt recommended for write-off is £73,178.17 for one debt where the service user has died and there is insufficient monies in the estate to pay. The write-off will have no impact on the net budget position of Adult Social Care in 22-23 as the division maintains a sufficient level of bad debt provision. The written off debt will be funded from this provision

Consultation

19. The [Public Sector Equality Duty](#) has been considered and no additional consultation is required

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

20. There are no procurement implications.

Assistant Chief Executive – Governance and Assurance

21. The report recommends that the debt of £73,178.17 is written off in accordance with the council's policy on debt write-off dated July 2015.
22. The approval of debt write-offs for sums over £50,000 is an executive decision of the council and is reserved to the cabinet for collective decision making in accordance with Part 3C of the Council's Constitution. This particular debt has arisen from non-payment of Adult Social Care contributions where the service user has died and there is not enough monies in the estate to pay the debt.
23. The report sets out the circumstances whereby debts can lawfully be written off by the council and this includes cases where Adult Social Care contributions have not been paid because the debtor is deceased and there is no likely settlement from the estate or next of kin.
24. A decision to write-off a debt is an executive decision that the council is able to make and which is reserved to the cabinet for the amount of this debt.
25. The report indicates that specialist external legal support and advice has been obtained in this case which engaged with the solicitors for the deceased's estate and assisted in securing the monies identified. The net value of the estate was significantly less than the outstanding amount of the debt.
26. 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 no obvious adverse impact on anyone with a protected characteristic has been identified.

Strategic Director of Finance and Governance REF: [45RV2223]

27. The Strategic Director of Finance and Governance notes the contents of this report and the comments in financial implications section that the service maintains a prudent provision for bad debt. The recommendation for write-off of £73,178.17 will be contained within the existing bad debt provisions.
28. The write-off has been compiled in accordance with the council's agreed policy and procedure.

Other officers

29. No other officers were required to be consulted

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Assembly, 25 November 2020, Item 6.1 Southwark's Borough Plan 2018-2022 (refresh)	Adult Social Care Directorate, Personal Budgets and Client Finance, Children's and Adults' Services 4th Floor, 160 Tooley Street, London SE1 2QH	Deborah Greenwood 020 7525 0815 020 7525 3672
Link: https://moderngov.southwark.gov.uk/documents/s92006/Appendix%20A%20Southwarks%20Borough%20Plan%202020.pdf		
Council's Constitution	Adult Social Care Directorate, Personal Budgets and Client Finance, Children's and Adults' Services 4th Floor, 160 Tooley Street, London SE1 2QH	Deborah Greenwood 020 7525 0815 020 7525 3672
Link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=425&Info=1&bcr=1		
Equalities Act 2010	Adult Social Care Directorate, Personal Budgets and Client Finance, Children's and Adults' Services 4th Floor, 160 Tooley Street, London SE1 2QH	Deborah Greenwood 020 7525 0815 020 7525 3672
Link: https://www.legislation.gov.uk/ukpga/2010/15/contents		

Public Sector Equalities Duty	Adult Social Care Directorate, Personal Budgets and Client Finance, Children's and Adults' Services 4th Floor, 160 Tooley Street, London SE1 2QH	Deborah Greenwood 020 7525 0815 020 7525 3672
Link: https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	David Quirke-Thornton Strategic Director Children's and Adults' Services	
Report Author	Deborah Greenwood, Client Finance Team Manager Personal Budgets and Client Finance	
Version	Final	
Dated	28 February 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		28 February 2023

CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2022-23**

NOTE: Original held by Constitutional Team; all amendments/queries to
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