

Cabinet

Tuesday 13 June 2023

11.00 am

Rooms GO2A, B and C, 160 Tooley Street, London SE1 2QH

Membership

Councillor Kieron Williams (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor Helen Dennis
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, Education and Refugees
Health and Wellbeing
New Homes and Sustainable Development
Communities, Democracy and Finance
Community Safety
Climate Emergency, Clean Air and Streets
Council Homes
Neighbourhoods, Leisure and Parks
Jobs, Skills and Business

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

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

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 5 June 2023



Cabinet

Tuesday 13 June 2023

11.00 am

Rooms GO2A, B and C, 160 Tooley Street, London SE1 2QH

Order of Business

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PART A - OPEN BUSINESS

MOBILE PHONES

Mobile phones should be turned off or put on silent during the course of the meeting.

1. APOLOGIES

To receive any apologies for absence.

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

1

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

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

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

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

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

Item No.	Title	Page No.
5.	MINUTES	2 - 8
	To approve as a correct record the minutes of the open section of the meeting held on 7 March 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 7 June 2023.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of a deputation request is midnight Wednesday 7 June 2023.	
8.	KEEPING EDUCATION STRONG RECOMMENDATIONS	9 - 23
	To approve the recommendations of the Keeping Education Strong strategy.	
9.	CLOSURE OF TOWNSEND PRIMARY SCHOOL	24 - 39
	To approve the closure of Townsend Primary School.	
10.	SUSTAINABLE FOOD STRATEGY	40 - 51
	To note the actions highlighted in the report taken to tackle food insecurity in Southwark and to approve the draft right to food action plan.	
11.	POLICY AND RESOURCES STRATEGY: CAPITAL MONITORING REPORT OUTTURN 2022-23	To follow
	To note the capital outturn position for 2022-23.	
12.	POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT OUTTURN 2022-23	To follow
	To note the forecast revenue outturn position for 2022-23.	

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13.	LOCAL DEVELOPMENT ORDER FOR THE SOUTHWARK DISTRICT HEATING NETWORK (CONNECTED TO SELCHP)	52 - 61
	To approve the adoption of the Local Development Order to grant planning approval for the Southwark district heating network (connected to SELCHP)	
14.	GATEWAY 2 - CONTRACT AWARD APPROVAL: MAIN CONTRACTOR FOR THE SCEAUX GARDENS ESTATE REDEVELOPMENT	62 - 83
	To approve the award of the main contract for the Sceaux Gardens Estate redevelopment.	
15.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: ELECTRICAL INSTALLATIONS REFURBISHMENTS AND MAINTENANCE CONTRACTS	84 - 100
	To approve the procurement strategy to undertake a tender procedure for two electrical installations refurbishment and maintenance contracts.	
16.	REPORT OF THE HEALTH AND SOCIAL CARE SCRUTINY - CARE CONTRIBUTIONS	101 - 111
	To consider recommendations from the health and social care scrutiny commission in respect of care contributions.	
17.	REPORT OF THE HEALTH AND SOCIAL CARE SCRUTINY COMMISSION - ACCESS TO MEDICAL APPOINTMENTS	112 - 138
	To consider recommendations from the health and social care scrutiny commission in respect of access to medical appointments.	
18.	REPORT OF THE ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION - RESIDENT PARTICIPATION FRAMEWORK	139 - 148
	To consider recommendations from the environment and community engagement scrutiny commission in respect of the resident participation framework.	

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19.	REPORT OF THE ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION - FINANCING SOUTHWARK'S GREEN TRANSITION SCRUTINY REVIEW REPORT	149 - 164
	To consider recommendations from the environment and community engagement scrutiny commission in respect of financing Southwark's green transition.	
20.	REPORT OF THE HOUSING AND COMMUNITY SAFETY SCRUTINY COMMISSION: HOUSING REPAIRS SERVICE, COUNCIL LEASEHOLDERS AND EMPTY HOMES	165 - 170
	To consider recommendations from the housing and community safety scrutiny commission in respect of housing repairs services, council leaseholders and empty homes.	
21.	REPORT OF THE HOUSING AND COMMUNITY SAFETY SCRUTINY COMMISSION: VIOLENCE AGAINST WOMEN AND GIRLS (VAWG), HATE CRIME AND DOMESTIC ABUSE	171 - 175
	To consider recommendations from the housing and community safety scrutiny commission in respect of violence against women and girls, hate crime and domestic abuse.	
22.	REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: REVIEW OF MITIGATING FALLING PUPIL NUMBERS IN SCHOOLS	176 - 184
	To consider recommendations from the education and local economy scrutiny commission in respect of mitigating falling pupil numbers in schools.	
23.	REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION - SCRUTINY REVIEW OF THE COST OF LIVING CRISIS ON BUSINESSES	185 - 192
	To consider recommendations from the education and local economy scrutiny commission in respect of the cost of living crisis on businesses.	
24.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY 22 MARCH 2023	193 - 207

To consider the following council motions referred from council assembly 22 March 2023:

- Safer Southwark Communities
- Tackling second homes with council tax premiums
- This council commits to being a diverse council
- One year on, Southwark stands with Ukraine
- RSPCA: pets as prizes
- Southwark green finance.

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| 25. | NOMINATIONS TO PANELS, FORUMS AND BOARDS FOR 2023-24 | 208 - 216 |
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To approve nominations to panels, boards and forums for 2023-24.

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| 26. | APPOINTMENTS TO OUTSIDE BODIES FOR 2023-24 | 217 - 232 |
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To approve nomination to outside bodies for 2023-24.

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

EXCLUSION OF PRESS AND PUBLIC

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

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

PART B - CLOSED BUSINESS

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| 27. | MINUTES | |
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To approve as a correct record the closed minutes of the meeting held on 7 March 2023.

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| 28. | GATEWAY 2 - CONTRACT AWARD APPROVAL: MAIN CONTRACTOR FOR THE SCEAUX GARDENS ESTATE REDEVELOPMENT | |
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**DISCUSSION OF ANY OTHER CLOSED ITEMS AS NOTIFIED AT
THE START OF THE MEETING AND ACCEPTED BY THE CHAIR
AS URGENT**

Date: 5 June 2023



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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 13 June 2023

LEAD OFFICER DETAILS

Name and contact details: Laura James
or email: laura.james@southwark.gov.uk

DETAILS OF THE REPORT

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

Gateway 2 - Contract Award Approval
Main contractor for the Sceaux Gardens Estate redevelopment

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

Should this decision be delayed, it will significantly impact the start on site date for the new homes proposed for Sceaux Gardens estate. Delays to the start on site will incur financial penalties and, depending on the length of the delay, could be several hundred thousand pounds.

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

It was identified that a closed report was not included on the forward plan at the end of May. This was long after the forward plan for June was published.

Paula Thornton
For Proper Constitutional Officer
Dated: 5 June 2023



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 7 March 2023 at 11.00 am at Jack Hobbs Hall, Brandon Estate, Maddock Way SE17 3NH

PRESENT: 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

1. APOLOGIES

All members were present.

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

The chair gave notice of the following late item:

Item 9: Southwark Construction Strategic Plan

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

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

No representations were received.

4. **DISCLOSURE OF INTERESTS AND DISPENSATIONS**

There were none.

5. **MINUTES**

RESOLVED:

That the minutes of the meeting held on 6 February 2023 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 requests had been received in line with the council's constitutional deadline for the receipt of deputation requests).

Councillor James McAsh informed the meeting that he had received representations and a request for support and guidance from Plus, a local community business and would be speaking to them and consulting relevant cabinet members.

RESOLVED:

1. That the following deputation requests be heard:
 - Sceaux Gardens Tenants representatives and
 - Brandon Tenants and Residents Associations 1 and 3.
2. Spokespersons for the deputations addressed cabinet for five minutes and questions were asked of the deputations for a period of five minutes.

8. **EVALUATION OF THE GREAT ESTATE IMPROVEMENT PILOTS AND NEXT STEPS**

RESOLVED:

1. That evaluation of the Great Estates Improvement Pilots as set out in paragraphs 6 to 23 of the report be noted.

2. That the approach taking forward ongoing work as set out in paragraphs 24 to 30 be approved, including exploring the use of social value in housing contracts to support estate improvements and to supplement the growth approved by cabinet of £335k.

9. SOUTHWARK CONSTRUCTION STRATEGIC PLAN

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 a decision on the strategy for guaranteeing a financially sustainable housing supply and extensive resident engagement on housing schemes was key to delivering the commitments laid out in the Council Delivery Plan. The urgent approval of the report was required to avoid delays to the undertaking of a range of resident engagement. This would inform the council's approach to affordable housing supply up to 2026; these recommendations were reported to cabinet in 2024. The current economic environment required a dynamic and agile approach from Southwark Construction to deliver on both future and current developments that are already underway. This would reduce the incurrence of costs to the council moving forward by enabling Southwark Construction to remain responsive to the economic situation in its financing and planning.

RESOLVED:

1. That the undertaking of a comprehensive review that considers the pipeline of affordable housing supply in the Southwark Construction Programme, exploring a range of options that reflects the priorities of local people, creates inclusive neighbourhoods and set the foundations for a financially sustainable housing supply in future years 'Routes to 11,000 – a new council homes strategy for Southwark' be approved.
2. That the undertaking of a range of significant resident engagement, as outlined in paragraphs 30-33 of the report, which will help to inform the council's approach to affordable housing supply up to 2026, subject to obtaining any necessary approval for the appointment of suitably experienced organisations to assist where relevant be approved.
3. That it be noted that the findings and recommendations from such engagement and programme review will be brought forward, in a separate report, for cabinet approval by early 2024.
4. That the continued delivery of a number of schemes within the Southwark Construction Programme, subject to obtaining any necessary approval for procurement for the appointment of developers/contractors to deliver individual schemes within the programme and in accordance with Southwark's scheme of management, resident engagement and charter of principles be noted.

5. That it be noted that Southwark Construction will remain agile and responsive to market conditions and utilise all tools at their disposal to make the most efficient use of council resources to maximise the number of new homes delivered.

10. MARIE CURIE UPDATE

RESOLVED:

1. That 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 be noted.
2. That officers are instructed to bring a further update on these during September 2023.
3. That it be noted that the council will not use qualitative design reviews (QDRs) for other existing buildings.

11. APPROVAL TO DELEGATE GATEWAY 2 - CONTRACT AWARD APPROVAL MAIN CONTRACTOR FOR THE LEDBURY ESTATE REDEVELOPMENT

RESOLVED:

Decision by the Cabinet

1. That it be noted that the leader of the council will be undertaking a variation process in order for the gateway 2 award decision as outlined in the report to be taken by an individual decision maker. That it be noted 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.

Decision by the Leader of the Council

2. That approval for the gateway 2 award decision as outlined in the report be delegated to 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.

12. RESPONSE TO THE ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: STREAMLINING PLANNING APPLICATIONS FOR RETROFIT AND RENEWABLE ENERGY

RESOLVED:

That 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) be noted.

13. WASTE MANAGEMENT STRATEGY - EXTENSION TO 2025

RESOLVED:

Decision by the Cabinet

1. That the Waste Management Strategy – Extension to 2025 be approved.

Decision by the Leader of the Council

2. That authority be delegated 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.

14. GATEWAY 3 CONTRACT VARIATION FOR PARKS GROUNDS MAINTENANCE CONTRACT

RESOLVED:

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

15. GATEWAY 3 0-19 CHILDREN'S COMMUNITY PUBLIC HEALTH SERVICES CONTRACT VARIATION

RESOLVED:

That 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 be approved.

16. CLIENT CONTRIBUTIONS DEBT WRITE-OFF (OVER £50K)

RESOLVED:

That the write-off of an adult social care service user's client contribution debt of £73,178.17 be approved. 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.

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 categories 1, 2 and 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.

17. APPROVAL TO DELEGATE GATEWAY 2 - CONTRACT AWARD APPROVAL MAIN CONTRACTOR FOR THE LEDBURY ESTATE REDEVELOPMENT

The cabinet considered the closed information relating to this item. Please see item 11 for the decision.

18. GATEWAY 3 CONTRACT VARIATION FOR PARKS GROUNDS MAINTENANCE CONTRACT

The cabinet considered the closed information relating to this item. Please see item 14 for the decision.

19. CLIENT CONTRIBUTIONS DEBT WRITE-OFF (OVER £50K)

The cabinet considered the closed information relating to this item. Please see item 16 for the decision.

The meeting ended at 12.50pm

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 15 MARCH 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: 13 June 2023	Meeting Name: Cabinet
Report title:		Keeping Education Strong Recommendations	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Education and Refugees	

FOREWORD - COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, EDUCATION AND REFUGEES.

Education in Southwark has never been stronger following our £200m investment in school buildings and the subsequent 97% Ofsted *Good* or *Outstanding* ratings. Yet steep demographic change in the capital present real challenge.

This paper follows the Keeping Education Strong Strategy that I brought to Cabinet in December 2022 outlining the challenge and our approach to keeping education strong.

The paper is to update Cabinet on the current school's plan. The strategy follows the principle to work *with* and not to *do to* schools and represents a collaboration between our education department, Southwark schools, including academy schools and those governed by the Catholic and Church of England diocesan bodies.

The plan benefits from external oversight from an independent consultancy firm Isos, their work informs our recommendations. In addition we have undertaken a detailed Equalities Impact Assessment for this work – balancing the impacts of the negative disruption for those who need to move school and the positives of full schools and therefore better funding.

The Isos work (Appendix 2) is along with the *Equalities Impact Assessment for the Keeping Education Strong* strategy and the *Equalities Impact and Needs Assessment for the recommendations* set out in the appendices to the report.

What is the plan?

This work started with a desk top school rolls assessment of 74 Southwark schools followed by a further deep dive and rolls assessment into 49 schools.

Following this intense work we agreed to recommendations made by our independent consultants to manage surplus capacity in Southwark's primary schools down to 10%.

The recommendations are that seven schools reduce their Pupil Admission Numbers (PAN) they are; Bessemer Grange, Goose Green, Grange, St Joseph's Infants, Rye Oak, St Francis and St Paul's.

In addition three schools are asked to consider amalgamation with neighbouring schools, they are; Comber Grove, Harris Free Primary and St Mary Magdalene.

Actions taken outside of the scope of the strategy

Some schools have already taken remedial action for a range of reasons including falling rolls. This has clearly contributed to a more positive outcome than first anticipated. Remember there were reports that high numbers of schools faced financial pressure.

In 2018 we asked the schools adjudicator to reduce the PAN numbers for 13 schools, in 2021 we reduced the PAN numbers for a further six schools. Two faith schools have subsequently closed and today we are looking at the closure of a community school.

In advance of the recommendations - Coburg and Camelot Primary Schools are already amalgamating. In addition, St Jude's Church of England Primary School and Charlotte Sharman Foundation Primary School are at an early and exploratory stage of seeing how they might come together.

Southwark Council will support everyone impacted by falling school rolls

The council will support everyone that is impacted by proposed change - including school staff, parents and not least our children. Council education staff are and will continue to work with families and schools to secure places in good or outstanding neighbouring schools. I have briefed all councillors on how they too can support families.

Lobbying

Following my letter in 2021 to the Education Secretary highlighting the issue of falling school rolls and asked for support – backed by many London authorities. We have secured a cross party London wide lobby for government support.

Southwark believe that schools should be funded as organisations, not per capita and lobby for a new schools funding formula to keep our schools open with smaller class sizes. To continue school improvement, enabling our children and young people to get the best possible education, narrow attainment gaps and improve outcomes for all.

Supporting schools and communities

This extensive work on falling school rolls exists because of a demographic crisis in London and beyond.

We are not the only authority affected by this - we are the first to apply a comprehensive strategic approach. It is hoped this work will be instrumental in supporting our schools and communities through this difficult and challenging time. It will enable us to be ready in future years for further demographic shifts, in the event we see *fewer* or *more* pupils in Southwark.

RECOMMENDATIONS

1. That the Cabinet agree to the following pan reductions and amalgamations:
 - A) That the council continues to have discussions with the schools, Multi-Academy Trusts (MATs) or Diocesan bodies concerned for the following schools about reducing their PAN:
 - i. Bessemer Grange Primary School
 - ii. Goose Green Primary School
 - iii. Grange Primary School
 - iv. Rye Oak Primary School
 - v. St Francis Roman Catholic Primary School
 - vi. St Joseph's Camberwell Catholic Infants School
 - vii. St Paul's Church of England Academy

Note, as regards changes to the published admission number of a school, these can be made by the relevant admission authority. For community schools this is the council. For other schools the council will need to discuss their proposals with the relevant admission authority. Where it is proposed to vary admission arrangements already in place, this will need the agreement of the schools adjudicator after consultation with any relevant school.

- B) That the council continues to have discussions with the schools, Multi-Academy Trusts (MATs) or Diocesan bodies about proposing a consultation on an amalgamation for the following schools:
 - i. Harris Academy Free (Academy Free, PA3, Rye Lane) with Harris Primary Academy Peckham Park (Academy, PA3, Peckham)
 - ii. Comber Grove primary school with another Southwark primary school to be identified.
 - iii. St Mary Magdalene Church of England primary school with another Southwark primary school to be identified.

Note, statutory processes apply to any proposal to alter a maintained

school. Where amalgamations are recommended that will include the closure of a maintained school any proposals will be subject to statutory consultation and publication under the Education and Inspections Act 2006, and in accordance with regulations and guidance issued under that Act.

Any decisions to close a maintained school will ultimately need to be made by the Cabinet.

Decisions regarding academies will be made by the relevant academy trust in consultation with the Department for Education.

2. That the Cabinet note the report and appendices.

BACKGROUND INFORMATION

3. Local authorities have a legal duty to provide sufficient school places, in the right location, for the population. The number of school places required fluctuates over time as a result of local and national changes, for example, in birth rates, migration and housing.
4. Between 2010 and 2016, as demand and projected demand across London increased rapidly, Southwark, and other local authorities, needed to add primary school places. Within Southwark, the number of children entering Reception grew from approximately 2950 in 2007/08 to nearly 3600 in 2015/16: a 22% increase. The number of school places was increased through provision of additional classes and expanding some schools in order to meet demand.
5. Since 2016, we have seen a steady decline in demand for primary school places across London, including Southwark and its neighbours. The reasons for this decline are covered in more detail in the Keeping Education Strong Strategy (see background papers) and are complex: primarily a declining birth rate, and more recently, the impact of Brexit and the Covid pandemic.
6. This means we have seen pupil numbers fall across our primary schools. Schools are funded per pupil, and so, as pupil numbers fall, this places an increasing pressure on school budgets, posing a financial risk to the council for its maintained schools, and will ultimately have an impact on quality of education. Currently, 97% of Southwark's schools are judged Good or Outstanding by Ofsted.
7. By September 2022, Southwark had considerable over capacity in the primary sector, with 924 Reception year (Year R) vacancies and 5,855 vacant places across school year groups Year R to Year 6. A number of actions to address this had already been taken by the Local Authority, including: school mergers, PAN reductions and the closure of a primary school. GLA projections anticipate that primary reception demand overall

will continue to decline until at least September 2031 and, most likely, beyond this date.

8. Across the system, we currently have an average vacancy rate of 22%. The Local Authority has a duty to ensure that there are sufficient places for children in its schools, and to ensure that there is enough space maintained throughout the year for any in year changes. This is usually managed at between 5-10% spare capacity.
9. The Local Authority has a number of levers it can pull to manage surplus capacity: it can restrict the opening of new community schools; it can request changes to Published Admissions Numbers (PAN) in schools; and can propose amalgamations of schools that are no longer sustainable, which would result in the closure of at least one school.
10. Between 2019-2023, Southwark, in consultation with its school leaders, implemented a number of changes to manage capacity, including reducing PAN in 17 schools and two schools losing bulge classes. These actions removed 495 Reception places, which, once they have worked through the system, will result in 2100 primary school places being removed by 2028. However, these changes have not kept pace with the continuing decline in birth rate, and in 2022/23.
11. This means that further changes will need to be made in our schools to bring the surplus capacity down to the 5%-10% stated above in paragraph 9.
12. In 2021, Senior Local Authority officers began to work closely with members and with primary school leaders across the borough to address concerns about surplus capacity in schools and to develop a set of principles for a planned approach and strategy in order to reduce the surplus capacity across our primary schools.
13. The “Keeping Education Strong: A strategy for future proofing primary schools and protecting the quality of education in Southwark” report (linked to in Background papers) was ratified by Cabinet in December 2022. It provides detail of the strategic approach Southwark developed with its school leaders and which it has applied to managing its surplus capacity in the borough.
14. The strategy aims to ensure school places are sufficient in number, character, diversity and equipment to provide all children with the opportunity of receiving a good quality education; to maintain parental choice of schools; to support schools to be financially sustainable in the medium and long term; to ensure that we have the right number of places in the right areas; to minimise disruption and distress to children and families, communities and staff, so that if a school move is required, it is only required once.

15. The strategy prioritised working closely with school leaders and coordinating communications, as well as receiving independent oversight, in order to provide a fair and transparent process that anticipates and mitigates any potential disproportional impact on communities.
16. However, outside of this strategy, some schools had already started to make their own proposals for change. These proposals are currently (May 2023) at various stages, from agreement to close St Francesca Cabrini RC school (see link to background paper below), consultation for closure-Townsend primary school, and amalgamation of Coburg and Camelot schools. Early exploration of the possibility of an amalgamation between St Jude's Church of England primary school and Charlotte Sharman primary school is underway.
17. An independent research and advisory company, with a track record of working with the public sector, [Isos Partnership](#), was commissioned to support the London Borough of Southwark over the autumn and spring terms, to review publicly available data to provide an independent view of the health and context of schools and pupil numbers.
18. After ratification of the Keeping Education Strong strategy by Cabinet in December 2022, Local Authority officers worked with school leaders to conduct a number of exercises to identify where surplus capacity was causing the greatest concern. This included an assessment of pupil rolls and trends across the whole primary estate, including in academies and faith schools.
19. The results of this assessment provided a group of 49 schools (appendix 3) for further evaluation, based on an agreed, broader range of criteria including: pupil rolls; quality of education; budget health; buildings and the estate; local issues.
20. Isos consultants scrutinised and tested the data analysis carried out by Southwark across primary schools which were potentially at risk from falling rolls, alongside its own independent analysis, and made a series of recommendations for possible future school reorganisations based on an objective analysis of the data. The final report from Isos Partnership is attached as appendix 2, and a summary can be found below:
21. The work Isos undertook with Southwark had three distinct stages: firstly, confirming direction of travel; secondly, collating agreed data to begin considering possibilities; and the third stage, agreeing analysis.
22. They used these data to start making an assessment of the areas in which changes should be recommended. Schools were broken down further from large planning areas to local groups of neighbouring schools to provide a more meaningful assessment.
23. A series of workshops were held with LA officers to discuss initial ideas for meeting the declining school population needs. These workshops enabled

Isos to check their rationale for recommendation- making, and refine their understanding of the likely impact of changes, both on provision and the sustainability of quality future provision.

KEY ISSUES FOR CONSIDERATION

24. The recommendations for Cabinet are based on the outcomes of the work with the Isos consultants, which can be found in full in the report in appendix 2. These are also summarised in paragraphs 26- 31 below.
25. We believe the proposed actions will help us achieve our target of reducing surplus capacity to an acceptable excess of 10%.
26. Based on the current numbers of pupils, look to remove a further 630 places as a matter of priority.
27. Keep a watching brief on actual numbers and set a target to take out a minimum of 630 and a maximum of 1,773 places over the next five years.
28. Manage the uncertainty of fluctuating pupil numbers by approaching this reduction in phases and prioritising options that build flexibility into the system.
29. Look to reduce primary numbers by around 1 form of entry in the Bermondsey, Kennington and North Dulwich areas, around 2 forms of entry in the Camberwell area and up to 3 forms of entry in the Peckham and Nunhead area.
30. Southwark's councillors and officers continue to work with schools to both ensure that currently planned reductions are realised and that up to 8 further forms of entry are removed from primary schools in a phased approach. Suggestions for which schools might be approached, and why, are set out in Appendix 3 of the Isos report. These form the basis of our recommendations.
31. Recommendations:
 - A) That the council continues to have discussions with the schools, Multi-Academy Trusts (MATs) or Diocesan bodies concerned about reducing their PAN:
 - i. Bessemer Grange Primary School
 - ii. Goose Green Primary School
 - iii. Grange Primary School
 - iv. Rye Oak Primary School
 - v. St Francis Roman Catholic Primary School
 - vi. St Joseph's Camberwell Catholic Infants School
St Paul's Church of England Academy/

Note, as regards changes to the published admission number of a school, these

can be made by the relevant admission authority. For community schools this is the council. For other schools the council will need to discuss their proposals with the relevant admission authority. Where it is proposed to vary admission arrangements already in place, this will need the agreement of the schools adjudicator after consultation with any relevant school.

- B)** That the council continues to have discussions with the schools, Multi-Academy Trusts (MATs) or Diocesan bodies about proposing a consultation on an amalgamation:

Harris Primary Academy Peckham Park (Academy, PA3, Peckham) with Harris Academy Free (Academy Free, PA3, Rye Lane)

Comber Grove primary school with another Southwark primary school- to be identified.

St Mary Magdalene Church of England primary school with another Southwark primary school- to be identified.

Note, statutory processes apply to any proposal to alter a maintained school. Where amalgamations are recommended that will include the closure of a maintained school any proposals will be subject to statutory consultation and publication under the Education and Inspections Act 2006, and in accordance with regulations and guidance issued under that Act.

Any decisions to close a maintained school will ultimately need to be made by the Cabinet.

Decisions regarding academies will be made by the relevant academy trust in consultation with the Department for Education.

Policy framework implications

32. Southwark's Borough Plan commits to giving residents "a great start in life", which includes closing the attainment gap and committing to 100% inclusion of all pupils in schools.
33. These recommendations will strengthen the ability of Southwark's primary schools to deliver a full and high-quality education to its pupils.

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

Community impact statement

34. Our schools are the heart of their communities and we know that making any changes to them can be unsettling, both to the families of the children attending them and for the staff. We are using this approach to mitigate disruption and have been careful to develop the strategy and our approach to making changes in as transparent a way as possible, and have supported our school leaders to help keep their families and communities informed,

and our communications team to help keep residents informed.

Equalities (including socio-economic) impact statement

35. An Equalities impact statement has been completed for the Keeping Education Strong Strategy (background papers and appendix 1). In addition, for the purposes of being able to consider equalities in making the recommendations, further equalities data was collected and analysed around ethnicity, Special Educational Needs and Disability, and economic disadvantage (those eligible for Free School Meals). These data can be seen in appendix 3. There will be further, individual Equalities Impact Needs Analyses (EINAs) completed for each school directly affected and recommended to make a change. These are being created now.
36. On the following contextual factors: ethnicity, SEND, Free School Meals, the vast majority of Southwark's schools are above the national average.
37. Reducing the number of schools will increase the capacity to meet the needs of the most vulnerable and to strengthen diversity across all of our schools.

Health impact statement

38. We understand that making changes, such as having to move school or employment, can have an impact on mental health. We have provided school leaders of all of our schools with access to support resources for their staff and have also provided support to our children and families through our education services.

Climate change implications

39. Southwark has many primary schools in close proximity to one another and we actively encourage children to travel to school on foot, by bicycle or on public transport. We do not anticipate any of the changes above having a significant impact on this.
40. As we repurpose any school buildings for alternative educational use, we will have an opportunity to ask new providers to invest in making them more environmentally friendly and moving towards our ambition of net zero.

Resource implications

41. There are additional human resource requirements to manage the change process.
42. There are also costs attached to closing down a school, including data storage, furniture storage, etc.

Legal implications

43. Please refer to the Assistant Chief Executive- Governance and Assurance's comments below.

Financial implications

44. The Dedicated Schools Grant (DSG) Schools Block, which is awarded to fund education provision, is primarily calculated using pupil numbers and pupil characteristics. Consequently, there is expected to be minimal impact on the amount of the grant as a consequence of the closure, amalgamation and PAN reductions. With a similar amount of income spread over a smaller number of schools, there will be a positive impact on the financial position of the remaining schools.
45. The anticipated actions within the strategy will also incur costs such as redundancies, site security, uniforms for children transferring to other schools, archiving/disposal. In order to minimise the costs of closure it is important that the school and officers work together to maximize redeployment opportunities to existing staff to alternative, suitable positions.

Consultation

46. We have consulted extensively with our primary school leaders throughout this process, by holding workshops and webinars, hosting presentations at different forums, and setting up stakeholder consultation groups to inform how we move forward. We have supported school leaders to keep their parents and communities informed by providing key messages from our communications teams and sharing presentations and key information.
47. In addition, we have kept informed and consulted with other stakeholders (Trades Unions, Councillors, senior council officers and the media) at key milestones throughout this process.
48. As we move to proceed with the recommendations made by Isos, we will continue to discuss how to move forward with the schools directly involved and to keep informed all schools and stakeholders so they are able to manage any potential impact of changes on their communities.
49. All statutory consultation processes in regards to any agreed closures (St Francesca Cabrini) have been followed, and where a statutory process is required (as will be the case for any amalgamations) this will be followed. Please see Background Papers for a link to the statutory process for opening or closing a maintained school, which includes details of how to consult.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

50. There are no procurement matters for consideration.

Assistant Chief Executive – Governance and Assurance

51. The council has duties under the Education Act 1996 to secure that there are sufficient schools for providing primary and secondary education for their area. These schools need to be sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. Appropriate education means education that offers such variety of instruction and training as may be desirable in view of the pupils' different ages abilities and aptitudes and the different periods for which they may be expected to remain at school including practical instruction and training appropriate to their different needs. In exercising these functions the Act requires councils to have particular regard to the need for securing that primary and secondary education are provided in separate schools and the need for securing that special educational provision is made for pupils who have special educational needs. In practice, discharging these duties requires the council to actively monitor demand for school places, and plan to match supply to demand.
52. The report sets out some proposals for next steps to make changes to primary school provision in the light of the current over capacity.
53. As regards changes to the published admission number of a school, these can be made by the relevant admission authority. For community schools this is the council. For other schools the council will need to discuss their proposals with the relevant admission authority. Where it is proposed to vary admission arrangements already in place, this will need the agreement of the schools adjudicator after consultation with any relevant school.
54. Statutory processes apply to any proposal to alter a maintained school. Where amalgamations are recommended that will include the closure of a maintained school any proposals will be subject to statutory consultation and publication under the Education and Inspections Act 2006, and in accordance with regulations and guidance issued under that Act.
55. Any decisions to close a maintained school will ultimately need to be made by the Cabinet.
56. Decisions regarding academies will be made by the relevant academy trust in consultation with the Department for Education.
57. Cabinet is reminded that the public sector equality duty under section 149 Equality Act 2010, applies to the exercise of these functions. This requires that due regard be given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with

protected characteristics and those with none. Cabinet should take account of the Equality Impact Needs Analysis included as an Appendix to the strategy and give this due regard in considering this report. Any proposals to alter a maintained school will be subject to a full equality impact assessment which will be submitted for consideration when taking any relevant decisions.

Strategic Director of Finance REF: [CAS23/19]

58. The Strategic Director of Finance notes the recommendations in this report to agree the strategy and approach for future-proofing the quality and supply of school places. Noting the rapidly declining financial situation across the school estate it is important that the proposed approach is implemented robustly and that the schools estate is rightsized as swiftly as possible, both to ensure the sustainability of the schools and to protect the financial stability of the Local Authority.
59. Schools governing bodies have a responsibility to manage their delegated budgets in accordance with the Southwark Scheme for Financing Schools, which in turn is based on national regulations. The scheme was last updated with effect from April 2023. Therefore, any revenue consequences flowing from the changes contained within the report to individual schools delegated budgets will need to be managed closely and carefully by schools having due regard to the provisions set out in that document and any existing financial arrangements agreed with the Local Authority set out in the scheme.

Other officers

60. There were none.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Keeping Education Strong: A strategy for future proofing primary schools and protecting the quality of education in Southwark	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s110486/Appendix%201%20Place%20planning%20across%20Southwarks%20Primary%20Schools%20A%20strategy%20for%20future-%20proofing%20quali.pdf		
Annual School Place Planning Report, October 2022	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50029861&PlanId=737&RPID=8764558		
Closure of St Francesca Cabrini Primary School, Cabinet Report, December 2022	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s110487/Report%20Closure%20of%20St%20Francesca%20Cabrini%20Primary%20School.pdf		
Managing Surplus Places in London Schools	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://www.londoncouncils.gov.uk/download/file/fid/29061		
Southwark's Borough Plan	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street,	Poppy Charlton 0207 525 5000

Background Papers	Held At	Contact
	London SE1 2QH	
Link (please copy and paste into browser): https://starfishsearch.com/wp-content/uploads/2021/06/Southwark-Borough-Plan.pdf		
Opening and closing maintained Schools	The Department for Education	The Department for Education
Link (please copy and paste into browser): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1131568/Opening_and_closing_maintained_schools_Jan_2023.pdf		
Southwark Council's Equality Objectives	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://www.southwark.gov.uk/council-and-democracy/equality-and-diversity/equality-objectives		
Southwark Council's response to tackling the climate emergency	Education Directorate, Children and Adult Services, 4 th Floor 160 Tooley Street, London SE1 2QH	Poppy Charlton 0207 525 5000
Link (please copy and paste into browser): https://www.southwark.gov.uk/environment/climate-emergency		

APPENDICES

No.	Title
Appendix 1	Keeping Education Strong: EQIA
Appendix 2	Isos Partnership Southwark Primary Place Planning - Final Report
Appendix 3	Supplementary data: List of 49 schools, equalities piano charts, borough-wide changes slide, criteria and templates

AUDIT TRAIL

Cabinet Member	Jasmine Ali, Deputy Leader and Cabinet Member for Children, Education and Refugees	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Nina Dohel, Director of Education	
Version	Final	
Dated	5 June 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	Yes	Yes
List other officers here	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	5 June 2023	

Agenda Item 9

Item No. 9.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Closure of Townsend Primary School	
Ward(s) or groups affected:		North Walworth	
Cabinet Member:		Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Education and Refugees	

FOREWORD – COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, EDUCATION AND REFUGEES

Schools are the heart of our communities in Southwark so it is with great sadness that I ask Cabinet to approve the attached proposal to close Townsend primary school.

This follows a consultation on the school closure on the basis of the significant falling pupil rolls placing irreversible pressure on the school budget.

Pupil falling rolls is a serious issue for primary schools right across London. There are a number of reasons for this. A gradual fall in children entering reception was confirmed in 2018 as a trend. Contributing factors include; fall in birth rate, the uncertainty brought about by Brexit causing some families to leave the UK, and more recently, the global pandemic demonstrating to more families how they can work in London while living further afield.

As lead member for education I wrote to one of the many recent education secretaries on behalf of London Labour authorities to ask for financial support. Support for our schools to whether this demographic storm. We also asked that smaller classes be welcomed to assist pupils to catchup on missed education of pupils as a result of the Covid-19 Pandemic. The council is pleased to have now secured cross party support from London Councils to call on Government for financial support for our schools. However this support has yet to materialise.

In December 2022 I brought the Keeping Education Strong Strategy to Cabinet precisely to bring key departments of the council and schools together to look at a way of mitigating the negative impacts of the falling rolls on Southwark schools. The fundamental principle of the strategy is to keep our schools open where possible.

Prior to the publishing of the strategy in 2022 a consultation was held to close Townsend but we stopped the process in order to look strategically at what could be done to save the school. At the behest of local parents, councilors and school staff, we set about looking at ways that we could keep the school open. This school so loved by children, parents and councilors alike may have found a partner school with which to amalgamate. It was hoped by halting the proposed

closure, that Townsend school would find a neighbouring school with which to amalgamate.

It is with great sadness closure that I report that this did not happen and by the start of 2023 it became clear that the school could not manage financially.

The education team is working closely with the teaching staff and parents to make sure that all remaining 80 pupils are supported into an alternative school place at nearby good or outstanding schools. The sheer volume of work to roll back an educational establishment has been immense. Not least for the emotional turmoil that it has had on all involved. I would like to thank Head Teacher Anne Stonell, Deputy Head Teacher, Karen Collins, Southwark Education Director, Nina Dohel and the Townsend Chair of Governors and local ward councilors for all that they have done to support staff, families and pupils.

They have worked tirelessly in making sure that the school staff, pupils and their families were held and supported through this - incredibly sad closure. Townsend has been an integral part of life for so many local people including many councilors for so many generations and will missed by us all.

We will ensure that the building is re-purposed for education and skills so that when this trend changes and we see the birth rate pick up again we will be in a position to repurpose the school building back to a primary school.

In the meantime we will continue to apply a strategic approach to this issue and put pressure on government to support our schools through this crisis.

RECOMMENDATION

1. That the Cabinet agree to the proposal for the closure of Townsend Primary School from the 31 August 2023.

BACKGROUND INFORMATION

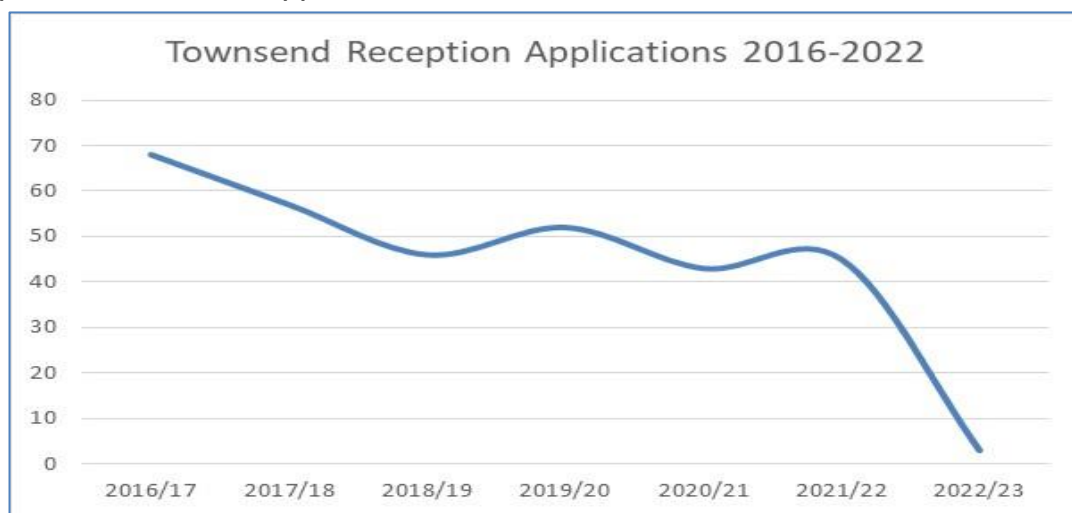
2. Falling numbers of pupils is a serious issue for many primary schools right across the capital. London Councils (2023) has confirmed that *'London local authorities and schools are currently dealing with a significant and sustained period of reduction in demand for reception places, which has implications for school budgets and standards. The fall in demand reflects the decline in the birth rate since 2012 and changes in migration patterns'*.
3. In Southwark this trend has previously been considered by cabinet in relation to the Pupil Place Planning Report 2022 (October 2022). In December 2022, cabinet agreed a Strategy to address this issue: *'Keeping Education Strong: Strategy for future proofing primary schools and protecting the quality of education in Southwark'*.

4. Townsend Primary School is a one form of entry (1FE) primary school, on Larcom Street, London SE17 1NQ – a map showing its location and neighbouring schools in the locality attached as Appendix 1. Since 2017, the school has found it difficult to fill the 30 places it is able to admit each year. This low level of admissions has had a considerable financial impact on the school over the years, which has led to a substantial and growing in year financial deficit.
5. As at the January 2023 Schools' Census, there are presently 778 (22%) primary reception vacancies in Southwark. This is having a severe impact on school finances as school funding is based on the number of children on roll - while rolls are falling, schools have to continue to pay for maintenance of buildings and staffing structures for more places than there are pupils. It is a principle of the council to protect Southwark's high quality of education and this may be compromised where the cost of teaching staff, equipment and enrichment activities become unaffordable.
6. As regards the applicants the school has received since 2016, there has been a considerable drop in expressed preferences overall. This, along with 21% drop in births in planning area 1 (Borough, Bankside and Walworth), make it unlikely that pupil numbers will recover at Townsend. Table 1 below shows the falling number of applications that Townsend has received each year since 2016.

Table 1: Applicants by preference and total, 2016-2022 - Preferences 1 to 6

Year	1	2	3	4	5	6	Total	PAN	Preferences 1-3
2022/23	2	1	0	0	0	0	3	30	3
2021/22	11	7	11	5	8	3	45	30	29
2020/21	12	9	11	5	3	3	43	30	32
2019/20	17	13	4	9	3	6	52	30	34
2018/19	19	8	8	4	4	3	46	30	35
2017/18	19	10	11	7	6	4	57	30	40
2016/17	21	13	11	13	6	4	68	30	45

("PAN" in the table above means the pupil admission number. In the table, it is a reference to the number of pupils that a school can accept into its Reception intake each year. Column 1 shows the number of first preference school applications received, column 2 the number of second

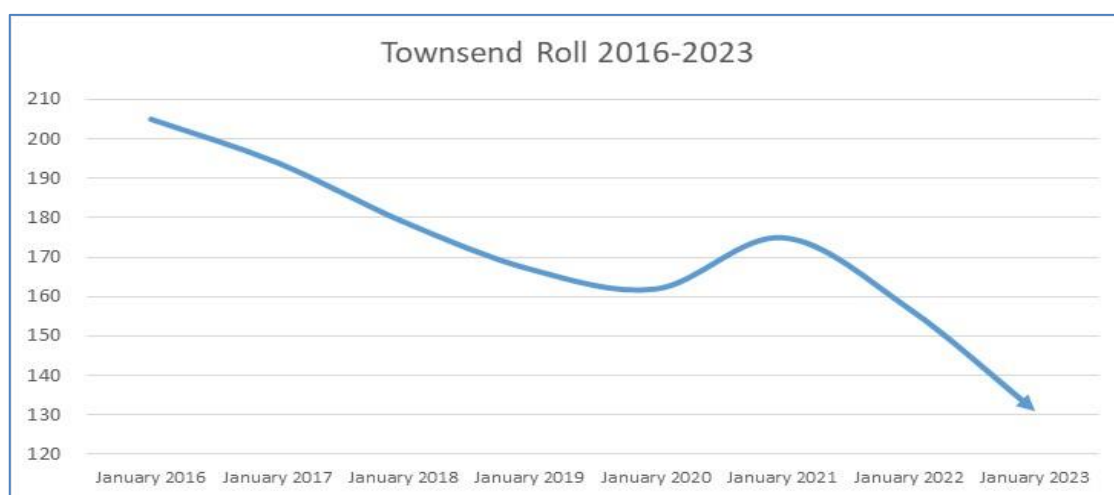


preferences etc.).

7. Pupil Numbers at Townsend Primary School have fallen since January 2016 by 74 pupils overall (36%).

Table 2: Pupils by year group 2016-2023 (at Census time)

Year	R	1	2	3	4	5	6	Total
2022/23	11	17	20	16	20	25	22	131
2021/22	17	20	23	20	27	25	25	157
2020/21	20	26	24	25	27	24	29	175
2019/20	22	21	20	24	23	27	25	162
2018/19	21	20	24	26	28	23	25	167
2017/18	21	24	28	27	24	25	30	179
2016/17	27	30	27	26	29	30	25	194
2015/16	30	29	29	30	30	27	30	205



8. It has become increasingly clear that the school is no longer sustainable financially or organisationally, and that, after evaluation of a number of options, closure of the school should be considered.
9. Amongst the considerations for proposing closure are:
- *The pupil roll has fallen over the past five years resulting in reduced (pupil led) funding. This reduced funding has created significant deficit (£596,000), and it is thought to be unlikely that the school will be able to reverse this trend and prevent this deficit growing over future years if it remains open.*
 - *This funding position would have a detrimental impact on staffing and resources, which would limit the school's ability to continue to provide the high quality of education that the children in the school community need and deserve.*
 - *The school would be hampered in its capacity to deliver the broad and balanced curriculum that it would be reasonable to expect of a primary school*
 - *Southwark has capacity in neighbouring schools to meet the needs of all pupils transitioning from Townsend to other schools.*

10. In considering the closure of a school, Southwark is required to follow the Department for Education's (DFE) guidance: "*Opening and closing maintained schools, Statutory guidance for proposers and decision-makers* (January 2023). This sets out a five stage process as outlined below.
11. Southwark Council held a series of informal, information sessions during Autumn term 2022 with parents of children at the school, staff and key stakeholders to explain the situation that the school was in and to explain that a formal process to consult on proposal for closure was being considered.
12. In line with the Department for Education's (DFE) guidance: "*Opening and closing maintained schools, Statutory guidance for proposers and decision-makers, November 2019*", the decision makers for the closure of a state funded school (whether this is a community, foundation or voluntary aided school) is the council. In respect of the council's constitution, and as a community school, Southwark council is the Proposer, and Southwark's cabinet is the decision-making body.
13. The council as Proposer has followed the statutory process outlined in the guidance above for closing a maintained school prior to the cabinet being required to make a decision of whether the school should close, There are five stages to this process, which are covered in detail from paragraphs 14 to 17 of this report.

KEY ISSUES FOR CONSIDERATION

The procedure for the consideration of a school closure

14. The five stages to a school closure consideration outlined in the guidance and mentioned in paragraph 10 are set out below:
 - *Stage 1: Statutory Consultation with interested parties (complete)*
 - *Stage 2: Publication of proposals (complete)*
 - *Stage 3: Representation from publication (complete)*
 - *Stage 4: Cabinet decision (this stage)*
 - *Stage 5: Implementation of proposals, if agreed.*
15. The council undertook Stage 1 – Statutory Consultation with interested parties, details of which are provided in paragraphs 18 to 23 in January and February 2023. The Lead Member considered the results of the consultation in March 2023, and, as a result, decided to move to Stage 2 (publication) and Stage 3 (representation) of the process, to publish formal closure proposals and to invite formal comment on these proposals from stakeholders.
16. The publication and representation (Stages 2 and 3) of the process ran from the 17 April 2023 to 15 May 2023, and elicited two responses – one from the school Governing Body and one from the Liberal Democrat Group of the Council; no other representations were received. The responses are attached as Appendix Five. Both representations expressed regret at the proposals, as well as the factors that drove the decision to propose closure, but did not raise substantive objections or recommended any alternative

proposals to reduce excess capacity in the area. The Liberal Democrat response requests the Council to “*continue to consult widely with experts on the best way to manage falling school rolls, to join forces with other London boroughs to lobby the Conservative government to ensure that our capital remains an attractive place for families and to be open to genuine scrutiny of decision-making by Southwark Council’s cabinet members*”. These actions are already underway and officers and members are working with London Councils and other LAs to ascertain the most effective solutions to falling rolls London wide, and lobbying central government for more resources.

17. Stage 4 involves the writing and submission of this report following the Lead Member’s agreement to publish closure notices, taking into account, any representations that were made during the pre-publication consultation and the publication of the statutory proposals in April. Stage 5 – should the cabinet agree to the closure of the school - would be the formal process of the school closing on the 31 August 2023. The timetable outlined above is given in tabular format below

Stage	Dates
Stage 1: Statutory Consultation with interested parties	5 January 2023 to 25th February 2023 <i>(complete)</i>
Stage 2: Publication	17 April 2023 <i>(complete)</i>
Stage 3: Representation	17 April 2023 to 15 May 2023 <i>(complete)</i>
Stage 4: Cabinet decision	13 June 2021 <i>(this meeting)</i>
Stage 5: Implementation	31 August 2023

Results of the pre-publication consultation (Stage 1)

18. It is a statutory requirement for the proposer (in this case the council) to consult any parties they think appropriate before publishing statutory proposals. Numerous events to consult all stakeholders on the proposals were undertaken, including meetings with parents and carers
19. The process included a statutory element of consultation that lasted for 8 weeks (6 of which were during term time) to allow the widest possible opportunity for views/comments to be made by parents, carers, local residents and other stakeholders. The purpose of the consultation was for the council to seek the views of and engage with those that could potentially be affected by the proposed closure of Townsend Primary School.
20. It was also an opportunity for interested parties to suggest other options for consideration on the proposed closure of Townsend Primary School in August 2023. In addition to this, the council sought the views of:
- *All schools/admission authorities in Southwark, governing bodies and academy trusts (via the Headteacher and the Chair of Governors).*
 - *Neighbouring councils (Lambeth, Tower Hamlets, Lewisham, Croydon, Wandsworth, and Westminster)*
 - *All Southwark councillors and MPs*
 - *The Southwark Diocesan Board of Education (SDBE) and the Catholic Diocese*

- *Appropriate trade Unions*

21. Consultation was undertaken by:

- *Placing a note on the school website containing the consultation documents.*
- *Setting up an email address to allow for parents, carers and stakeholders to feed back on the pre-consultation proposals.*
- *Distribution of a paper form for stakeholders to respond to.*
- *An email to all of the five, additional stakeholder groups listed above was sent by the LA*
- *Six consultation meetings for parents, carers, community and stakeholders were held in February and March 2023*
- *Extensive consultation with staff, and their professional associations/trade unions was undertaken.*

22. At the conclusion of the statutory consultation from April to May 2023 outlined above, no substantive objections had been raised by stakeholders, nor were any viable alternative proposals put forward.

23. No representations were received from neighbouring councils, the SDBE or the Catholic Diocese. The trade unions had a number of operational queries, and liaised extensively with the school's Human Resources (HR) advisors. No trade unions formally objected to the school closure.

Publication of the notices and representation (Stages 2 and 3) and responses to issues raised in the post publication consultation

24. After careful consideration of the feedback and comments received, the Lead Member agreed to publish formal closure notices – stage 2 of the process.

25. Southwark council proceeded to the next, formal stages of the process from the 17th April 2023 to the 15th of May 2023. Formal notices (Appendix 2) were published and displayed at the school, placed on the school website and in the local press, inviting comment on the Statutory proposal (Appendix 3) – this completed stage 3 of the statutory process.

26. As at the 15th May 2023, **no** representations, objections or observations were received at Stage 3 by the local authority or the school.

Cabinet decision (Stage 4)

27. In line with the statutory guidance, the decision maker is the cabinet of the council. As such, cabinet is able to:

- *Agree the closure proposal as outlined in the report*
- *Agree the closure proposal with modifications*
- *Refuse the closure proposal.*

28. If cabinet does not take a decision on the school closure within 2 months of the expiry of the formal notice (i.e. by the 15th July 2023), the matter would then be referred to the Office of the Schools Adjudicator (OSA) for final decision. The following bodies have the right to have the decision referred to the Schools Adjudicator, independent of the local authority after the cabinet decision is taken.
- *The Diocesan Board of Education of any C of E Diocese in the relevant area.*
 - *The Bishop of any Roman Catholic Church in the relevant area.*
 - *The governing body or any foundation of the foundation or voluntary school specified in the proposals.*
29. As Townsend Primary School is a community school, no right in law exists for them to refer the proposal to the OSA independently.

Formal closure of the school (Stage 5)

30. If cabinet agrees to the proposals to close, this will be effective from 31st August 2023.

Actions undertaken for the pupils, parents and carers affected

31. The local authority, as the body responsible for school admissions in Southwark, has had to plan for every eventuality to ensure that all children attending Townsend Primary School have a school place for September 2023. The 22 children in Y6 would be proceeding to secondary school in any case. This left 109 pupils in years R to 5 to be accommodated in other schools. Some have already found alternative schools themselves, but a great deal of support has been offered to parents, carers and pupils to manage the transition – should it be decided that the school should close – from Townsend Primary School to other schools.
32. This has included a dedicated admissions officer who has worked with parents on a one to one basis to locate places at alternative schools within a reasonable distance of the school or where they are located. Similarly, children with transport or special educational needs have been fully supported to make this transition. Every child has received an offer of an alternative school place for September 2023.
33. Education staff, including admissions attended Townsend parents' meetings at the school on the 9th January 2023 at 9am; 3pm and 6pm, and parents were invited to attend the meeting that suited them. Parents were informed that the council would be providing them with a timetable, and an application form and explanatory letter which would include contact details. The application form gave parents an opportunity to express a preference for two local schools. Parents were also provided with a list of local schools showing availability and set times/dates they could visit individual schools. Follow up meetings took place on the 22nd February 2023, 27th February 2023 and 29th February 2023 to discuss the documents and to go over the process. All Townsend families returned their completed forms back on time. Planned inductions will take place throughout June 2023 and

arrangements will be made for year five Townsend pupils to start their new school before the end of the school year.

34. It should be noted that, there are nine Southwark schools within 0.6 miles of Townsend Primary School - all within a reasonable walking distance. At the beginning of the year (2022/23), these 9 schools had around 650 vacant school places across Reception to Year 6, 440 of which in 6 of these schools are non-denominational

Actions undertaken for the teachers and non-teaching staff affected

35. The situation at the start of the process was that the council informed their staff at the earliest possible opportunity that there was a potential that the school would close in September 2023. The trade unions were also involved at this stage. A number of staff consultation events, led by Southwark Council were amongst the numerous consultation events for stakeholders.

Policy framework implications

36. With regard to the Council's council delivery plan, the closure of the school will address the "*Work with schools to keep standards high*", workstream, as with low pupil numbers, this would be increasingly challenging for the school in the future. The proposed closure also accords with the Council's value of "*spending money as if it were from our own pocket*", as the proposed closure will ultimately mean that schools' expenditure will be deployed on where most demand is concentrated.

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

Community impact statement

37. The Public Sector Equality Duty, at section 149 of the Equality Act, requires public bodies to consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.
38. Public bodies need to have due regard when carrying out their activities to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. The council's "Approach to Equality" commits the council to ensuring equality is an integral part of our day-to-day business. "Protected characteristics" are the grounds upon which discrimination is unlawful.
39. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender and sexual orientation. In this case, the characteristics covering gender reassignment, marriage and civil partnership, pregnancy and maternity, and sexual orientation are unlikely to be issues to consider in terms of place planning. In terms of age, disability, race, religion or belief.
40. An Equality Impact and Needs Assessment (EINA) has been completed and is attached at Appendix 4. The statutory guidance requires the cabinet to

consider the impact of this proposal on local integration and community cohesion objectives when they are taking a decision on the Southwark council proposals. Given that most children are remaining within the locality it is not felt that there will be any discernible impact on integration and community cohesion.

41. With regard to the Ministry of Housing, Communities & Local Government "Integrated Communities Action Plan" – the guidance issued by the Government lists (under "Education and Young People") a list of actions that schools and local authorities should reference, if needed. None of the 16 issues raised as part of the plan are appropriate to this proposal.

Equalities (including socio-economic) impact statement

42. An EINA (Equalities Impact Needs Assessment) has been completed for the report and is attached as Appendix 4. No actions resulted from the needs analysis, as no disproportionate equalities impacts were found

Health impact statement

43. The EINA outlined in paragraph 42 included health impacts as well as equalities' impacts and found no health impacts resulting from the proposal.

Climate change implications

44. Following the Council Assembly meeting on the 14th July 2021, the Council has now committed to considering the climate change implications of any decisions made. The council is developing a toolkit for staff on the council's climate change strategy. This provides guidance for staff to consider climate change impacts. Cabinet report authors are now required to detail the implications of their recommendations. This report has not directly considered the impact of climate change in the main body of the report, as the effects on climate change of the recommendation will have a minimal effect on climate change.
45. As the numbers of pupils in the authority area falls, and the numbers of pupils attending particular schools reduce, then it is likely that less pupils will be travelling to schools, thereby potentially reducing travel (and carbon emissions) overall, and, where it is utilised, car use.
46. There will be a negligible effect on the other categories outlined - enhancing the environment and green space, green jobs and businesses, sustainable energy and reducing waste, so these are not substantively addressed in this report.
47. No direct measures have been taken to reduce or enhance the impact on climate change as part of this work, as no substantive negative effects have been identified. Additionally, as no direct measures have been taken to reduce or enhance the impact on climate change as part of this work, no monitoring will be required. Falling numbers of pupils is likely, if anything, to have a net positive effect (albeit small) on climate change, as less pupils attend school and are therefore transported by car or other forms of transport.

48. Whilst reducing the number of school places will not directly enhance the environment and green space, or create "green" jobs and businesses, less schools operating could potentially benefit sustainable energy or reduce energy and waste from consumables
49. Therefore, there will be, in our opinion, no substantive negative effects as a result of the recommendations and proposals.

Resource and risk implications

50. The council aims to ensure that demand for school places is as closely matched to supply as possible. The closure of a school where there is considerable overcapacity supports this process.
51. Section 14 of the Education Act 1996, places a duty on local authorities to "*secure that sufficient schools for providing primary and secondary school education are available for their area*". The authority is required to exercise these functions with a view to increasing opportunities for parental choice.
52. The large level of existing and anticipated vacancies and the compact nature of Southwark's geography mitigate considerably against any risk of there being insufficient places to house pupils affected by the closure.
53. The freehold of the building belongs to the council, who would ultimately decide what use the building would be put to, if closure were agreed. Planning constraints presently limit the use of the building for anything other than education or training purposes. Southwark council's clear preference would certainly be for the building to remain in use as an educational or community facility.

Legal Implications

54. Please see the comments below from the Assistant Chief Executive (*Governance and Assurance*)

Financial Implications

55. The Dedicated Schools Grant (DSG) Schools Block, which is awarded to fund education provision, is primarily calculated using pupil numbers and pupil characteristics. Consequently, there is expected to be minimal impact on the amount of the grant as a consequence of the closure.
56. With a similar amount of income spread over a smaller number of schools, there will be a positive impact on the financial position of schools. This will be seen in those schools which accept pupils formerly attending Townsend Primary School.
57. Townsend Primary School ended the 2022/23 financial year in a deficit position of £596k. This has been forecast to rise significantly in the event of school remaining open. The closure will also incur costs such as redundancies, site security, uniforms for children transferring to other schools, archiving/disposal etc. and is estimated at around £470k. . In

order to minimise the costs of closure it is important that the school and officers work together to maximize redeployment opportunities to existing staff to alternative, suitable positions.

Human Resource Implications

58. The council are the ultimate employer of all staff at the school, and will follow formal staff redundancy processes in consultation with trade unions and staff as per the school's adopted Restructure and Re-organisation HR policy and procedure. This may or may not result in staff redundancies.

Consultation

59. Consultation in this proposal has been extensive and has involved all possible stakeholders, and is outlined in paragraphs 14 to 23.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

60. There were no procurement matters for consideration in this report.

Assistant Chief Executive – Governance and Assurance

61. The cabinet is being asked to approve proposals to close Townsend Primary School, which is a Community Primary School maintained by the council. A school closure is an executive decision of the council, which has been reserved in the council's constitution to be made by the cabinet. A decision to close the school therefore has to be made by the cabinet and in accordance with sections 15 and 16 and schedule 2 of the Education and Inspections Act 2006, and the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2013. The cabinet must also have regard to the statutory guidance "*Opening and closing maintained schools*" issued by the Department for Education in November 2019 when making a decision to close a maintained school.
62. The 2006 Act prescribes that one of the following decisions has to be made in relation to the proposals:
- (a) *reject the proposals*
 - (b) *approve the proposals without modification*
 - (c) *approve the proposals with such modifications as the cabinet thinks desirable after any relevant consultation.*
63. The cabinet is being asked to make this decision following the publication of proposals by the council for the closure of the school. These proposals have been set out in a statutory notice and follow a period of statutory consultation required to take place prior to the proposals being published.
64. This consultation has to have been with anyone who appeared to the council to be appropriate. Recommended consultees are set out in the statutory guidance. Details of this consultation are set out in the report, together with

the results. The cabinet should conscientiously take account of the outcomes of the consultation in taking this decision.

65. The proposals were published by the council on 17 April 2023. Any person may send objections or comments to these proposals to the council within four weeks of the date of publication of the proposals. Any objections or comments will need to be provided to the cabinet and conscientiously taken into account when making its decision.
66. The cabinet decision in relation to these proposals has to be made within two months of the close of the representation period of the publication of the statutory proposals, or the decision has to be referred to the Schools Adjudicator to make. If the decision is made to approve the proposals to close the school, the 2006 Act requires these to be implemented by the council.
67. The statutory guidance referred to above sets out considerations that should be made by the council when deciding on proposals including:
 - *The information in the proposals set out in Appendix 3*
 - *Being satisfied that the council has carried out the statutory process satisfactorily*
 - *Giving due regard to all responses received during the representation period*
 - *Being satisfied there are sufficient surplus places elsewhere in the local area to accommodate displaced pupils and the likely supply and future demand for places in the medium and long term*
 - *The overall quality of alternative places in the area balanced with the need to reduce excessive capacity*
 - *The local context in which the proposals are being made, taking account the nature of the area, the age of the children involved and any alternative options for reducing excess surplus capacity*
 - *The impact of any proposal on local integration and community cohesion objectives*
 - *Will the decision unreasonably extend journey times or increase travel costs or result in too many children being prevented from being able to travel sustainably*
 - *The effect on the balance of denominational provision in the area including the pupils currently on roll and the medium and long term need for places*
 - *Is the school a focal point for family and community activity providing extended services for a range of users? If so provision should be made for the pupils and their families to access similar services through their new schools or other means.*
68. The cabinet also needs to apply the public sector equality duty in section 149 Equality Act 2010 in making this decision, which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons

who do not share it. The relevant protected characteristics are referred to in the community impact paragraphs above. An equalities impact analysis has been produced and needs to be considered by the cabinet in making this decision.

69. The cabinet also needs to have regard to the council's statutory duty under section 14 Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for their area.
70. The schools available for an area shall not be regarded as sufficient for these purposes unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. "Appropriate education" means education which offers such variety of instruction and training as may be desirable in view of—(a) the pupils' different ages, abilities and aptitudes, and (b) the different periods for which they may be expected to remain at school, including practical instruction and training appropriate to their different needs.

Strategic Director of Finance REF: [CAS23/18]

71. The Strategic Director of Finance and Governance notes the proposal to close Townsend Primary School. Maintained schools receive the majority of their funding via the Dedicated Schools Grant, which is broadly distributed on a per-pupil basis. As a result, falling rolls over a period of time can result in significantly reduced grant income, which can impact the ability of a school to balance its budget. In the case of Townsend Primary School the financial strain due to falling rolls impacts on its ability to attract pupils and to make required improvements. Schools in financial difficulty contribute to wider financial stresses within the maintained schools estate and so it is important that the financial position of all schools are reviewed regularly to ensure they are living within their means.
72. Section 22 of the Schools and Standards Framework Act (SSFA) 1998 sets out the Local Authority's responsibilities with respect to the funding of schools and includes a duty to defray all the expenses of maintaining a school.
73. Whilst the financial management of maintained schools is delegated to their governing bodies, ultimate responsibility lies with the local authority and it is incumbent upon officers and members to ensure robust governance and controls are in place, both with respect to falling rolls and financial deficits, to limit any further exposure to financial risk arising from schools in deficit.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Making significant changes ('prescribed alterations') to maintained schools - Statutory guidance for proposers and decision-makers October 2018	Education Directorate Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 07925 637558
Link: (please copy and paste into browser): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756572/Maintained_schools_prescribed_alterations_guidance.pdf		
School Admissions Code - Statutory guidance for admission authorities, governing bodies, local authorities, schools adjudicators and admission appeals panels. December 2014 – DfE	Education Directorate Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 07925 637558
Link: (please copy and paste into browser): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/389388/School Admissions Code 2014 - 19 Dec.pdf		
Integrated Communities Government Action Plan	Education Directorate Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 07925 637558
Link: (please copy and paste into browser): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/778045/Integrated Communities Strategy Govt Action Plan.pdf		
The Essential Guide to the Public Sector Equality Duty – EHRC July 2014	Education Directorate Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 07925 637558
Link: (please copy and paste into browser): https://www.equalityhumanrights.com/sites/default/files/psed_essential_guide - guidance for english public bodies.pdf		

APPENDICES

Number	Title
Appendix 1	Map showing the location of Townsend Primary School
Appendix 2	Statutory Notice for Closure
Appendix 3	Statutory Proposal
Appendix 4	Equality Impact and Needs Assessment (EINA)
Appendix 5	Representations received from Consultation

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Education and Refugees	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Nina Dohel, Director of Education	
Version	Final	
Dated	1 June 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	Yes	Yes
List other officers here	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		2 June 2023

Item No. 10.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Sustainable Food Strategy	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Evelyn Akoto, Health and Wellbeing	

FOREWORD - COUNCILLOR EVELYN AKOTO, CABINET MEMBER FOR HEALTH AND WELLBEING

It is extraordinary that in one of the richest countries in the world, the issue of food insecurity is soaring to unprecedented levels. The combination of food prices, wage stagnation and real-terms cuts to benefits is tipping more people into food poverty. This is not inevitable – it is a political choice by a Tory led government.

In Southwark, we recognise the urgency of healthy, affordable food for the health and wellbeing of our communities. The council has a strong history of tackling food insecurity together with our partners in the voluntary, community and faith sector. We are proud to be one of only four councils in London to be recognised as cross-cutting leaders in our food work as part of the recently published Good Food for All Londoners report.

Work to promote good, affordable food for all remains pressing. At the time of writing, the cost of living is soaring and obesity rates are increasing. Almost one in six residents in Southwark are unable to access healthy food that is affordable, this is the sad reality being borne out in modern Britain. Southwark has committed to becoming a Right to Food borough and this strategy will help us to make this a reality.

The strategy highlights the need to reduce inequity in our food work. People on low-incomes, people with disabilities and ethnic minorities are at higher risk of food insecurity. Unequal access to healthy food is linked to wider inequalities in our society that are avoidable and unfair. Addressing these issues involve tackling the root causes of food insecurity, such as low-incomes and affordability of food. Our Right to Food plan targets priority groups to address inequity in our food system.

The Sustainable Food Strategy is the next step in the evolution of our food work in the borough. The strategy reflects food’s role in our communities, the climate emergency and our local economy. This is an ambitious approach focused on what we can do as a council and with our partners to improve the local food environment. All of us in the borough can help contribute towards this strategy’s ambition, whether that is paying the London Living Wage as an employer or committing to eating a more sustainable diet as an individual. I look forward to

progressing this work with our partners and local communities.

RECOMMENDATIONS

1. That the Cabinet approve the Sustainable Food Strategy as set out in Appendix 1.
2. That the Cabinet note the actions highlighted in paragraphs 4 to 17 taken to tackle food insecurity in Southwark.
3. That the Cabinet approve the Right to Food Action Plan as set out in Appendix 2.

BACKGROUND INFORMATION

4. In 2017, Southwark Food Action Alliance was formed. The alliance, comprised of member organisations from the voluntary and community sector, the council and the NHS, came together to respond to concerns about food insecurity in the borough. These organisations started work on a joint action plan to address access to food, launched in 2019 as the Southwark Food Security Action Plan. Key actions to tackle food insecurity are described below and show how the journey is evolving to support a beyond the food bank approach.
5. Establishing a strong partnership through the Southwark Food Action Alliance has been an important part of this work, ensuring that front line community providers and communities are involved in developing the agenda as well as sharing their experiences and learning of what works.
6. During the pandemic the food partnership played a vital role in galvanising community organisations offering food support to be part of the response. They delivered food and wider support to vulnerable people across the borough throughout the pandemic. Awareness of both need and services increased, and demand has remained high for support with the ongoing cost of living crisis.
7. A strong relationship has developed between food redistribution services and local community organisations, saving over 500 tonnes of surplus food from going to waste each year. A trial was launched with the GLA and Albrighton Community Fridge to establish a low emission, cost saving logistics for redistribution, now in its second year and showing excellent results in reducing food waste and CO2 emissions whilst also supporting food charities to reduce their costs.
8. Albrighton Community Fridge was the first of its kind in Southwark but the network has now grown to include another four community fridges whose aim is to support both planet and people, sharing surplus food, reducing food waste and offering wider social support to their community.
9. Alongside emergency food aid, the partnership have also been resolved

to ensure a holistic approach to people's needs and a cash first approach wherever possible. Developments to support this aim have included establishing a network of dignity champions to cascade training to organisations delivering food support, and signposting mental health and wellbeing services as well cash-related support, and advice on money matters and income.

10. The food partnership are committed to taking a 'beyond the food bank' approach, acknowledging the need beyond crisis intervention for a food system that is sustainable and affordable. Creating community run cafes and pantries to support access to affordable food has been an important contribution to this goal. Five pantries have now been set up selling healthy foods at subsidised prices and eight community cafes are offering low-cost meals in social environments. Southwark has also become a designated Fairtrade borough, where the council and local communities have committed to coming together to promote the use and sale of Fairtrade products.
11. There has also been work to engage businesses, specifically food retailers and wholesalers to also make healthy, affordable food more available locally. 35 convenience stores have introduced new lines and are part of a growing network committed to doing this.
12. The partnership learned the importance of local support and neighbourhood collaborations during the pandemic, and as a result there are three key neighbourhood food models being developed (in the north, south and central Southwark) to capitalise on these partnerships and develop a more networked approach locally between community, business and public sector contributions to the local food system. The Walworth Neighbourhood Food Model is the most advanced and is offering support to other areas to learn about what works well.
13. As a Council there has been a long standing commitment to offering support to families through the offer of free, healthy school meals, which is now in place for all nursery and primary pupils to benefit from a hot and nutritious lunch. From September 2022-23 the Council increased the price paid to primary schools for free healthy school meals, to support with rising costs and paying catering staff London Living Wage.
14. More recently a £4.5M programme has also been developed by the Council for a three-year Holiday Food and Fun programme offering nutritious meals and enriching activities to children over Easter, summer and winter. In 2022, over 30 community organisations ran programmes and over 90,000 meals were provided.
15. The Council has also played a lead role in developing the ambition for more opportunities to grow food with the Council's Allotment Expansion Guarantee which has created over 200 new food-growing plots in the borough, improving access to healthy affordable food for social housing residents.

16. Several other targeted programmes have taken place to support older people, people with mental health issues and cultural diverse food offers, and a small grants programme which awarded funding for smaller projects including food growing, planet friendly community café offer and practical advice session.
17. The Sustainable Food Strategy has been developed by officers in the council and members of Southwark Food Action Alliance. The strategy will help evolve Southwark's food response to have a greater focus on sustainability.
18. To accompany this strategy, a Right to Food Action Plan has been developed. The national Right to Food campaign advocates for making access to food a legal right for all. The Southwark Right to Food Action Plan sets out how the council will champion the Right to Food in its own work. The council committed to become a Right to Food Borough in May 2022.

KEY ISSUES FOR CONSIDERATION

Sustainable Food Strategy

19. The Sustainable Food Strategy is a partnership strategy between Southwark Council and Southwark Food Action Alliance.
20. The vision in the strategy is a sustainable food system in Southwark that improves health and wellbeing for our population, reduces inequalities and protects the planet.
21. There are five priorities in the Sustainable Food Strategy:
 - 1) **A good food partnership** – A good food partnership can help us to join up our efforts to improve the local food system.
 - 2) **Strong and connected communities** – A sustainable food system should bring communities together, helping people to build connections through food.
 - 3) **Food security and the Right to Food** – A sustainable food system should deliver food security and nutrition for all. The principle of Right to Food advocates access to food as a basic human right and a statutory obligation.
 - 4) **Healthy people, healthy planet** – A sustainable food system should support access to good nutrition for health and wellbeing and have a neutral or positive impact on the natural environment.
 - 5) **A good food economy and affordable food offer** – A sustainable food system should benefit the local economy through good jobs, affordable food community-led enterprises and healthy businesses.
22. Underpinning each of these priorities is the ambition to reduce inequalities and close the gap in life chances in Southwark.

23. The strategy has three core key principles:
- 1) Collaboration as food partners
 - 2) Sustainable, affordable food as a shared goal
 - 3) Social justice and fairness.
24. Southwark Council and Southwark Food Action Alliance members will share delivery of the strategy. Once the strategy is approved, a partnership action plan will be developed.
25. Actions for Southwark Council will include:
- Deliver food initiatives for vulnerable groups (e.g. community feasts) and increase access to kitchen spaces for community food groups;
 - Increase the number of organisations trained in the 'Dignity' approach;
 - Deliver the Right to Food Plan (see below);
 - Develop targeted campaigns to residents on eating a sustainable diet, reducing plastic consumption and waste;
 - Implement malnutrition screening programmes in the community for older adults;
 - Increase council spend on sustainable meals by through a sustainable food procurement approach and explore how anchor organisations in the borough can use this.

Right to Food Plan

26. The Right to Food Plan sets out how Southwark Council will fulfil its commitment to become a Right to Food borough.
27. The plan sets out actions against five key priorities:
- 1) Ensuring good nutrition from conception and throughout childhood
 - 2) Ensuring good access to help, support and advice for food insecure adults
 - 3) Reducing inequalities and closing the gap in food security for Black, Asian and minority ethnic groups
 - 4) Improving provision for older adults and those with health conditions and disabilities
 - 5) Awareness raising across the system.
28. Some key actions included are:
- Delivery of the school meals transformation programme, including piloting an expansion of the offer of free school meals for secondary pupils and exploring the feasibility of a council-led 'opt out' application for benefits related Free School Meals
 - Signing up 20 more convenience stores to be "Good Food Retailers"

- Establishment of an advisory panel of people with lived experience of food insecurity and financial hardship that is representative of our local communities.
29. The Right to Food Plan also requires campaigning for Right to Food issues such as universal school meals, free school meals auto-enrolment, holiday hunger, food standards for asylum seeker accommodation centres.

Policy framework implications

30. The development of a Sustainable Food Strategy will ensure Southwark's work on food has a greater focus on sustainability. Commitments in the strategy mirror commitments in the Council Plan (such as celebrating Southwark's diversity through food, and increasing food growing in the borough).
31. The Climate Change Strategy 2021 recognises the importance of sustainable diets in protecting the planet. Within this strategy, there are goals to improve consumption patterns in diets to be more sustainable and reduce food waste. Commitments included in the Sustainable Food Strategy reflect these goals, including use of procurement, education and campaigns to encourage uptake of more sustainable diets and reduce food waste.
32. The strategy has also been shaped by the Sustainable Food Places framework. Sustainable Food Places is a national framework that recognises local places that are driving innovation and best practice on all aspects of healthy and sustainable food. Southwark has established a local food partnership (Southwark Food Action Alliance) that will soon begin its application for the Sustainable Food Places Bronze Award.
33. The Right to Food Plan is in line with Southwark's commitment under the Council Delivery Plan, to *"Make Southwark a Right to Food Borough, working with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home."*
34. Priority groups identified in the Right to Food Plan include children and young people, food insecure adults, Black, Asian and minority ethnic groups and older and disabled adults. Programmes of work around children and young people are focused on closing the gap in life chances within the borough, addressing issues such as free school meals and holiday hunger.
35. The Council propose to be the lead organisation responsible for delivery of the strategy however recognize the Southwark Food Action Alliance as a crucial partnership involved in co-creating as well as supporting future implementation of the strategy. For governance purposes it is proposed (to be confirmed) that the Health and Wellbeing Board take an oversight role, given the strong relationship to the Joint Health and Wellbeing

Strategy demonstrated in its objective 4.1 'Improve food security and access to healthy and sustainable food'.

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

Community impact statement

36. The impact on communities is at the core of the Sustainable Food Strategy, which has a priority around 'Strong and connected communities'. This priority focuses on using food as an opportunity to strengthen communities and a sense of belonging.

Equalities (including socio-economic) impact statement

37. There are significant inequalities in the distribution of food insecurity between different population groups in the borough. The Sustainable Food Strategy and the Right to Food Plan aim to reduce these inequalities by improving the food system for all and taking a targeted approach for specific groups.
38. Priority groups identified in the Right to Food Plan include children and young people, food insecure adults, Black, Asian and minority ethnic groups, and older and disabled adults.
39. The priority groups reflect the socio-economic nature of food insecurity and its disproportionate impact on disabled people, people in receipt of low-incomes and those vulnerable due to legal status. It also reflects how food insecurity affects people differently across the age spectrum, with actions during pregnancy and childhood having a strong impact on life chances and actions for older people reflecting an increased risk of malnutrition.
40. In a survey conducted in 2019, more respondents in Southwark from Black ethnic background were food insecure (46%), compared to those from a White ethnic background (9%). Food insecurity is inherently linked to structural inequalities, with a greater proportion of Black residents on lower incomes and in less secure jobs. Actions such as championing the London Living Wage and ensuring good jobs in our food system aim to address the root causes of food insecurity.

Health impact statement

41. Health is influenced by diet and access to food, and the Sustainable Food Strategy identifies ways to promote healthier diets for Southwark residents.
42. The strategy also recognises the link between food insecurity, mental ill-health, financial worries and isolation. The strategy sets out that in Southwark, we will promote a 'no wrong door' approach to those reporting food insecurity, signposting and referring appropriately to food help and other relevant support and advice. These would include financial wellbeing, energy, mental health and access to social services.

43. It is expected that the Sustainable Food Strategy and Right to Food Action Plan should have a positive impact on health, improving health and reducing inequalities for Southwark's residents.

Climate change implications

44. It is expected that the Sustainable Food Strategy and Right to Food Action Plan should have a positive impact on the climate, with 'Healthy People, Healthy Planet' a priority in the strategy.
45. Actions in the strategy are targeted at promoting diets with reduced greenhouse gas emissions and waste, supporting community food composting and using procurement to move towards more climate-friendly meals in contracts and sub-contracts.

Resource implications

46. Implementation of the strategy will require staff time. The Southwark Public Health Team will lead on coordinating the delivery of the strategy as well as a number of key actions (such as the School Meals Transformation Programme). Delivery will require input from the climate change teams, procurement, education and the local economy team.

Legal implications

47. There are no legal implications to adoption of the Sustainable Food Strategy and the Right to Food plan.

Financial implications

48. It is expected that any financial implications for actions in the strategy that are not already funded be met from existing resources.
49. Any financial decisions that relate to the delivery of the strategy and the action plan will be taken separately and through the relevant governance mechanisms.

Consultation

50. This strategy has been developed following a series of workshops with Southwark Food Action Alliance members and wider stakeholders from local communities and organisations, including a Food Summit in early 2022, an engagement series for anchor institutions involved in food procurement, and a Strategy Development workshop with Sustain in summer 2022.
51. As food is such a cross-cutting issue, a wide range of Council teams have been involved in discussions on the strategy including public health,

climate change, markets, events, procurement, waste management, food safety, communities and local economy.

52. The strategy and action plan also proposes the establishment of mechanisms to ensure local people with lived experience of food insecurity continue shape the delivery of this work.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

53. A formal concurrent is not required for this report, on the basis that it does not request approval of procurement strategy and/or contract award, as detailed in paragraphs one and two, pertaining solely to approval of the council's Sustainable Food Strategy and Right to Food Action Plan (contained as appendices to this report).

Assistant Chief Executive - Governance and Assurance

54. This report seeks the cabinet's approval to a new council Sustainable Food Strategy and Right to Food Action Plan. Whilst there is no specific statutory requirement to produce these, the following provisions are relevant.

43. Section 2B of the National Health Service Act 2006 places a duty on the council to take such steps as it considers appropriate for improving the health of the people in its area. The steps that may be taken under subsection include—

(a) providing information and advice;

(b) providing services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way);.....

(f) providing or participating in the provision of training for persons working or seeking to work in the field of health improvement;

(g) making available the services of any person or any facilities.

44. The strategy and plan set out in the report assist the council in carrying out this duty. Specific proposals in the strategy and plan can be made in accordance with this duty and arising from the powers of general competence in section 1 of the Localism Act 2011.

45. Under section 149 of the Equality Act 2010, in making this decision, the Cabinet must comply with its public equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good

relations between persons who share a relevant protected characteristic and persons who do not share it.

46. Details of how food insecurity and food systems affect those people with various protected characteristics are set out in the report and the strategy. Comments about the intended impact of the strategy and plan on those with protected characteristics are set out in the community, equalities (including socio-economic) and health impacts section above. These are all relevant matters that the Cabinet should give due regard to, in considering this report.
47. The establishment of this plan is an executive function which can be determined by the Cabinet in accordance with the Local Government Act 2000 and Part 3B of the council's Constitution.

Strategic Director of Finance REF: [01PHAS2023-24]

48. The Strategic Director of Finance notes the recommendations regarding the Sustainable Food Strategy and the Right to Food Action Plan. It is vital that the service promotes sustainable food and helps to develop community led and local enterprises as stated in the strategy.
49. The Strategic Director of Finance also notes the finance implications of this report which suggests that the strategy is already being funded by the core Public Health grant and any other expenditure incurred relating to delivery and implementation of the strategy and action plan will be driven through a separate governance stream.

Other officers

Head of Economy

50. This report recommending cabinet adopt the draft Sustainable Food Strategy is welcome. Data suggests that up to a quarter of Southwark residents experience low food security, and poor access to affordable fresh food options has implications for residents' physical and mental health. The priority of a good food economy aligns strongly with the principle of a fairer, greener and more resilient local economy as articulated in the emerging Economic Strategy 2023-30.

Head of Climate Change

51. The sustainable food strategy supports a number of key actions around developing and promoting a circular economy in the borough, which is one of the 5 key themes of the climate action plan. We are about to start a review of the Climate Action Plan ahead of July Cabinet, so will review alongside the sustainable food strategy to ensure the documents are aligned.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Household Food Insecurity JSNA	Children and Adults Service Public Health Directorate 1 st Floor, 160 Tooley Street, London, SE1 2QH	Rebecca Harkes 020 7525 5000
Link (please copy and paste into browser): https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/wider-determinants-of-health?chapter=4		
Fairer Food Southwark	Children and Adults Service Public Health Directorate 1 st Floor, 160 Tooley Street, London, SE1 2QH	Rebecca Harkes 020 7525 5000
Link (please copy and paste into browser): https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/wider-determinants-of-health?chapter=4		

APPENDICES

No.	Title
Appendix 1	Sustainable Food Strategy
Appendix 2	Right to Food Action Plan
Appendix 3	Equality and Health Analysis

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	David Quirke-Thornton Strategic Director of Children and Adult Services	
Report Author	Rebecca Harkes, Policy Officer for Health Inequalities	
Version	Final	
Dated	1 June 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	Yes	Yes
Head of Procurement	Yes	Yes
Head of Economy	Yes	Yes
Head of Climate Change	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		2 June 2023

Item No. 13.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Southwark District Heating Network Local Development Order	
Ward(s) or groups affected:		Rotherhithe, North Bermondsey, South Bermondsey, Old Kent Road, Peckham, St Giles, Rye Lane, Nunhead and Queens Road	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

FOREWORD – COUNCILLOR HELEN DENNIS, CABINET MEMBER FOR NEW HOMES AND SUSTAINABLE DEVELOPMENT

Responding to the Climate Emergency and reducing our carbon emissions across the borough, cuts across everything that we do as a council. Our Climate Strategy & Action Plan has set out the scale of the challenge and also highlighted the transformation that we need in the way in which we heat and provide hot water to our buildings. Southwark Council has been at the forefront of efforts to find low carbon alternatives, recently completing a retrofit of existing district heat networks on three of our council estates. We are also all too aware of rapidly increasing energy bills and so the need to find affordable and reliable solutions for our communities is pressing.

The expansion of South-East London Combined Heat & Power (SELCHP) has been identified as critical to our ambition of being a carbon neutral borough by 2030. SELCHP already provides 2,650 homes in Bermondsey with energy generated from the waste & recycling centre, saving 7,700 tonnes of carbon per year. Its extension could add a further 3000 council homes to the network, other new housing developments, as well as schools and businesses, supporting sustainable growth along the Old Kent Road and delivering an additional saving of 11,100 tonnes of carbon each year. Working with Veolia, £16m in funding has been secured for this vital infrastructure and this report now sets out how we will enable its delivery.

The report brings forward a Local Development Order (LDO), valid for 5 years, to facilitate this new network and the laying of underground pipes on council-owned land and adopted highway. It sets out important conditions to minimise disruption and to protect our environment and heritage assets. It ensures that the work is compatible with future plans for the Bakerloo Line Extension and that suitable construction management plans are put in place to reduce any negative impacts. The draft LDO has already been subject to 10 weeks' consultation with a strong majority of respondents in favour, and I'm delighted that we are now in a position to move forward with the next phase of this project.

RECOMMENDATIONS

1. That cabinet agrees to make a Local Development Order for the Southwark District Heating Network (Appendices A and B).
2. That cabinet notes the equalities impact analysis which is in Appendix C and consultation report (Appendix D).
3. That cabinet notes that the council has made an environmental impact assessment (EIA) screening opinion and has resolved that the Local Development Order does not comprise development which requires EIA.

BACKGROUND INFORMATION

District Heating Network

4. The heating and hot water in much of the social housing stock that Southwark Council owns and maintains is provided through communal heating generated by gas fire boilers.
5. In 2013, Southwark Council awarded the Southwark Heat Network Contract to Veolia to build and supply heat through a district heating system connected to SELCHP (South East London Combined Heat and Power). SELCHP is an energy recovery facility which processes over 430,000 tonnes of municipal waste per year. This mixed municipal waste is used as the main source of fuel and the energy is exported as both electricity to the grid and heat to homes and businesses within Southwark.
6. The District Heating Network (DHN) comprises highly insulated underground pipes that take hot water from SELCHP, and deliver it to heat exchangers in boiler houses on the Southwark estates, where the heat is extracted to provide heating and hot water, and the cooler water returns to the SELCHP plant for recirculation.
7. The existing network currently provides heating and hot water for 2,500 properties in Southwark. The system also enables other small third-party connections, replacing the need for local energy centres. Because the energy from SELCHP has a very low carbon content, the DHN has saved approximately 7,700t of CO₂ per year since its construction.
8. Buildings account for over 75% of the carbon emissions generated in Southwark. The Council has been working for the past two years to test the viability and feasibility of extending the DHN into the Old Kent Road area, and down to North Peckham. It has the potential to connect 3,000 council homes as well as new development, including the Tustin Estate and Ledbury Estate. The council's feasibility study suggests that connecting this development to district heating could reduce CO₂ generated by heating and hot water by as much as

89% over the course of 25 years. Connecting more buildings to district heating can play a key role in Southwark and London's response to the Climate Emergency.

9. The SELCHP DHN is operated by Veolia. In progressing the Old Kent Road and Peckham extension the council and Veolia are currently at commercialisation stage. Subject to a separate cabinet decision on varying the council's existing heat supply contract with Veolia, construction of the network could commence in winter 2023-2024.

Simplified Planning

10. Unlike statutory undertakers like electricity and water companies, DHN operators do not have "permitted development rights" to install pipes and utilities equipment and therefore require planning permission. In order to avoid the need for potentially multiple planning applications the council has the option of making a Local Development Order which grants permission for the type of development specified in the Order, and by doing so, removes the need for a planning application to be made. LDOs are prepared by Local Planning Authorities who have the right to apply conditions to ensure that the development is acceptable in planning terms.
11. In this case, implementation of the LDO would grant planning permission for the pipes and equipment needed to facilitate the DHN. The pipes would mainly be laid underneath the public highway. The only potential structures to be permitted would potentially be small cabinets which sit adjacent to plant rooms, and which take the pipes through the wall to connect to existing boilers.
12. The land that the LDO would apply to would comprise Council owned land and adopted highway. This is shown in Appendix B. During consultation there will be an opportunity to engage private landowners on whether their land should be included. They would benefit from connection to the DHN as it can help developments meet future building regulations and planning policies in a cost-effective way.

Consultation

13. The council has undertaken a public consultation on the draft LDO. Consultation was carried out over a 10 week period, starting on 15 December 2022 and ending on 9 February 2023. This is in compliance with the Town and Country Planning (Development Management Procedure) (England) Order 2015 which require a minimum of 4 weeks and the council's draft Statement of Community Involvement which requires a minimum of 6 weeks for all planning documents.
14. The LDO was published on the Council's website, an advertisement was published in Southwark News and a notification emailed to all our statutory consultees, including GLA, TfL, SGN, UKPN, Thames Water, Lewisham Council and other interested subscribers. Notification letters were sent to 23 developers and landowners in the Old Kent Road opportunity area. An online questionnaire was published on the Consultation Hub for members of the public to share their views. Representations were also accepted by email and post.

Site notices were put up on each of the estates which the district heating network plans to connect to and 859 notification letters were sent to leaseholders on these estates. An article publicising the LDO was also placed in the monthly newsletters for the Tustin and Ledbury Estate.

15. The consultation had a total of 34 representations via the consultation hub and email. The majority of responses are supportive of the Local Development Order, with 27 giving a positive response and 3 providing a neutral response. The main reasons given for the support are the environmental benefits. 4 respondents did not support the proposal with the main reasons being that existing district heating networks in the borough are expensive and unreliable. There was also concern raised that leaseholders would have to pay a major works bill if the district heating network expansion was to go ahead. A more detailed summary of the main themes raised in the consultation and the full responses can be found in Appendix D.

KEY CONSIDERATIONS

16. The rationale for extending the district heating network is established in both the Southwark Plan 2022 and the emerging Old Kent Road area action plan. LDOs to help deliver DHNs have been put in place in Leeds and Exeter and a number of other cities are in the process of exploring their use. Paragraph 51 of the National Planning Policy Framework (NPPF) also promotes the use of LDOs to encourage development which is tailored to local circumstances and promotes economic, social or environmental gains for the area.
17. While the DHN connected to SELCHP would be operated by Veolia, any provider who is developing a network in the area identified would benefit from the rights provided. It should be noted that the LDO only grants planning permission and does not remove the need to comply with other relevant legislation. It is the responsibility of operator/builder to obtain any other licenses and consents required for the construction of the DHN extension
This would include landowner consent to build on council (or any owner's) land and highways consents such as licenses under Section 50 of the New Roads and Street Works Act 1991.
18. Veolia intends for the project to be constructed in two phases. The preferred choice for the network design would comprise the following route (shown in Appendix E) although this may be subject to change depending on ground condition, presence of other utilities etc.
19. The first phase would see the construction of the network from the SELCHP facility running east along Surrey Canal Road, crossing the borough boundary into Southwark to join Ilderton Road and running south towards the redeveloped Tustin Estate which will connect to the network. It will then cross the Old Kent Road and run down to the Brimington Estate where it would connect to the existing boiler house.

20. The second phase would see the network branch off to the east with the potential to connect to a number of estates including the Acorn, Bell Gardens, Ledbury, North Peckham, Cossall, Pelican and Sceaux Gardens. While the network would be built primarily in the public highway, it would need to cross Brimington Park and also Surrey Canal Park.
21. In addition to phases 1 and 2, Veolia are progressing an extension to the Biscuit Factory in Bermondsey. In order to provide flexibility to connect to third party developments, the area that would be designated under the LDO extends over a large part of the Old Kent Road opportunity area.
22. In order to help manage the impacts of development and ensure it the LDO does not result in unacceptable outcomes, the council is able to attach conditions. These can ensure that the following themes are addressed:
 - Heritage: Restrictions of development allowed within the curtilage of a listed building and in conservation areas
 - Archaeology: Pre-commencement requirement to provide of a desk archaeological assessment and written scheme of investigation
 - Assessment of any impacts on trees and appropriate replacement if required depending on their quality and value
 - Ecological assessments
 - Provision of Construction Environmental Management Plans (CEMPs) to help reduce impacts for neighbours and ensure that the construction process adheres to Southwark's Technical Guidance for Demolition and Construction. Contractors will be expected to liaise with the local community during construction and will also be expected to liaise with the local authority to help ensure coordination between contractors and utilities companies working in the area at the same time
 - Time limit: The LDO will expire within 5 years, unless extended by the council.
23. A number of small changes have been made to the LDO to help address comments made, including from TfL. These relate to the conditions attached to the Order, in particular around construction management and mitigating potential impacts on the Bakerloo Line Extension.
24. Officers note that concerns were raised about financial implications for leaseholders, compounding difficulties caused by the Cost of Living Crisis. In this context it is noted that when the initial network to estates in Bermondsey was constructed, the capital cost of the project was rolled into the heat cost over a 20 year contract period and without the need for any major works bills to leaseholders. In any event, funding arrangements would be a matter for a future report to cabinet on varying the council's heat supply contract with Veolia. Likewise such a report would address reliability issues.

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

Community impact statement

25. The adoption of the LDO and the resulting extension of the DHN will have a positive impact on the community.
26. Delivery of the DHN extension will benefit our most vulnerable residents and help the Council effectively tackle fuel poverty by providing greater energy security. It will also contribute to tackling climate change which is the biggest humanitarian threat this generation faces.

Equalities (including socio-economic) impact statement

27. In everything we do as a council, we seek to promote equality and discharge our full Public Sector Equalities Duty (PSED) under Section 149 (1) of the Equality Act 2010. The PSED 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. A detailed Equalities Impact Assessment has been undertaken in regard to this proposal (see Appendix B).
28. Overall, the LDO if implemented, and subsequent extension of the DHN should reduce inequality and have a positive impact on groups which are protected under the Act. Connection to the DHN will bring improved reliability and efficiency of heating and hot water systems which should lead to lower overall heating costs. This would benefit our residents with a lower socio-economic status and those who have higher heating requirements such as elderly and disabled residents.

Health impact statement

29. There is a link between poor air quality and negative health outcomes. The council has an ambition and a legal obligation to improve air quality in the borough.
30. The main atmospheric pollutants of concern in Southwark are Nitrous Dioxide (NO₂) and Particulate Matter (PM). The main source of these pollutants locally is traffic emissions but domestic heating also makes a significant contribution with commercial and domestic gas heating is estimated to contribute nearly 30% of local NO₂ emissions.
31. In the short term, the construction of the DHN may cause increased emissions from increased traffic and heavy duty vehicles required on site, leading to poorer air quality. These impacts will be temporary and can be managed through the Construction Environmental Management Plan.

32. In the long term, the extension of the DHN will result in a decreased reliance on gas boilers which emit harmful gases which will mean an improvement in air quality and therefore better health outcomes for Southwark residents.

Climate change implications

33. The adoption of the LDO which facilitates the extension of the DHN will have a positive impact on the council's contribution to tackling Climate Change.
34. Analysis has shown that the majority of Southwark's carbon emissions come from buildings and a sizeable proportion come from Southwark's own buildings. Modelling shows that moving away from gas boilers is an effective way to reduce carbon emissions. The SELCHP DHN is low-carbon and incorporates circular economy principles as the energy is recovered from municipal waste which would otherwise end up in landfill.
35. Implementing the LDO, resulting in the delivery of the DHN extension will achieve two of the actions set out in *Southwark's Climate Change Strategy 2021* under *Priority 1 – Greener Buildings*:
- Theme C. Low-carbon technologies and practises are encouraged within the borough's buildings. The goal is to maximise the use of low-carbon technologies for new and existing homes. The immediate action sets out to identify households not currently serviced by district heating that can be switched onto SELCHP or equivalent district heat system. Alongside this Identify areas of the borough that cannot be served by heat networks and must look at communal ASHP, CHP or secondary source heat pumps.
 - Theme E. Decarbonise council housing. The goal is to replace gas with low-carbon technologies. The immediate action is to increase the number of council-owned homes to the extended SELCHP network where feasible.

Financial implications

36. There are no direct financial implications for the council associated with making the LDO. Work to prepare the Local Development Order is funded by existing staff budgets. As noted above the LDO does not override other consents which are required to deliver the network. A decision to vary the council's existing heat and hot water supply contract with Veolia would require a separate cabinet decision.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive – Governance and Assurance

37. Should the cabinet be satisfied with the contents of this report then it has the power to make the decision recommended at paragraph 1 of this report by virtue of the council's constitution. Decisions relating to LDOs are not reserved to any body within the Council. Given the strategic nature of the LDO, decisions relating to it are appropriately matters for cabinet. This is supported by the express executive functions of cabinet in part 3B, including to consider and promote strategic initiatives to improve the quality, efficiency and effectiveness

of the council's services to the public. In addition, Article 6 provides that cabinet will carry out all of the functions which are not the responsibility of any other part of the Council under law or the constitution.

38. The Equality Act 2010 introduced the public sector equality duty, which merged existing race, sex and disability equality duties and extended them to include other protected characteristics; namely age, gender reassignment, pregnancy and maternity, religion and belief and sex and sexual orientation, including marriage and civil partnership. In summary those subject to the equality duty, which includes the council, must in the exercise of their functions: (i) have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and (ii) foster good relations between people who share a protected characteristic and those who do not. Paragraphs 27 and 28 and Appendix B of the report confirm that the proposals will have no disproportionate impact on any particular age, disability, ethnicity and sexual orientation. The same paragraphs confirm that the proposals support the Council's equalities and human rights policies and will have a positive impact on groups protected by the Equality Act 2010.
39. The Human Rights Act 1998 imposed a duty on the council as a public authority to apply the European Convention on Human Rights; as a result, the council must not act in a way which is incompatible with these rights. The most important rights for highway and planning purposes are Article 8 (respect for homes); Article 6 (natural justice) and Article 1 of the First Protocol (peaceful enjoyment of property). The making of the LDO is not anticipated to breach any of the provisions of the Human Rights Act 1998.

Strategic Director of Finance (FC23/001)

40. This report is requesting to cabinet to agree to make a Local Development Order for the Southwark District Heating Network (Appendices A and B).
41. The strategic director of finance notes that there are no immediate financial implications arising from this report.
42. It is also noted that staffing and any other related costs will be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Old Kent Road district heating feasibility study	160 Tooley Street London SE12QH	Ali Weatherup ali.weatherup@southwar k.gov.uk
Link (please copy and paste into browser): Environment and sustainability - Southwark Council		
Archaeological desk based assessment and principles of investigation strategy, Southwark Local Development Order (LDO), London Borough of Southwark, RPS, 31 March 2023	160 Tooley Street, London SE1 2QH	Ali Weatherup ali.weatherup@southwar k.gov.uk
Link (please copy and paste into browser): Agenda for Cabinet on Tuesday 13 June 2023, 11.00 am - Southwark Council (item 14)		
Environmental Impact Assessment screening opinion	160 Tooley Street, London SE1 2QH	Ali Weatherup ali.weatherup@southwar k.gov.uk
Link (please copy and paste into browser): Planning reference: 22/AP/3936 https://planning.southwark.gov.uk/online-applications/		

APPENDICES

No.	Title
Appendix A	Draft Local Development Order
Appendix B	Area covered by the Local Development Order
Appendix C	Equalities analysis
Appendix D	Consultation Report
Appendix E	Phasing plan for SELCHP extension

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development		
Lead Officer	Caroline Bruce, Strategic Director of Environment, Neighbourhoods and Growth		
Report Author	Tim Cutts, Senior Regeneration Manager		
Version	Final		
Dated	1 June 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	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team			1 June 2023

Item No. 14.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Gateway 2 - Contract Award Approval Main contractor for the Sceaux Gardens Estate redevelopment	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes	

FOREWORD - COUNCILLOR DARREN MERRILL, CABINET MEMBER FOR COUNCIL HOMES

In Southwark, we are continuing our housebuilding and redevelopment ambitions - increasing the availability, affordability and quality of homes across the borough. Since 2014, 3,250 new council homes have been built, or begun, of which over 1,000 have been completed, with 2,090 more on-site being built right now - a record of which we are proud and keen to continue.

Southwark has one of the most ambitious housebuilding and redevelopment programmes. Last year, we started a third of all council homes started in the country, and the Sceaux Gardens Estate redevelopment is case and point that not only do we have the ambition to build upon that success, but that we are delivering on our housebuilding promises.

As this report sets out, we have a further 79 homes set for redevelopment on the Sceaux Gardens Estate. Phase 1 of this ambitious scheme will deliver 58 new homes at Florian, with Phase 2 delivering 21 new homes at the Marie Curie Garage Site. Totalling no more than £47,001,717, the Sceaux Gardens project showcases our continued commitment to improving homes in Southwark.

We will use every tool at our disposal to increase the supply of homes across the borough, and the Sceaux Gardens Estate is one of many which will see new, high quality housing built for our residents. I look forward to overseeing this project as it continues through to the contract's completion in 2026.

RECOMMENDATIONS

Recommendations for the Cabinet are that it:

1. Approves the award of the main contract for the Sceaux Gardens Estate redevelopment, to Wilmott Dixon Construction Ltd procured via the Scape Framework for a period of 160 weeks for a contract value not to exceed £47,001,717 noting this is broken down into two phases, with a break

clause, for reasons set out in the financial implications at paragraphs 80-91:

- Phase 1 delivering 58 new homes at Florian and Racine for a contract sum of £34,840,744
 - Phase 2 delivering 21 new homes at the Marie Curie Garage Site for a contract sum not to exceed £12,160,973
2. Approves the delegation to the Strategic Director of Housing to proceed with Phase 2 (Marie Curie garages), not exercising the break clause, for a not to exceed sum of £12,160,973, if instructed by 27 November 2023, or as adjusted in accordance with the agreed uplift Business Cost Information Service (BCIS) model if not instructed by that date, subject to there being sufficient budget available and alternative funding in place.
 3. Notes that this scheme benefits from a £100k per unit grant subsidy from the Greater London Authority (GLA), which results in a total contribution of up to £7.9m for both phases.
 4. Notes the Strategic Director for Housing gave approval to utilise the Scape framework for the appointment of Wilmott Dixon Construction for the pre-services agreement (PSA) in August 2022 and demolition / enabling works in February 2023 as set out in paragraph 10 and 11.

BACKGROUND INFORMATION

5. The Southwark Construction Programme (formerly the New Homes Development Programme) provides new homes by developing on existing council assets and acquiring new assets. The principle of New Homes Development was agreed by cabinet in July 2012.
6. The redevelopment of the Sceaux Gardens Estate included within the council's Southwark Construction Programme, will contribute to the council's commitment to build thousands of new homes by 2043, delivering up to 79 homes. This scheme is part of the commitment to deliver 2,500 new homes which have already started on site. Proposals will provide a mix of one to four bed units for social rent across three sites; Florian and Racine bungalow blocks and Marie Curie garage site.
7. The initial Gateway 1 (GW1) report setting out the procurement strategy to deliver this scheme was presented to cabinet in January 2019 with the title Procurement Strategy Approval - contractor services for the delivery of Sceaux Gardens. This report was approved and the subsequent two stage restricted OJEU procurement resulted in the appointment of Engie Regeneration Ltd. Following the award of contract, issues were identified and in light of escalating costs, significant delays to the programme contributing to additional costs and very little progress in the design development the decision was taken to terminate the contract. Formal approval to terminate the contract was granted in March 2022.

8. Due to delays already encountered as a result of the terminated contract, a review of options available to the council resulted in a recommendation to utilise the Scape framework.
9. Following the termination of the contract that was subsequently awarded, a revised procurement strategy report was not presented to cabinet, but a recommendation to provide continuity on the scheme was presented to the Strategic Director of Housing.
10. Having considered all options, prior approval was given, by the Strategic Director of Housing, for Southwark Construction to approach Wilmott Dixon Construction, via the Scape framework, to undertake design development under a PSA together with a RIBA stage 3 design appointment. This appointment was confirmed via prior approval in the GW2 report approved by the Strategic Director of Housing on 6 September 2022. A subsequent appointment to progress detailed design development (RIBA stage 4) was then awarded on 18 November 2022.
11. The demolition works for Florian and Racine along with associated enabling works, commenced on 6 March 2023 and will be completed by 31 July 2023. This appointment was approved by the Strategic Director of Housing via a separate GW2 report dated 2 February 2023.
12. The Southwark Construction approved budget for this project is £40,564,260 and the contract sum analysis (CSA) value of £47,001,717 for the works currently exceeds the approved budget. A full breakdown of these costs is set out under financial implications in the closed report..

Procurement project plan (Key Decision)

Activity	Complete by
Brief relevant cabinet member (over £100k)	30/01/2023
Approval of Gateway 1: Procurement Strategy Report	19/01/2019
DCRB Review Gateway 2:	02/05/2023
CCRB Review Gateway 2:	11/05/2023
Notification of forthcoming decision – Dispatch of cabinet agenda papers	05/06/2023
Approval of Gateway 2: Contract Award Report	13/06/2023
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	21/06/2023
Contract award	31/06/2023
Add to Contract Register	01/07/2023
Contract Start	03/07/2023
Publication of award notice on Contracts Finder	01/07/2023

Activity	Complete by
Contract completion date	02/11/2026

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

13. This procurement is designed to select a main contractor to re-develop the Sceaux Gardens Estate, including the demolition of Florian and Racine bungalow blocks and Marie Curie Garages and construction of three new residential blocks. Also being delivered as part of the main contract is associated landscaping, revised access, servicing, car parking, cycle parking, cycle storage, plant, play and open space across the Sceaux Gardens Estate.
14. Please see the accommodation breakdown below.

Block	No of Flats Social Rent
Florian	34 units
Racine (over 2 blocks)	24 units
Marie Curie Garages	21 units
Total	79 units

Key/Non Key decisions

15. This report deals with a key decision.

Policy implications

16. 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.
17. 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 targets for building council homes.
18. 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.
19. 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.

Tender process

20. As detailed in paragraph 10, Willmott Dixon were appointed to deliver the PSA via the SCAPE Framework. As this scheme had already undergone a procurement exercise via the tendered route and due to the amount of time lost in progressing the works it was necessary to expedite the appointment of a main contractor to move the scheme forward.
21. A competitive award via an existing framework would offer the council the opportunity of engaging with suppliers who are willing to undertake this scheme, are accustomed to the two stage process and regulated by SCAPE's governance process for which a SCAPE representative oversees.
22. The council approached the SCAPE framework for early discussions with their delivery partners. The SCAPE framework consists of three lots; Lot 1: £0-7m Morgan Sindall and Kier, Lot 2: £7.5m -75m Willmott Dixon and Morgan Sindall and Lot 3: £75m plus Mace and Sisk. Utilising this framework allows for a delivery partner to be selected without a pre-qualification or prescribed selection process as the sifting and selection process of the contractor's suitability for each lot has been completed by the framework.
23. Lot 2 was the most suitable for the council to use given the value of the scheme that could potentially be procured via the SCAPE framework. Lot 3 was ruled out because of its value band and the scheme would not fall into that value bracket.
24. The contractors from lot 2 were provided with expressions of interest information packs for Sceaux Gardens and were asked to prepare a presentation to representatives from the Southwark Construction team as a sifting exercise to enable the council to decide which contractor should be directly appointed to take forward the scheme. This was carried out in April 2022.
25. Both contractors provided a presentation that identified some of the key risks for the project, their delivery strategy, programme and general approach in delivering the scheme within the SCAPE parameters and accordance with the council milestones.

26. Further details of the second presentation is set out in paragraph 13 of the closed report.
27. The decision was confirmed by the Strategic Director of Housing for the scheme to be procured via the SCAPE framework and Willmott Dixon would be awarded a PSA contract for Sceaux Gardens. They demonstrated capacity to resource the project immediately and had a good level of experience in delivering similar schemes.
28. Willmott Dixon have a good track record in the sector and have also delivered over 34 schemes via the SCAPE framework since 2019.
29. The process has allowed the council to work with a contractor that:
 - a. Deliver the best quality outcomes for the project with Willmott Dixon already identifying complex and over specified components in the RIBA 3+ proposals which has enabled value engineering to be carried out.
 - b. Ensure that all of the project risks are identified, addressed and costed prior to entering into the contract.
 - c. Have a greater understanding of the market conditions and a steady and experienced supply chain.
30. The next stage in the SCAPE procurement process was for Willmott Dixon to prepare a feasibility study with an outline cost estimate. This provided the council with an outline programme and process map should the council wish to proceed to the next stage of the procurement process which was to enter into a PSA for the scheme designs and risks mitigation process to take place.
31. A PSA was entered into with Willmott Dixon in August 2022 this agreement and activities are currently underway and due for completion in June 2023. This has provided the council with the not to exceed contract sum for which this paper seeks approval for.
32. During the PSA process a number of the surveys have been completed and the detailed design (RIBA 4) has also taken place. These activities would normally have taken place post contract using the traditional single stage route which doesn't afford the council an opportunity to carry out a detailed assessment of the scheme alongside the council as it progresses. Items that could be value engineered were identified and also agreed reducing the cost of the scheme in some areas.
33. The award of this contract will enable Willmott Dixon to commence start on site for the main works during July 2022. The demolition of Florian and Racine are due to commence in June 2023 which will include the erecting hoardings and disconnection of utilities.

34. The desire to commence expediently reflects the current and persistent rise in costs in the market and securing the price at this particular time provides the most cost benefit to the council.
35. As part of the Council's Charter of Principle residents have been consulted throughout the design and development stages of the project and have made essential contribution to shaping the improvements to the landscaping and open space areas.

Tender evaluation

36. Following on from the pre-tender estimate received in March 2022, an updated cost estimate was received from Willmott Dixon in March 2023 and is set out in paragraph 15 of the closed report.
37. The increase in cost led the project team to reviewing the strategy for delivery of this scheme which resulted in the approach as outlined in paragraph 10 of this report.
38. Calfordseaden, who have been appointed as Employers Agent and Quantity Surveyor for this scheme, reviewed the estimates and provided a comparative breakdown. The evaluation highlighted a significant increase in line with the BCIS index as well as other factors owing to the planning requirements for specific use of materials as the site sits within a conservation area.
39. Surveys carried out during the PSA stage highlighted elements of redesign in order to fit the building envelope within the parameters required by utility companies so as to not disturb any existing underground networks.
40. At this stage in the project, options were considered as to how to progress the scheme which formed the basis of the report presented at the Housing Investment Board (HIB). The following options were presented to the Cabinet Member for Housing and Homelessness with the following assessments:
 - **Option 1** - Do not proceed: Reputational risk to the council as these schemes have been ongoing for some time. Significant resident consultation and engagement has progressed the schemes post planning. Residents are in support of the scheme. The risk of leaving empty properties on the estate and abortive PSA costs to date would have a significant impact on the trust built with the wider community. This will create anti-social behaviour (ASB) and potential other avoidable issues for our communities
 - **Option 2** - Proceed as is: Funding shortfall will need to be found by not proceeding with another scheme in the programme or a receipt generated into the programme to offset shortfall. Either of these remain a possibility during the period when the majority of works progresses.

- **Option 3** - Proceed as per latest estimate and convert some block(s) to private tenure: Marginal gain in terms of income to the council and loss of council homes. Extended programme due to planning revision. However, no extra funding required to cover the cost of the scheme.
- **Option 4** - Proceed with main works but omit or phase the build out to bring it back within the approved budget: Opportunity to commence with elements of the scheme within the funding envelope while market conditions stabilise and more financial certainty identified. Continue to deliver council homes and maintain positive engagement with residents and stakeholders

41. The Cabinet Member for Housing and Homelessness in liaison with the Leader, supported Southwark Construction to proceed with option 4 for this scheme.
42. By proceeding with a phased approach for this scheme the council is working to a lower financial risk by entering into the main contract with an agreed break clause. The council can assess the Marie Curie garage block phase before works commence and agree a fixed sum. If the completion of the second phase of the scheme exceeds the affordability envelope, a break clause at the completion of Florian and Racine blocks will allow the termination of the main works contract. In addition, an inflation clause will provide certainty of price that is deemed fair and reasonable in the current market.
43. The project team are recommending to cabinet that Wilmott Dixon proceed on the basis of the not to exceed sum noted in the contract sum analysis.

Plans for the transition from the old to the new contract

44. No existing contract for this is in place so this is not applicable.

Plans for monitoring and management of the contract

45. 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. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
46. The project clienting, including the management and administration of the contractor appointments, will be run and resourced through the Southwark Construction Team in the Asset Management Division of the Housing & Modernisation Department. Performance of the main contractor will be subject to constant scrutiny and monthly formal review including reviews on cost, quality and programme.

47. The officer client team will use a number of mechanisms and tools for monitoring and controlling the financial and programme performance of the contract, including,
- Strategic cost plan, which will be regularly reviewed and updated
 - Monthly financial statements by the consultant
 - Monthly appraisals of progress against programme and monthly reports by the consultant
 - Tracking and chasing actions on critical issues
 - Periodic project team 'look ahead' workshops covering key phases of work and risks
 - Risk and issues log.
48. Internal governance arrangements for the programme were reported to cabinet in December 2014. These confirmed that ultimate responsibility for the overall programme resides with the Delivery Programme Board, chaired by the Strategic Director of Housing.
49. Annual contract monitoring report will be in line with the council's Contract Standing Orders (CSOs) and the social value deliverables will be monitored by officers and reported in the Annual Performance Report.

Identified risks for the new contract

50.

Risk	Risk level	Mitigation action
<p>1. Project delivery delays resulting from discharge of planning conditions and liaison with third party organisations.</p>	<p>Medium</p>	<ul style="list-style-type: none"> • The Southwark Construction team has ensured that pre-commencement conditions affecting the demolition aspect of the project have been discharged. • The team will continue to assist, where possible, with liaison with third parties to help mitigate delays, particularly any of which may result from the discharge of planning conditions or necessary approvals from within the council. • The tender process also tested the contractor's experience in delivering construction projects, relying on successful liaison with third party organisations and identifying long lead in times with appropriate mitigation measures.
<p>2. Contractor has inadequate resources and management arrangements to mobilise and deliver</p>	<p>Low</p>	<ul style="list-style-type: none"> • Wilmott Dixon Construction has successfully passed a financial credit check. • The Southwark Construction team and employer's agent (EA) will monitor the

Risk	Risk level	Mitigation action
	the contract	contract and regularly review performance, as per the department's process.
3.	Contractor becomes insolvent, ceases trading and goes into administration	<p>Low</p> <ul style="list-style-type: none"> • As part of due diligence a credit check has been carried out on Wilmott Dixon Construction proving the company to be financially sound and in line with 'the council's thresholds'. • A performance bond at 10% of the contract value or parent company guarantee (PCG) will be provided with this contract.
4.	Project cost overruns / inflationary increase for Phase 2	<p>Medium</p> <ul style="list-style-type: none"> • The form of contract used for this project is a SCAPE NEC Contract and the contract sum is all-inclusive subject to any provisional sums and future variations. • An agreed inflationary mechanism is included in the contract and the contractor has agreed to an open book approach to agreeing any price rises due to inflation • There will be a change management process in place to capture any variations and this will be fully scrutinised by the council's appointed cost consultant and senior council colleagues prior to an instruction. • Programme will be monitored by Project Management team and Employer's Agent. • Should costs exceed accepted viability levels, a break clause for the construction of the garage site works is included in the contract to allow the council to halt the development of garage block.
5.	Project delivery delays (General)	<p>Medium</p> <ul style="list-style-type: none"> • Any claims for extension of time will be fully scrutinised, justified and costed by the EA and concerns monitored at regularly meetings with the contractor. Liquidated Ascertained Damages sums have been included as part of the contract and will be applied should the project overrun without justification. • Project progress will be monitored and slow progress will be addressed at monthly project meetings.
6.	Contractor seeks negotiations on contractual terms	<p>Medium</p> <ul style="list-style-type: none"> • A standard NEC4 contract is being utilised with the council's amendments to the terms clearly set out from the

Risk		Risk level	Mitigation action
	prior to entering into contract		<p>start of the tender process.</p> <ul style="list-style-type: none"> The tender documents and clarifications during the tender process have been robust and clearly define the terms of the contract. Agreement on all terms has been confirmed prior to entering into a contract
7.	Market conditions	Medium	<ul style="list-style-type: none"> Current volatile market conditions are affecting supply chains in terms of delays and costs, labour shortages and price inflation. However, this is less of a risk to this contract due to Wilmott Dixon Construction having an established supply chain. Nevertheless, this will be monitored together with national and local guidance on policy and supply chain activity.
9.	Impact from national/global events	Medium	<ul style="list-style-type: none"> The construction market is currently very buoyant, however it is experiencing record inflation in terms of prices and rates, which is caused by a range of external factors including Brexit, COVID-19 and more recently increases in energy prices. This is likely to continue for the short to medium term and is likely to be impacted further by other emerging situations (e.g. Russia/Ukraine war). This is a risk that will need to be monitored. The programme will be fixed as soon we enter into contract with the contractor so the council's risks are reduced/mitigated. If materials/products are not available, the council will need to take a pragmatic view and consider any alternative products that the contractor may offer.
10.	Impact on approved designs due to changes in building legislation	Medium	<ul style="list-style-type: none"> The government has recently completed consultation on amendments to the Building Safety Act. It is unlikely these changes will be applied retrospectively however, these will be closely monitored and should any changes be required the team will consult with the residents and utilise the change management process.

Other considerations (For Housing Department works contracts only)

51. None.

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

Community impact statement

52. The redevelopment proposals entail the demolition of 33 homes, which were no longer deemed fit for purpose and beyond economic repair. The re-provision of new homes, will be of a high quality and compliant with current statutory policies, requirements and regulations including fire safety and sustainability.
53. 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.
54. The provision of homes (based on habitable room) for council rent will help address housing need identified on the Sceaux Gardens Estate and provide homes for others across the borough with most need for safe and secure housing. Although the delivery of 21 accessible homes will need to be reviewed should the break clause be implemented.
55. All of the above has been designed with close engagement with the Resident Design Group and feedback from the community gathered from extensive public consultation.

Equalities (including socio-economic) impact statement

56. The successful contractor will be required to adhere to the council's equality and diversity policies.
57. 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 Sceaux Gardens Estate specific local letting process.

Health impact statement

58. 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.
59. 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.

60. The proposals to increase the supply of affordable, good quality homes will benefit households in need from all Southwark communities, and will increase the housing options available for older people and people with disabilities.

Climate change implications

61. 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.
62. 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%.
63. 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.
64. Through this strategy the carbon reduction on site should 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.
65. 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.

Social Value considerations

66. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The social value considerations included in the tender are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.
67. The opportunities for social value commitments were set using the National TOMs (Themes, Outcomes and Measures). Listed below is Willmott Dixon Construction's Social Value commitments included within Willmott Dixon tender submission, with further details included at paragraph 26 of the closed report:

TOMs reference	Measure
NT1	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter
NT1c	No. of local people (FTE) on contract employed through the supply chain
NT3	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) as a result of a recruitment programme
NT4	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme
NT5	No. of 18+ y.o. employees (FTE) hired on the contract who are rehabilitating or ex-offenders as a result of a recruitment programme
NT6	No. of disabled employees (FTE) hired on the contract as a result of a recruitment programme
NT7	No. of hours of support into work provided to over 24 y.o. unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance
NT8	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)
NT9	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+
NT10	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or

TOMs reference	Measure
	4+
NT11`	No. of hours of support into work provided to under 24 y.o. (young people) unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)
RE10	No. site visits for school children or local residents
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff
NT39	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
NT28	Donations or in-kind contributions to local community projects (£ & materials)
NT29	No. of hours volunteering time provided to support local community projects

Economic considerations

68. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. The new homes programme is a strategically important undertaking for the council and its benefits are expected to be realised in a number of ways, including the recruitment of qualified staff, retention of staff and an improved service delivery to the council.
69. Following award, quality improvements and costs implications linked to the payment of LLW will be monitored as part of the contract review process.

Environmental/Sustainability considerations

70. By investing in high quality, well designed buildings and estates the council aims to achieve positive impacts which will benefit the environment and increase the stock of environmentally friendly buildings across the borough.

71. As part of the design development process, there will be a requirement for environmental assessments to be completed, with a view to identifying what impact would be caused by any proposed development.

Market considerations

72. Given current market conditions, the level of detail in responses received is considered a positive outcome and has allowed for appropriate cost benchmarking.
73. The successful bidder Wilmott Dixon Construction is a well-established family owned and operated company founded in 1852.
74. The war in Eastern Europe (Russia and Ukraine conflict), the impacts of Brexit and the global cost of living crisis have caused inflationary price increases. The war in particular has seen construction materials manufactured in Europe using coal, oil or gas such as brick, block, steel and glass affected by changes in the market pricing of fossil fuel commodities due to the conflict.
75. Materials such as timber, iron, steel and non-ferrous metals are currently imported from Russia and Ukraine. Although these imports account to less than five percent of the UK's total supply, the conflict and associated sanctions mean that direct trade in these materials have reduced. Suppliers of these imported materials are seeking alternative sources resulting in disruption to supply chains. There may also be an indirect increase in the market pricing of these materials. With regards to labour, cost of living increases due to reduced trade in commodities such as oil, gas and grain has resulted in increases in labour rates. On this basis, the inflation allowances can go up or down and need to be monitored as the project progresses.
76. It is worth noting that the wider British economy has also seen significant inflationary increases (source: ONS [CPIH ANNUAL RATE 00: ALL ITEMS 2015=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/economy/inflationandcosts/tables/cpihannr00/allitems/2015=100)) with an increase from 6.2% in March 2022 to 8.9% in March 2023 (latest ONS release 19 April 2023)
77. The council want, and need, to continue to provide new council homes for our residents. Like all local authorities building new homes, the council have been impacted by dramatic increases in construction costs, major new fire safety regulatory standards, and a surge in inflation. As a council, we are facing enormous financial demands, and we need to uphold our commitments to maintaining and improving our existing housing stock, together with complying with improvements which include, fire safety, building improvements and thermal efficiency. The average per sqm cost has increased by 23% from Q2 to Q3 2022-23 as evidenced by the Beacon Partnership (housing development and regeneration consultancy) report. This demonstrates that other housing providers are facing similar challenges.

78. To deliver new homes the council can no longer rely on borrowing to fund the increase in scheme costs due to the market changes. Therefore it needs to carefully consider alternative phasing models to deliver scheme.

Staffing implications

79. The staff resources deployed to this project is sufficient to meet the proposed timetable.
80. 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

81. The total contract figure of £47,001,717 submitted by Wilmott Dixon is a fixed fee to deliver all three blocks across two phases, but does not include any professional services fees. As confirmed in paragraph 12, this figure currently exceeds the total approved budget available for this project. The table in paragraph 31 of the closed report sets out the difference between total scheme cost and approved budget.
82. The contract sum analysis (CSA) submitted by Wilmott Dixon is costed as a phased delivery of the blocks. It should be noted there are savings to be made of circa £2.5m, against the prelims, should the Marie Curie garages block be delivered in line with the original proposals.
83. A break clause will be included in the contract at the point of completion of Florian and Racine. If no additional funding or income has been secured, by 27 November 2023 the council will not be obliged to take forward the development of the garages site and the break clause can be implemented.
84. This method of delivery will ensure that the project stays within the allocated budget and should we receive additional income during the build of Florian and Racine, this may allow the council to deliver the garage block. Options for further funding are being investigated, including the use of S106 monies and / or income from private sales.
85. This project was part of the GLA replacement homes funding stream which ended in March 2023. The commencement of the enabling works was undertaken before the end of Q4 of 2022-23 which has secured the GLA grant funding for the 33 replacement homes and the 46 new homes provided by this project.
86. Grant funding has contributed £100k for each council rent home built and, for this project, 95% of £7.9m (£7.5m) has now been received. Should the council postpone or not proceed with this project, the council will forfeit the GLA grant received. In the event that the garages block is not

delivered, the council would then be required to reimburse the GLA for the 21 homes not built; equating to £2.1m.

87. In reviewing the monetary values for the overall scheme it clearly shows the delivery of all three blocks exceeds the approved budget however, the following should be noted:

Delivering all three blocks as one phase	Delivering three blocks across two phases
<ul style="list-style-type: none"> Provides fixed price certainty in a volatile market 	<ul style="list-style-type: none"> Second phase subject to inflationary pressures
<ul style="list-style-type: none"> Lower per unit cost due to prelims efficiencies at £595k per unit 	<ul style="list-style-type: none"> Higher cost per unit cost across the scheme: <ul style="list-style-type: none"> - circa £600k for Florian & Racine - circa £579k (plus any inflation uplift) for Marie Curie garages
<ul style="list-style-type: none"> Guarantees delivery of 79 new homes for council rent 	<ul style="list-style-type: none"> Delays delivery of 21 homes including all the accessible homes proposed for this scheme
<ul style="list-style-type: none"> Fully complies with the planning approval (all accessible homes are within the garages block) 	<ul style="list-style-type: none"> Whilst planning permission will remain in place, any future changes to government legislation or design standards will impact on the design and delivery of the garages block
<ul style="list-style-type: none"> Avoids any duplication of professional fees / on costs and prelims together with any early termination claims by consultants 	<ul style="list-style-type: none"> Consultants and sub-consultants will require phased appointments and no efficiency savings on prelims
<ul style="list-style-type: none"> Cannot be delivered within current funding envelope 	

88. The projected cash flow for the entire project is set out in the table at paragraph 37 of the closed report with the break clause, should it be required, needing to be implemented in the 2024 / 2025 financial year.
89. It should be noted that the previous year's spend includes payments to Engie as part of the previous procurement and contract award.
90. Any VAT applicable to this contract will be recoverable by the council.
91. The cost is to be borne by the Sceaux Gardens Estate redevelopment project budget and will be charged to WBS code H-8888-9495.01
92. This project is funded by a combination of GLA grant and the Housing Revenue Account (HRA) resources supporting the New Build programme which includes borrowing. The recommended contract price is within the

allocated budget and will be monitored on the project code (H-8888-9495.01).

Investment implications

93. The cost of this contract will be charged to the respective project cost programmed in the capital allocation for new homes delivery budgeted within the council's housing investment programme.

Second stage appraisal (for construction contracts over £250,000 only)

94. Utilising the Scape framework has resulted in continuity to the delivery of the project and, given the current volatile construction market, will mean much needed homes are delivered for council tenants.

Legal implications

95. Please see the legal concurrence of the Assistant Chief Executive for Governance and Assurance.

Consultation

96. Local residents have been involved in consultation meetings with council officers since the beginning of the design process in 2015 as outlined in the Charter of Principles agreed by cabinet in November 2014.
97. Residents will continue to be kept updated throughout the duration of the construction process via monthly attendance at Resident Project Group meetings by Southwark Construction project manager as well as sharing of regular newsletters and updates.

Other implications or issues

98. None identified.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance (H&M) (H&M 23/017)

99. This report is seeking approval to award the main contract for the Sceaux Gardens Estate redevelopment to Wilmott Dixon Construction Limited for the sum of £47,001,717. The total cost of this project, including fees and contingency is set out in the closed version of the report.
100. This is a large contract in terms of value, and because of this, it carries significant financial risk for the council's Housing Investment Programme. As outlined in the report, this risk is mitigated by the imposition of a break clause for Phase 2 of the project, which will help ensure it remains affordable for the council. The financial implications section of the report sets out how the project will be funded.

Head of Procurement

101. This report seeks approval from cabinet for the award of the main contract for the Sceaux Gardens Estate redevelopment, to Wilmott Dixon Construction Ltd procured via the Scape Framework for a period of 160 weeks for a contract value not to exceed £47,001,717 which is split into two phases as detailed in paragraphs 1 to 2.
102. Cabinet note the procurement is detailed in paragraphs 13 to 14 and 20 to 43, management and monitoring of the contract is detailed in paragraphs 45 to 49, the risks are detailed in paragraph 50, the impact on equalities, health and climate change are detailed in paragraphs 56 to 65, social value commitments are detailed in paragraph 67, confirmation of the payment of LLW is detailed in paragraph 68.

Assistant Chief Executive for Governance and Assurance

103. This report seeks the approval of the Cabinet to the award of contract for Sceaux Gardens Estate redevelopment to Wilmott Dixon Construction Limited as further detailed in paragraphs 1-4. At the contract relates to a Strategic Procurement then by virtue of CSO 6.5.2(a) the award decision is reserved to Cabinet, after consideration of the report by CCRB.
104. The nature and value of these works are such that they are subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR15). However, the council is awarding this contract through the Scape framework (lot 2) which was established following a PCR compliant tendering process, and therefore the tendering requirements of PCR15 are satisfied. The council, following the shortlisting process noted in paragraphs 24-26 identified Wilmott Dixon for award of the PSA and enabling works contracts, and following completion of activities in the PSA, a 'not to exceed' sum for the works contract has now been identified to which this approval relates.
105. 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 at paragraphs 52-60 setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.
106. Contract Standing Order 2.3 requires that no steps are taken to award a contract unless the expenditure involved has been included in approved

estimates, or otherwise approved by the council. Paragraphs 81-92 confirm the financial implications of this award.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Benchmarking Construction for London – Beacon Partnership / Calfordseaden Quarter 3 2022-23	Housing, Southwark Construction	Laura James 020 7525 5352
Agenda for Cabinet on Tuesday 13 June 2023, 11.00 am - Southwark Council (item 14)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Cabinet Member for Council Homes and Homelessness	
Lead Officer	Michael Scorer, Strategic Director of Housing	
Report Author	Hemali Topiwala, Strategic Lead	
Version	Final	
Dated	5 June 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Strategic Director of Finance	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	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Date final report sent to Constitutional Team		5 June 2023

Item No. 15.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Electrical Installations Refurbishments and Maintenance Contracts	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Darren Merrill, Council Homes	

FOREWORD – COUNCILLOR DARREN MERRILL, CABINET MEMBER FOR COUNCIL HOMES

This is a technical report to approve the procurement strategy for two Electrical Insulation Refurbishment and Maintenance contracts. Currently the council has a number of contractors and an in-house team delivering electrical works to its council housing stock which reflects the size, scale, and the volume of the demand for its assets.

Southwark repairs deliver electrical repairs and refurbishments to the internal tenant properties, and this will continue. The ambition is to bring more of this service in house and prepare for solar insulations. This report notes these ambitions and the preparation for being able to do this by using these contracts to train our in-house staff.

These contracts will contribute to maintaining our council housing stock complementing future asset management plans and upcoming regulations.

RECOMMENDATIONS

That Cabinet:

1. Approves the procurement strategy outlined in this report to undertake a tender procedure for two Electrical Installations Refurbishment and Maintenance contracts:
 - Contract A - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £4.26m
 - Contract B – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £4.06m

each for a period of five years from October 2024 (at an estimated combined total cost £41.6m) with the option to extend up to a further two years (in increments at the council’s sole discretion subject to performance) making an estimated total contract value for both contracts of £58.24m.
2. Notes that the procurement strategy in this report will result in bidders being required to bid as backup to each other on their tendered rates to ensure an efficient service delivery.

3. Notes the development of an in-house option as detailed in paragraphs 29, 70 and 84.
4. Delegates authority to the Strategic Director of Housing in consultation with the cabinet member to approve the Gateway 2 report for the two Electrical Installations Refurbishment and Maintenance contracts for the reasons detailed in paragraph 42.

BACKGROUND INFORMATION

5. Currently, the council has a number of contractors and in-house teams delivering electrical works to its council housing stock which reflects the size, scale and volume of demand for its assets. The table below detail the current arrangements for delivering these tests:

Work stream	Area	Provider	Chargeable to homeowners
Electrical maintenance and refurbishments to tenant properties including smoke/ fire detection	Borough wide	Southwark Repairs	No
Electrical maintenance and refurbishments to communal areas and where required smoke/ fire detection	North of the borough	BCS (Electrical and Building Services) Ltd (BCS)	Yes
	South of the borough	Spokemead Maintenance Ltd (Spokemead)	
Fire detection systems (sheltered units and resident halls)	Borough wide	Spokemead Maintenance Ltd	No
Solar maintenance and installation	Individual blocks	Ad hoc (quotations)	Only on installs that serve the whole block

6. The current Communal Lighting and Electrical Testing Contracts with BCS and Spokemead are due to expire on 30 September 2024.
7. Southwark Repairs deliver electrical repairs and refurbishments to internal tenant properties as part of a Service Level Agreement (SLA). This will continue and is currently part of an on-going repairs improvement programme.
8. The proposed scope of works for electrical installations will be;

- electrical refurbishments to communal landlords supplies;
 - installation of landlord lighting and lightning protections systems;
 - electrical rewires;
 - installation of fire, smoke and heat detection systems;
 - electrical maintenance;
 - electrical and fire detection testing; and
 - solar installation and maintenance.
9. The contracts will be awarded based on a geographical split of the borough as set out below, each providing all of the works with an initial term for each contract of five years with the option to extend for a further two years.
- Contract A - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £4.26m
 - Contract B – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £4.06m.
10. The proposed contract duration of five years with the option to extend for up to a further two years provides the following advantages:
- Allows asset management to implement and evaluate the performance of its in-house repairs improvements plan, and should this produce the required performance and cost benchmarking targets then arrangements can be made to bring further works in-house as detailed in paragraph 29 during the initial term and not extend for the further two years.
 - Allows Southwark Repairs to recruit operational staff and operatives to assist with urgent building safety works such as electrical inspection and condition reports.
 - Gives sufficient time to re-procure future contracts to meet demand for these works if the in-house option proves to be not viable.
 - Realises fairer future commitments from the successful contractors due to the term of the contract and consistency of work load, including:
 - i. the opportunity for contractors to develop long term supply chains,
 - ii. to invest in a number of social value initiatives to improve local communities, and
 - iii. to build a long-term relationship with the council's training and employment partners to provide local apprenticeships in the construction industry.

Summary of the business case/justification for the procurement

11. The works proposed under these contracts will enable the council to meet its obligations as a social housing landlord under the Landlord and Tenant Act 1985 and Part P of the Building Regulations ensuring it has arrangements in place to maintain its council housing buildings and carry out electrical and fire detection improvements.
12. The Government, as part of its Levelling Up and Social Housing White Papers has committed to radically improving housing quality and set ambitions to ensure that housing is safe and decent.

13. As part of the Social Housing White Paper, it is proposed that mandatory electrical installation checks are completed every five years within the properties and that carbon monoxide alarms are installed where gas appliances owned by the landlord are present within the property (e.g. individual gas boiler).
14. Circa 8,000 electrical tests are carried out each year covering installations, emergency lighting, fire detection and lightning protection systems.
15. The contracts will contribute to maintaining the council's housing stock complementing future asset management strategy and upcoming regulations.
16. Residents rely on the council to ensure both the communal and internal electrical installations are maintained to a high standard and provide early detection of fire.
17. Having contracts in place with priced schedule of rates for solar allows the council to bid for grant funding and deliver within the timescales set for bid qualification.
18. Subjecting these requirements to competitive tender will demonstrate best value to the council.
19. To ensure service delivery, these two contracts will provide backup arrangements to each other and Southwark Repairs in peak demands.
20. The organisation of service delivery areas reflects the volume of orders and values, and present to the market packages that local small and medium-sized enterprises (SMEs) can tender for and resource. This is expected to attract competitive tenders but at increased prices, due to inflation in the price of materials, which will be known on receipt of tenders.
21. The proposed contract duration of five years with the option to extend for up to a further two years will enable officers to analyse the contracts' approach to determine its effectiveness. This analysis will form the basis of benchmarking against its in-house option.

Market considerations

22. A desktop study identified a number of small, medium and large contractors within the market that could deliver the proposed work.
23. As a publicly advertised tender, all organisations including SMEs will be able to participate in expressing an interest and tendering.
24. Brexit and the Covid-19 pandemic has had an impact on the construction market especially around skills shortages, import and export of materials and potential changes to regulations and standards. These challenges will have an impact on how bidders tender for works and it is likely to impact on the price

for skills, materials. The establishment of long-term contracts will assist in mitigating potential impacts through providing long term visibility of work.

25. The Ukraine war has also had an impact on steel prices, fuel and cost of utilities adding further volatility to the construction market.
26. As part of this procurement process financial checks and due diligence will be undertaken.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

27. The nature and value of these works means that the full tendering requirements of the Public Contracts Regulations 2015 (“PCR 2015”) (as amended) will apply. The following procurement options have been considered:
 28. Do nothing - this is not an option available to the council. As a landlord it is essential that the council maintains, test and refurbish its electrical installations to ensure safety for residents.
 29. The council provides these works in-house – Southwark Repairs is the council’s in-house provider for repairs to tenant council homes. Southwark Repairs is currently expanding its in-house electrical delivery team to undertake cyclical Electrical Inspection Condition Reports (EICRs) to assist with the building safety programme for electrical inspection works to tenant properties. The council will also benchmark Southwark Repairs on performance and cost for communal electrical testing work and where this demonstrates savings to the council and its homeowners it will be removed from the two proposed contracts as further detailed in paragraph 84.
 30. The use of internal or external frameworks - whilst there are external frameworks for electrical works, fire detection and testing, this is not deemed to be a viable option as they currently do not give access to the council’s local SMEs. Setting up a dedicated framework was also precluded as the nature, volume and cyclical demand aligns more closely with term (fixed period) contracts.
 31. Shared Services - the neighbouring boroughs already have their own contracts in place, which have not been opened up for other boroughs to use.
 32. As none of the above options are suitable and these works are estimated above the PCR2015 threshold for works, it is recommended that a fully advertised tender process using a restricted tender procedure be used to procure these works.

Proposed procurement route

33. This procurement is to undertake the PCR 2015 restricted tender procedure, via the eProcurement System. In response to the eProcurement System advert and Find a Tender Service notice, organisations interested in tendering will be required to formally express an interest on the eProcurement System in order to view the PAS91 pre-qualification questionnaire (PAS91 PQQ), draft tender documents and to submit a completed PAS91 PQQ by the deadline set.
34. The procurement documents will set out that up to a maximum of six organisations will be selected for the combined tender list for the two contracts (Contracts A and B), subsequent to the PAS91 PQQ process. In the event that any applicant achieves a score within two marks of the lowest scoring applicant that is being invited to tender, it will be included in the shortlist and progressed to the ITT stage as well.

Identified risks for the procurement

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

R/N	Risk Identified	Risk Rating	Mitigation
R1	The procurement process fails due to inadequate quality of submissions by tenderers	Low	Ensure that tender documents are drafted to facilitate submissions of required standard. Early market engagement and open days are planned to ensure sufficient interest in these contracts.
R2	Successful contractors cease trading; go into liquidation or administration leaving works incomplete.	Low	Each contractor will act as back up however in the event of both failing then back up contractor(s) will be selected from the council's approved list. Robust due diligence of tenderer's financial situation will be undertaken.
R3	Inflation	Medium	The price model targets contractors to price appropriately as opposed to a race to the bottom i.e. cheapest price. The contract terms includes Building Maintenance Indices and individual exceptional cases will be reviewed on their own merit.

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

Key / Non Key decisions

37. This report deals with a key decision.

Policy Framework Implications

38. The procurement of these contracts will follow the Fairer Future Procurement Framework to support the Borough Plan and Fairer Future Commitments to deliver value for money and be open, honest and accountable.

39. These contracts will contribute to the council's delivery plan for:

- a thriving and inclusive economy
- a healthy environment
- quality affordable homes and
- keeping you safe.

40. The delivery of these contracts fit with the council's objectives as outlined in the Fairer Future Commitments, specifically:

- A place to call home
- A place to belong and
- A great start in life.

Procurement Project Plan (Key Decisions)

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

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	06/03/2023
DCRB Review Gateway 1	17/04/2023
Brief relevant cabinet member (over £100k)	26/04/2023
CCRB Review Gateway 1	27/04/2023
Deadline Agenda Planning	15/05/2023
Agenda Planning	23/05/2023
Notification of forthcoming decision - Cabinet	01/06/2023
Approval of Gateway 1: Procurement strategy report	13/06/2023
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	23/06/2023
Notice of Intention Completed (Applies to Housing Section 20 Leaseholder consultation only)	25/08/2023
Completion of tender documentation	28/08/2023
Publication of Find a Tender Service Notice	01/09/2023
Publication of Opportunity on Contracts Finder	01/09/2023

Activity	Complete by:
Closing date for receipt of expressions of interest	13/10/2023
Completion of short-listing of applicants	10/11/2023
Invitation to tender	22/11/2023
ITT – Information Day	29/11/2023
Forward Plan Gateway 2	04/01/2024
Closing date for return of tenders	12/01/2024
Completion of any clarification meetings/presentations/evaluation interviews	17/01/2024
Completion of evaluation of tenders	02/02/2024
Notice of Proposal issued (Applies to Housing Section 20 Leaseholder consultation only)	16/02/2024
DCRB Review Gateway 2:	22/04/2024
CCRB Review Gateway 2:	25/04/2024
Notification of forthcoming decision	01/05/2024
Approval of Gateway 2: Contract Award Report	10/05/2024
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	21/05/2024
Debrief Notice and Standstill Period (if applicable)	03/06/2024
Contract award	03/06/2024
Add to Contract Register	05/06/2024
TUPE Consultation period (if applicable)	30/08/2024
Mobilisation	30/09/2024
Place award notice on Find a Tender Service	30/09/2024
Place award notice on Contracts Finder	30/09/2024
Contract start	01/10/2024
Initial contract completion date	30/09/2029
Contract completion date – (if extension(s) exercised)	30/09/2031

42. The reasons for the requested delegation of the approval of the Gateway 2 report from cabinet to the Strategic Director of Housing is to ensure that the two successful contractors are mobilised ready to commence work when the current contracts expire to ensure service continuity without the risk of running a compliant tender process and evaluation which may not align with the timetable for cabinet.

TUPE/Pensions implications

43. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) are likely to apply to this proposed procurement exercise. The appointment of potential suppliers for the existing Communal Lighting and Electrical Testing Contracts could potentially amount to a service Provision Change under TUPE.
44. The extent of the application of TUPE and its implications will depend on a number of factors and will be considered during the proposed procurement exercise. These will be reported in the Gateway 2 report.
45. TUPE may also apply to any incumbent and new suppliers, if that is the outcome of the tenders, and in which case may result in the transfer of staff from one supplier to the other and/or their sub-contractors.
46. The procurement project timetable will need to include sufficient timelines to ensure that the council and any affected supplier(s) are able to comply with legal obligations that could potentially arise in respect of TUPE.

Development of the tender documentation

47. The asset management procurement team will be responsible for the delivery of this procurement and a project board will be set up to provide governance. The form of contract to be used will be JCT Measured Term Contract 2016, which will be subject to amendment as directed by legal services. The contract documents, once awarded, will be passed to legal services for formal execution.
48. The tender documentation will consist of the council's bespoke specification and schedule of rates covering various work streams.

Advertising the contract

49. The contracts will be advertised on the London Tenders Portal by way of an official notice that will be published on Find a Tender Service. The council will also publish a contract notice on the Contracts Finder website on the same day the Find a Tender Service notice is published.
50. The council will hold an information day at tender stage for those bidders shortlisted to tender.

Evaluation

51. The PAS91 PQQs returned will be evaluated by council officers. The selection process will be an evaluation of each bidder's economic and financial standing, technical knowledge, accreditations, equalities, diversity and inclusion questions, accreditation, experience and its ability and capacity to deliver the full scope of work. It is estimated that up to 6 bidders, to be agreed by the project board, will be shortlisted and invited to tender. The shortlisted

companies invited will be able to bid for the two contracts (Contracts A and B) but the evaluation methodology will set out that each contract will be awarded to separate companies and not to a single company.

52. Three evaluation panels, one reviewing price, one reviewing quality (including social value) and the other equalities, diversity and inclusion, will evaluate the Invitation to Tender for the two contracts.
53. A deviation from the council's usual 70:30 price quality weighting is proposed to better follow the Fairer Future Procurement Framework and capture the requirements for social value and highlight the importance of quality of works delivered to residents.
54. The Invitation to Tender evaluation will be undertaken by a tender evaluation panel (TEP). The selection criteria will be based on MEAT (Most Economically Advantageous Tender) criteria with a split of 55:42:3 price and social value/quality and social value/ equalities, diversity and inclusion.
55. Price evaluation for the contracts will be undertaken by asset management commercial officers and reviewed and signed off by housing finance. It is proposed to use a price model that ensures lowest un-economical bids do not receive the highest scores. To achieve this the 55% awarded for price will be split into two distinct sections as follows:
 - a) Lowest lump sum price, which is likely to account for 30%, where the tenderer with the lowest price is awarded the maximum percent and all other tenders are scored proportionally to the lowest price and 5% for social value quantitative.
 - b) Mean average price of tenders, which is likely to account for 20%, where the tenderer which scores closest to the mean average value of all compliant tenders will be awarded 20% with all other tenders scored proportionally to the mean average price.
56. Quality and social value qualitative evaluation (42%) will be undertaken by asset management officers. An evaluation methodology will include a number of method statement questions and will be developed by the project team and agreed with the project board.
57. Each method statement will be weighted and will include a minimum threshold criterion for key quality and financial implications, which if tenderers fail to meet allows the council the discretion to reject those tenderers from the tender process.
58. The social value qualitative will be evaluated against a number of selected Themes, Outcomes and Measures. Social value themes that will be considered are:
 - local people in employment;
 - great estates;
 - opportunities for disadvantaged people; and

- carbon reduction and safeguarding the natural environment.
59. The information submitted in response to these questions should demonstrate the tenderers' ability to fulfil the requirements that were outlined in the procurement documents.
 60. Successful tenderers will be evaluated on their commitment to social value on an annual basis. Failure to fulfil these commitments will translate, in the first instance, to provide other benefits to the same value in the Themes, Outcomes and Measures and where this has not been achieved contractual remedies will be applied.
 61. The equalities, diversity and inclusion will be evaluated by council officers reflecting 3% of the available tender evaluation.
 62. The council will hold clarification meetings prior to finalising the tenderers' price, quality, social value and equalities, diversity and inclusion scores which shall then undergo consensus scoring before being added together to produce a final score.
 63. Tenderers with the highest combined price, quality, social value and equalities, diversity and inclusion score will then be ranked. The first-placed tenderer will be awarded Contract A, as this is the larger value contract, and the second-placed tenderer will be awarded Contract B. No single tenderer will win more than one contract.

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

Community impact statement

64. The two contracts are borough wide and support the council's Fairer Future Promises for quality affordable homes and revitalised neighbourhoods.
65. The two contracts will be of a medium impact to tenants, leaseholders and other stakeholders as these works will be done both externally and internally.

Equalities (including socio-economic) impact statement

66. These contracts will contribute to ensuring good quality homes which will benefit Southwark communities.

Health impact statement

67. These contracts will provide a positive impact on health as the main purpose of the works is to provide safe electrical installations to all residents within council housing properties.

Climate change implications

68. Electrical Installations Refurbishment and Maintenance contracts will provide opportunities to undertake electrical energy efficiency measures with little

disruption. Specifications of work will consider the overall holistic approach to working towards carbon zero and comply with Building Regulations Part L that addresses the conservation of fuel and power as part of a drive towards a greener future.

Social Value considerations

69. 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 details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

70. As the council explores ways it can continue to deliver value for money, it is essential that it makes even better use of its resources to meet the needs of residents and businesses in the borough. Under the commitment of a “full employment borough” and as part of social value commitments these contracts will require the two successful contractors to employ 4 apprentices for each contract for the initial term of the contract. This will provide a sustainable approach to ensure the 8 apprentices have a training programme that covers all work streams. Electrical apprentices employed by Southwark Repairs will receive work experience from the two successful contractors on the various work streams in order to prepare for a future in-house service. Southwark Repairs electrical operatives will also be trained in communal landlord’s electrics to enable the council to an in-house option once the training has been completed and benchmarked.
71. Bidders will be required to provide costs and proposals for meeting their Social Value requirements to ensure that this can be managed and valued as part of the contract management process.

Social considerations

72. The Fairer Future Procurement Framework will be embedded into the procurement documentation and will be evaluated as part of the overall quality evaluation.
73. For procurements in excess of £15m, the Fairer Future Procurement Framework requires the use of the Social Value Portal. However, it is proposed, as part of this procurement, to request contractors to tender for a set percentage financial value contribution against an annual turnover which will be used to pay for a range of Great Estate Schemes and social value initiatives across the borough.
74. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010

and the Prevent Duty under section 26 of the Counter-Terrorism and Security Act 2015.

75. The council is an officially accredited London Living Wage Employer and is committed to ensuring that, where appropriate, contractors and sub-contractors engaged by the council to provide works or services within Southwark or Greater London pay their staff at a minimum rate equivalent to the London Living Wage rate. For contracts performed outside London, all relevant staff should be paid at or above the real UK Living Wage. For these contracts, the quality improvements are expected to include a high calibre of operatives that will contribute to the delivery of the works on site and will provide best value for the council. It is therefore considered appropriate for the payment of London Living Wage to be required. The successful contractors will be expected to meet the London Living Wage requirements and contract conditions requiring the payment of London Living Wage which will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of London Living Wage. Following award, these quality improvements along with gender pay gap reviews will be monitored as part of the contract review process.
76. The successful contractors shall consider trade union recognition in line with the council's Fairer Future Procurement Framework.
77. The successful contractors will be registered and accredited with the Transport for London Fleet Operator Recognition Scheme. Fleet Operator Recognition Scheme helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.
78. The successful contractors will need to demonstrate that they can meet the Mayors Good Working Standard foundation level or above and are committed to the End Violence at Work Charter.

Environmental/Sustainability considerations

79. The contracts will contain requirements to recycle existing material products.
80. The successful contractors will need to include for the use of either hybrid or electrical vehicles within the contracts setting out a 12 month implementation timescale.
81. The contracts will allow for smart technology to be installed to reduce energy consumption to communal areas whilst providing security lighting to deter crime.
82. These new contracts will continue replacing existing incandescent lamps with low energy LED lights which reduce energy usage by up to 75%.

Plans for the monitoring and management of the contract

83. 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. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System. Annual Performance Reports will be presented in line with Contract Standing Orders.
84. Each year a review will be undertaken with Finance and Southwark Repairs to identify elements of the proposed contracts that can be brought in-house subject to benchmarking cost and performance. The results of this benchmarking exercise will be included in the Annual Performance Reviews.

Staffing/procurement implications

85. There will be no impact on asset management staff as the existing division are already performing the procurement and contract management functions.

Financial implications

86. For construction (works) contracts, the council's end user status will be clarified in relation to Domestic Reverse Charge (DRC) in the Gateway 2 report and advice sought from Finance if necessary.
87. The 2023-2024 for the contracts are as follows:

Contract A

Budget Code	Cost excluding VAT
GG93362106 revenue budget for electrical and lighting (contract north)	£2,091,350
GG93362126 fire alarms (contract north)	£ 163,771
Estimated capital (based on the assumption that financial resources will be available and considering other priorities across asset management).	£2,000,000
Total Estimated Contract Value	£4,255,121

Contract B

Budget Code	Cost excluding VAT
GG93362106 - revenue budget for electrical and lighting (contract south)	£1,900,604
GG93362126 fire alarms (contract south)	£ 163,700
Estimated capital (based on the financial resources will be available and considering other priorities across asset management).	£2,000,000
Total Estimated Contract Value	£4,064,304

88. The annual contract values are based on the above budgets and an allowance for capital which will be subject to financial resources being available.

Legal implications

89. Please see concurrent from the Assistant Chief Executive – Governance and Assurance.

Consultation

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance (H&M 23/010)

92. The Strategic Director of Finance notes the contents of this report including the financial implications section. As noted within the report, actual contract spend will be based on available budget resources. A wider review of all asset management contracts and budgets is required to prioritise revenue and capital budgets within the programme as a whole. However as a GW1 report, there are no direct financial implications resulting from this report.

Head of Procurement

93. The report seeks approval from cabinet for the strategy to undertake a tender procedure for two Electrical Installations Refurbishment and Maintenance contracts - Contract A - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £4.26m and Contract B – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £4.06m for a period of five years from October 2024 with the option to extend up to a further two years making the estimated total contract value for both contracts of £58.24m.
94. Cabinet notes the procurement route is detailed in paragraphs 27 to 34 and 47 to 63, the risks are detailed in paragraph 35, the impact on equalities, health and climate change are detailed in paragraphs 66 to 68, the management and monitoring of the contract is detailed in paragraphs 83 to 84, social value concept is detailed in paragraph 73 and confirmation of the payment of London Living Wage is detailed in paragraph 75.

Assistant Chief Executive – Governance and Assurance

95. This report seeks the approval of the Cabinet to the procurement strategy for two Electrical Installations Refurbishment and Maintenance contracts (A and B) as further detailed in paragraphs 1-3. As this approval relates to a Strategic Procurement then by virtue of contract standing order 6.4.3(a) the decision is reserved to the Cabinet after consideration of the report by CCRB.
96. The nature and value of these works are such that they are subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR 2015). As noted in paragraph 33, the intention is that a restricted process should be undertaken following an advert in the Find a Tender Service. The tendering requirements of the PCR 2015 are therefore satisfied.
97. This report also seeks approval to the delegation of the Gateway 2 contract award decision to the Strategic Director of Housing, to facilitate award of this contract.
98. 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 at paragraphs 624-67 setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.

Director of Exchequer (For Housing contracts only)

99. Contracts for the maintenance of tenanted properties and for fire detection in sheltered units and resident halls do not include service chargeable work and are not subject to leasehold consultation.
100. Contracts for electrical maintenance and refurbishment in communal areas, and for solar maintenance where applicable, do include service chargeable work and are qualifying agreements under the Commonhold and Leasehold Reform Act 2002. They are subject to consultation under S20 of the Landlord and Tenant Act 1985 (as amended).
101. For these contracts it will be necessary to serve Notice of Intentions on all council leaseholders in the borough under schedule 2 of the regulations before tenders are invited, and Notice of Proposals following receipt of tenders and before a contract is entered into.
102. The cost of work carried out under these agreements will usually be recharged to leaseholders via the annual service charge.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Darren Merrill, Council Homes	
Lead Officer	David Hodgson, Director of Asset Management (AM)	
Report Author	Gavin Duncumb, AM Commercial Manager	
Version	Final	
Dated	5 June 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		5 June 2023

Item No. 16.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Cover report for Care Contributions scrutiny review report	
Ward(s) or groups affected:		All	
From:		Health and Social Care Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet notes the recommendations of the Health and Social Care Scrutiny Commission: Care Contributions scrutiny review report, Appendix A, as set out on page 3 of the report.
- 2.
3. That the cabinet considers the recommendations from the Commission and requests that the relevant cabinet member reports back to cabinet on the recommendations, as set out below.
4. Overview and scrutiny procedure rule 15.3 requires cabinet to consider and provide a written response to the report within two months.
5. It is for cabinet to decide whether or not to accept the scrutiny commission's recommendation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Health and Social Care Scrutiny Commission agenda and papers 2022/23	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Web link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?CId=519&Year=0		

APPENDICES

No.	Title
Appendix A	Health and Social Care Scrutiny Commission: Care Contributions scrutiny review report

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny	
Report Author	Julie Timbrell, Project Manager, Scrutiny	
Version	Final	
Dated	2 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 June 2023

APPENDIX A

Care Contributions Scrutiny Review Report

**Health and Social Care Scrutiny
Commission**

May 2023

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Summary of recommendations

Recommendation one

Raise the Minimum Income Guarantee by increasing the government mandated buffer of 25% with an additional local buffer of 25%, to make a total of 50%. In addition it is recommended that officers produce an impact assessment to understand the cost to the council and benefit to disabled people and carers.

Recommendation two

To explore, as part of this year's budget process, the removal of disabled adults from the assessment for Care Contributions.

Recommendation three

Provide better information, advice and support to enable disabled people and carers to understand care contributions generally, and their right to have adequate Disability Related Expenditure taken into account in financial assessments. This ought to include a variety of engagement approaches including outreach, information on websites, and leaflets.

Recommendation four

Take steps to reduce the adverse impact of Care Contributions on the incomes of people reaching pension age, both disabled people and their carers. In particular take action to mitigate the steep increases that can be incurred once a) a disabled person reaches pension age and their employment related pension becomes assessed b) carers facing reductions in income as they reach pension age and lose Care Allowances and income from paid work.

Recommendation five

Cabinet revisit the Fairer Contributions Policy Cabinet agreed in 2015, and revised in 2020, and report back to the Commission on the outcome.

Introduction

Disabled people are eligible for a personal budget from their local authority, which they use to pay for care and support appropriate to their needs. However, clients are also asked to contribute financially towards this. 'Fairer contribution' is the Council's framework for assessing what people should contribute towards the cost of their care, taking into account all their income and assets, as well as any expenses they have linked to their disabilities. Contributions are means-tested and based on income (including benefits but not employment).

Local Authorities provide and fund social care services under Section 9 of the Care Act 2014. This legislation also provides Local Authorities with a duty to complete an assessment of an adult's needs for care and support and a power to make a charge. Councils do however have the scope to vary charges, and the Act specifies that people will only be asked to pay what they can afford.

Southwark Council adopted the Fairer Contributions Policy in 2015, which outlines the way the Council financially assess recipients of social care services and ensure this is affordable. In March 2020 cabinet amended the Adult Social Care Fairer Contributions Policy and this revised approach was implemented in April 2021.

The Commission heard there was considerable consultation prior to both policies being adopted, however the impact of the cost of living crisis has happened following the last major change. Disabled people and older carers have been particularly hard hit by increases to energy and food costs, and the squeeze on incomes.

Officers told the Commission that the number of people requiring support to manage their social care needs is increasing year on year. Whilst unpaid carers continue to provide support across the country, the financial cost for Local Authorities to meet the social care needs of their residents continues to increase.

The Council spends close to £130m on Adult Social Care, while the projected income from charging for services is £8m.

The Commission decided to hold a one off session to investigate care contributions following a meeting hosted by Bede House bringing together councillors and carers of people supported at the Bede Centre. At the meeting, many carers and service users raised their concerns about the impact that the care contribution charges were having on them and the people they care for.

Contributors to the review

The Commission received the following evidence at the meeting held on 2 February:

- Bede House provided a briefing on care charges for councillors and a report of a meeting hosted on 20 October 2022. This was an afternoon for clients with learning disabilities and their carers to meet local councillors. 11 relatives or carers and 5 Bede clients met with 3 local councillors and the London Assembly member for Lambeth and Southwark.
- Two carers received moral support from Mencap to tell their stories to the Commission. Alan Burnham presented to the meeting. He is the brother of a client that has attended Bede House for some years. Mary Kumar provided a written statement. She is full-time carer for her adult daughter, who also attends Bede House.
- Pauline O'Hare, Director Adult Social Care, provided a briefings and presented.
- Southwark Disablement Association – David Stock, CEO provided a briefing and presented.

Cost of living crisis, care contributions and the cumulative impact on disabled people and their carers

People receiving local authority-arranged care and support other than in a care home need to retain a certain level of income to cover their living costs. Under the Care Act 2014, charges must not reduce people's income below a certain amount, but local authorities can allow people to keep more of their income if they wish. This is a weekly amount and is known as the Minimum Income Guarantee (MIG)¹.

The government raises the MIG annually to reflect inflation, however Bede House highlighted recent increases have been below the actual inflation rate. The MIG increased by 3% this year, but this is much lower than the current rate of inflation, which is at 9.9%.

The Commission heard that the cost of living crisis is impacting disabled people particularly hard, as a higher proportion of their living costs will go on basics such as energy and food. These have seen the largest inflationary rises.

This is backed up by documents produced by the Council to support the budget process and ensure that people living with disadvantage are not unfairly impacted by

¹ <https://www.gov.uk/government/publications/social-care-charging-for-local-authorities-2023-to-2024/social-care-charging-for-care-and-support-loc>

future changes to the allocation of resources ². A Public Health document looking at the impact of the cost of living crisis on disabled people found that:

- Deaf and disabled Londoners were twice as likely as the average Londoner to be going without essentials (16% v 8%).
- Among Southwark respondents to the 2019 Survey for London, fuel poverty was higher than average for people with disabilities, indicating that they are at greater risk of fuel poverty during the cost of living crisis.
- Between July and August 2022, Citizens Advice Southwark saw an increase in the proportion of their clients who had long-term health conditions from 25% to 40%.
- Previous financial crises have had disproportionate negative impacts on people with mental health conditions. Nationally, 44% of adults with mental health problems who fell behind on bills either considered or attempted suicide during COVID-19.
- Money worries can lead to people feeling lonely or isolated. Amongst Southwark respondents to the 2019 Survey for London, just over 1 in 4 people reporting a long-term mental health condition also said that they felt lonely often, compared to 1 in 11 Southwark respondents overall. (2)

Although care contribution assessments are for individuals, many disabled people live in families where income is pooled and any care contributions come out of a shared household budget. The Commission heard that the cost of living is placing a general strain on household budgets, which mean that the care contributions cannot be absorbed without carers cutting back on essentials.

Officers told the commission that the MIG figure is reviewed at least annually to ensure that any adjustments to the sum are reflected in our charging practices. The Government mandates a buffer is applied of 25%. The CEO of Southwark Disablement Association highlighted that the impact of the cost of living increase and proposed the MIG buffer is increased by a further 25% local, to 50% in total, which the Commission agree with.

Recommendation one

Raise the Minimum Income Guarantee by increasing the government mandated buffer of 25% with an additional local buffer of 25%, to make a total of 50%. In addition it is recommended that officers produce an impact assessment to understand the cost to the council and benefit to disabled people and carers.

Recommendation two

To explore, as part of this year's budget process, the removal of disabled adults from the assessment for care contributions.

² Cost of Living Crisis: Impacts across protected characteristics. Public Health Division Children & Adults Department January 2022, Page 7 Disabled people.

Financial assessments and Disability Related Expenditure (DRE)

The carers who gave evidence all stressed the additional cost that disabled people incur because of their conditions. For example people with learning difficulties often require food that is easy to prepare; there may be extra energy costs associated with electrical equipment to charge scooters; or keep warm; or to undertake more laundry because of incontinence. Officers told the commission that Disability Related Expenditure (DRE) ought to be deducted during the assessment process to ensure that each person has the Minimum Income Guarantee.

The carers who gave evidence did not think these expenses had been taken into account. Members who attended the Bede House event also heard from families where DRE did not seem to have been factored into the assessment. Many of the complaints from Bede House clients and carers centred on the assessment process. The Bede House reported that people with learning disabilities, and their carers, did not understand how the care charges had been worked out and complained that the charging letters did not provide a clear breakdown.

The Commission asked officers, and undertook desktop research, to establish the information, advice and advocacy available to ensure disabled people and their carers could claim all the DRE that is due and obtain a fair assessment. The exercise did not provide adequate reassurance that this is sufficient - a leaflet did not provide much explanation of DRE, website links were broken, and the organisations providing advice were hard to find.

Concern was also raised by Bede House that DRE is being increasingly narrowed by local authorities and averages around £5 per week, which they said does not reflect the scale of additional costs that disabled people face.

Bede House clients and their carers also complained about a disjointed and confusing assessment process. Some were not aware that the forms they were asked to fill in were to undertake a financial assessment for charges, and complained about a lack of transparency. Other people said they were receiving notices for backdated payments to pay for charges that they did not know about, and there was concern they would fall into debt or face a visit from bailiffs.

This year the council's budget process set out an intention to increase the income raised through more efficient collection of contributions from service users towards the cost of their care, and notes that this could have a negative impact on some disabled service users³. This highlights the importance of minimising this risk and ensuring that service users and their families are assessed fairly, that their Disability Related Expenditure is fully accounted for, and families have a well-managed assessment process.

3

Recommendation three

Provide better information, advice and support to enable disabled people and carers to understand care contributions generally, and their right to have adequate Disability Related Expenditure taken into account in financial assessments. This ought to include a variety of engagement approaches including outreach, information on websites, and leaflets.

Pensioners and care charges

The Commission heard that increases in care contributions have adversely impacted pensioners in particular, both disabled pensioners and carers who are pensioners.

Disabled people's contribution to their care is means-tested and based on some but not all income; benefits are included but not income from employment. However pensions are assessed, including work based pensions. In some cases receiving a pension can tip people over an assessment threshold with £5 in extra income week leading to a significant increase in charges, per week. The Commission heard that when one disabled person reached state pension age he was required to pay over £470 in contributions, when previously none had been incurred. Such steep charges were very difficult to manage and the Commission recommended that steps are taken to mitigate these sharp increases.

Carers who were also pensioners were another cohort of concern. On reaching pension age some carers reported losing their Care Allowance (on receipt of the state pension), losing income from paid employment, alongside facing a reduced capacity to care and their own age related health needs. The cumulative impact of this was causing hardship. One family told the Commission that care contributions meant that they could not afford to adequately heat and light their home, which was impacting in their health and wellbeing.

Recommendation four

Take steps to reduce the adverse impact of Care Contributions on the incomes of people reaching pension age, both disabled people and their carers. In particular take action to mitigate the steep increases that can be incurred once a) a disabled person reaches pension age and their employment related pension becomes assessed b) carers facing reductions in income as they reach pension age and lose Care Allowances and income from paid work.

Conclusion

The implementation of changes made to the "Adult Social Care Fairer Contributions Policy" in April 2021 may well explain why families of users of Bede House only started to get upset around this time. In addition the impact of the cost of living crisis

could well be pushing families over the edge when they face steep, unexpected or unaffordable care contributions bills, because of a change in circumstances.

There is a risk that this situation could get worse, without measures to mitigate the impact of increased collection of care contributions, once the more efficient collection of contributions set out in the budget takes place.

Disabled people and their carers are raising significant concerns with the both process and in some cases real hardship at the amount of care contributions levied. Disabled people are one of the most disadvantaged groups in our community. Carers are often also pensioners who have given much of their lives to caring and deserve both an understanding of their increasing vulnerability as they age , and also a system that is as fair and well managed as possible, in recognition of the unpaid contribution carers are making to the community.

At the same time the Commission recognises that the Council is facing an increasing need for care provision, rising inflation and no extra resources. The Council therefore has to allocate resources judiciously, and protect those most in need.

The Commission believe that the recommendations outlined in the report will go some way to protecting those residents on some of the lowest incomes in Southwark. The Commission also recommend that the Fairer Contributions policy is more thoroughly reviewed.

Recommendation five

Cabinet revisit the Fairer Contributions Policy Cabinet agreed in 2015, and revised in 2020, and report back to the Commission on the outcome.

Acknowledgements and thanks

Health and Social Care Scrutiny Commission 2022/23 members:

- Councillor Suzanne Abachor (Chair)
- Councillor Maria Linforth-Hall (Vice-Chair)
- Councillor Naima Ali
- Councillor Sam Dalton
- Councillor Esme Dobson
- Councillor Hamish McCallum
- Councillor Charlie Smith

Julie Timbrell, Project Manager and report author.

The Commission would like to thank all the contributors to the report, listed on page 5, and particularly the carers from Bede House who gave their views.

Item No. 17.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Cover report for Access to Medical Appointments scrutiny review report	
Ward(s) or groups affected:		All	
From:		Health and Social Care Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet notes the recommendations of the Health and Social Care Scrutiny Commission: Access to Medical Appointments scrutiny review report, Appendix A, as set out on page 3 – 6 of the report.
2. That the cabinet considers the recommendations from the Commission and requests that the relevant cabinet member reports back to cabinet on the relevant recommendation, as set out below.
3. Overview and scrutiny procedure rule 15.3 requires cabinet to consider and provide a written response to the report within two months.

BACKGROUND

4. The Commission received evidence from local NHS and Partnership Southwark colleagues as well as Healthwatch, SLaM mental health advocates and local residents in drawing up the report.
5. The review took place during a period of change as the new integrated health and care partnership arrangements at the South East London level and borough level were formally constituted.
6. The South East London (SEL) Integrated Care System (ICS) and Integrated Care Board (ICB) were established by statute on 1 July 2022. Partnership Southwark (which is the name of the Local Care Partnership - LCP) has delegated functions from the ICB for the provision and integration of out of hospital services and the NHS works with the Council to jointly commission a range of services for local residents.

KEY ISSUES

7. The recommendations are principally for the South East London Integrated Care Board (SEL ICB) and / or Partnership Southwark LCP.
8. The second part of recommendation nine is for Cabinet.

9. Recommendation nine also calls for joint work between the SEL ICB, Partnership Southwark LCP and the council on addressing local recruitment and retention of GPs and local health practitioners.
10. The Commission will request a report back from the SEL ICB/ Partnership Southwark LCP in the same time frame in order to facilitate a joint response to recommendation nine.
11. Recommendation seven is to explore a form to share information, and is part of work underway to agree a joint working protocol between scrutiny and Partnership Southwark, which will ultimately follow a further governance process and be formally agreed by the appropriate body.
12. Cabinet is invited to comment on any of the recommendations.
13. It is for cabinet to decide whether or not to accept the scrutiny commission's recommendation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Health and Social Care Scrutiny Commission agenda and papers 2022/23	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Web link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?CIId=519&Year=0		

APPENDICES

No.	Title
Appendix A	Health & Social Care Scrutiny Commission: Access to Medical Appointments scrutiny review report

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny	
Report Author	Julie Timbrell, Project Manager, Scrutiny	
Version	Final	
Dated	2 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 June 2023

APPENDIX A

Access to Medical Appointments Scrutiny Review Report

**Health and Social Care Scrutiny Commission
2022/23**

May 2023

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	B. Providers ensure that their appointment and care systems can be navigated equally by patients and residents can get timely care.	
	C. Residents and Providers are able to offer care in a way that best meets people’s needs, including face to face, and that the right balance is found in the use of new technology.	
	D. Public and councillors to know how to feedback when experience is not good and that this will be taken into account and lead to improvement.	
	E. A health system that operates well so that needs are met as well as possible within available resources	
6	Acknowledgements and thanks	Page 24

1 Summary of Recommendations

Recommendation One

South East London (SEL) Integrated Care Board (ICB) / Partnership Southwark – Local Care Partnership (LCP)

Conduct a communication, engagement and outreach campaign explaining local integrated health services, where and when visit to Primary, Urgent and Emergency care, as well as services such as the Well-being Hub.

This to include a user friendly description of the below:

- Primary Care practitioners and their roles in urgent and non-urgent care
- South and North Primary Care Networks and move towards integrated neighbourhood teams working in partnership with social care and the community to provide coordinated and proactive care for those who need it – keeping this updated and in plain English
- Out of hours GP hubs remit and how to access an appointment
- How to make best use of Pharmacies
- When to use 111 (including information on accessing a urgent doctor appointment)
- When and how to use Urgent Care Centre (Guys etc.)
- When to go to Accident and Emergency (GSTT and Kings)
- The role of the mental health Wellbeing Hub and what they can do – including assessments

Include the following in promotion methods:

- GP surgeries waiting area
- Southwark Partnership website (in part to increase understanding and transparency on how local health and integrated services are delivered)
-

Ensure that the outreach programme reaches diverse communities equitably , and in particular take into account:

- The views of patients gathered through local surgeries, Healthwatch and other relevant engagement initiatives
- The need to address language barriers and conducts targets engagement with the diversity of Southwark’s Black and Minority Ethnic communities such as the Somalian, Bengali, Latin American etc.
- Ensures that disadvantaged communities with a Protected Characteristic (older, disabled, maternity, LGBTQI etc) are particularly targeted.

Recommendation two

SEL ICB / Partnership Southwark

Seek to develop a more consistent practice appointment model based on best practice that will allow equitable and safe access for all, with particular care taken to:

- ensure that patients are not repeatedly turned away
- there are alternatives to early morning telephone booking systems
- that a combination of face to face, telephone, and digital appointment systems are provided to
- flexibly meet the needs of all sections of the community, particularly those with additional needs (mental health, disability, older, parents of young children, language barriers)
- informed by the views of the registered population

Recommendation three

SEL ICB / Partnership Southwark

Recognise and value the importance of GP Practice and Pharmacy receptionists, as well as other non clinical staff, and invest in guidance / training to ensure that they are appropriately guided and supported on how to screen patients, can provide an effective service and relate to patients with empathy. Attention also ought be paid to ensuring receptionists are not overworked.

Recommendation four

SEL ICB / Partnership Southwark

Build on local and national good practice to ensure triage systems result in the allocation of appointment based on patient need. Systems to support proactive and coordinated care for those with complex problems and long term conditions need to be considered alongside.

Recommendation five

SEL ICB / Partnership Southwark

In finding a balance between face to face, telephone and video appointments these are recommended as guides:

- Telephone and video calls are reserved for triage, situations where a relationship has already been established face to face, and/ or where it is clearly the patients preference
- Face to face is the primary and preferred method for diagnosis of new conditions

Recommendation six**SEL ICB / Partnership Southwark**

Ensure all local surgeries website clearly indicate how to patients can complain directly and how to escalate to commissioners if still unresolved.

Recommendation seven

Partnership Southwark, health scrutiny and Healthwatch explore drawing up a template for councillors to report concerns as part of a protocol to guide relationships and share intelligence.

Recommendation eight**SEL ICB / Partnership Southwark**

Note the importance of maximising GP continuity and ensuing adequate appointment time in order to carefully prescribe, identify contraindications and avoid mistakes.

Recommendation nine**SEL ICB / Partnership Southwark**

Seek to recruit and retain more GPs to Southwark and to the new Primary roles by:

- Suggest this is included as an objective within SEL workforce programme if not already.
- Undertake work with local GPs and local Primary Care to understand more on how to improve retention, with particular regard to housing and addressing the national problem with burnout and low morale, and if there are opportunities within Partnership Southwark and SEL to retain more local GPs for longer
- Redirect more resources to Primary Care, where possible

Cabinet

As part of the above the Commission recommends that the Cabinet Member for Council Homes and Homelessness works with the Cabinet Member for Health and Wellbeing to link the council ambition to build 500 homes for key workers to the housing needs of GPs and other local Primary Care practitioners, and also calls for the council's commitment on the number of new key worker homes to be increased in future years.

Recommendation ten**SEL ICB / Partnership Southwark**

Increase focus on continuity of care for people with enduring Mental Health conditions and particularly ensuring that there is good links with secondary care and referrals are followed through for those people who are least able to advocate for themselves.

Recommendation eleven

SEL ICB

The Commission recommend that Partnership Southwark initiate a project with local surgeries working with the local voluntary and community sector to develop a more proactive and holistic model of good health and wellbeing, with a particular focus on increasing social connection.

It is recommended that a pilot scheme is developed in a neighbourhood with higher levels of deprivation, and that this focuses on groups at particular risk of ill health and poor well-being, such as older people, people with mental health needs, and young people, noting that is a group suffering from some of the highest levels of unhappiness and isolation. This is with a view to promoting good health and overcoming loneliness and isolation.

This could build on the model and research that came out of the Peckham Experiment on activities that promote good health, building upon existing NHS preventative work, such as health checks and social prescribers, as well as working more proactively with the local community

In doing so it is suggested that Partnership Southwark identify one or two GP practices in clusters/ neighbourhood multidisciplinary teams (such as Walworth Triangle, Peckham) and locally based community projects (such as Blackfriars Settlement, Copleston Centre or Walworth Living Room) that might be interested, as well as linking with initiatives that work across the borough with communities of interest that work with older people (such as Golden Oldies, Southwark Pensioners Centre), mental health (such as Southwark wellbeing Hub, Lambeth and Southwark Mind), young people (The Nest, [Southwark Local Offer](#) and [One Hub Southwark](#)) and organisations that conduct intergenerational work such as Link Age Southwark.

2 Introduction

This review examines access to Primary Care, as well as Urgent and Emergency Care, with an emphasis on the former.

The review was conducted in order to respond to constituents reporting difficulties accessing doctor appointments and concerns that the pandemic had precipitated a switch to greater use of online and telephone consultations, which was not always welcomed by patients, or appropriate. In addition members were concerned with evidence that hospital emergency departments' waits were too long.

The review took place during a period of change as the new integrated health and care partnership arrangements at the South East London level and borough level were formally constituted and delivered at an increasingly local level.

The South East London Integrated Care System (ICS) and Integrated Care Board (ICB) were established by statute on 1 July 2022, operating at a sub-regional level. Partnership Southwark (which is the name of the Local Care Partnership- LCP) has delegated functions from the ICB for the provision and integration of out of hospital services and the NHS works with the Council to jointly commission a range of services for local residents.

New front line practitioner roles are being created, to compliment GPs, with more links to social care and the community, arranged around neighbourhoods, and there is an expanded role for local pharmacies. The review therefore reflects on these changes and the consequent risks and opportunities.

The following outcomes have been used to guide the review and report. These were agreed by the Commission at the beginning of the review, in collaboration with Partnership Southwark and local NHS leads:

Outcomes:

- F. Residents know what to expect from the local system – where and how to be seen for their conditions whether urgent/serious or not.
- G. Providers ensure that their appointment and care systems can be navigated equally by patients and residents can get timely care.
- H. Residents and Providers are able to offer care in a way that best meets people's needs, including face to face, and that the right balance is found in the use of new technology.
- I. Public and councillors to know how to feedback when experience is not good and that this will be taken into account and lead to improvement.
- J. A health system that operates well so that needs are met as well as possible within available resources

- K. The scrutiny review feeds into work that Partnership Southwark is doing to engage with residents in order to build trust locally and use feedback to improve performance

3 List of contributors

- Dr Nancy Kuchemann, co-chair for Partnership Southwark
- Martin Wilkinson, NHS full time chief operating officer for Partnership Southwark
- Dr Femi Osonuga Clinical Director of North Southwark Primary Care Network
- Dr Gavin McColl, Clinical Director of South Southwark Primary Care Network
- Shamsur Choudhury, Healthwatch Southwark Manager
- Gosia Kaczmarczyk, Community Engagement Officer, Healthwatch Southwark / Community Southwark
- Angela Fernandes, SLaM Advisory group member
- Vicky, SLaM Advisory group member
- Carol Yates, Partnership Southwark Project Manager
- Sumeeta Dhir, GP, Live Well Mental Health Clinical & Care Professional Lead, CCPL Advisory Group Co-Chair
- David Mirfin, Consultant Psychiatrist, Associate Medical Director (SLaM), Live Well Mental Health Clinical & Care Professional Lead
- Copleston Centre Café centre users and local residents who attended the Health Café Conversations event on 6 March 2023

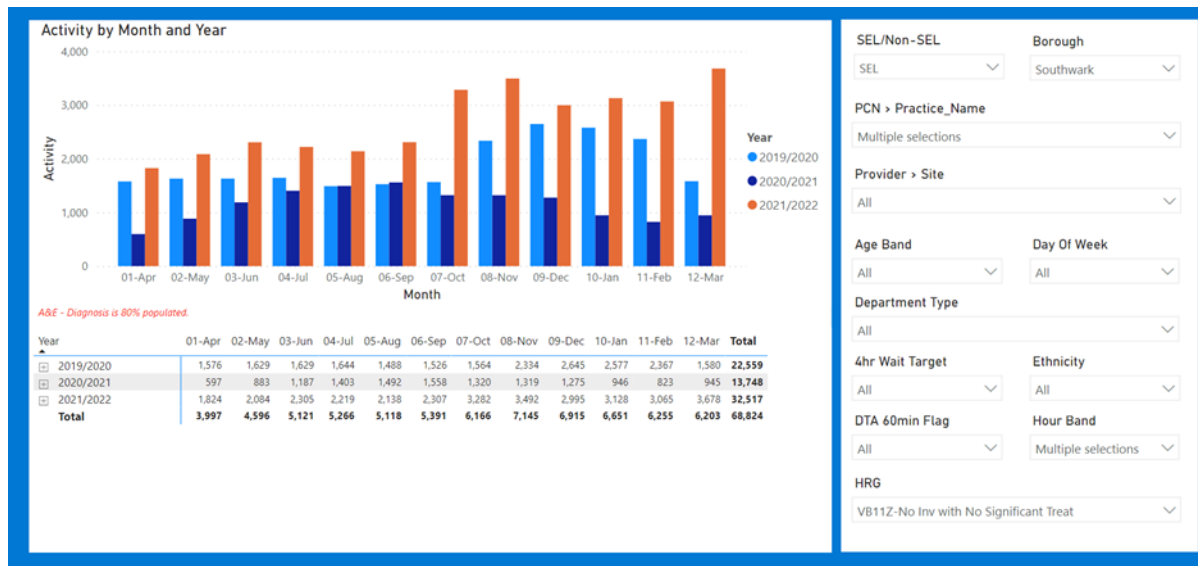
4 Background

System pressures

Health services, both Primary Care, and Urgent and Emergency services, are under pressure for a variety of reasons. The pandemic has impacted on operations, leading to a backlog. More recent winter pressures have seen increased paediatric demand associated with Group A strep, as well as seasonal flu and Covid -19. There is also ongoing NHS industrial action.

There are longer term problems with staffing, particularly with recruiting and retaining GPs and social care workers. The commission heard that the GP workforce capacity is reducing and the development of new front line practitioners expected to address this gap.

The Commission heard that because patients are not able to access hospital care, in part because of the backlog caused by Covid, they are coming back to the GP. At the same time more people are visiting Emergency care with no significant intervention or treatment needed at that time, who may therefore have been better served by Primary Care:



There is also more ill health; life expectancy has been stalling since 2010, while the amount of time people spend in poor health has been increasing. This is driven in large part by socio economic disadvantage and resultant health inequalities.¹

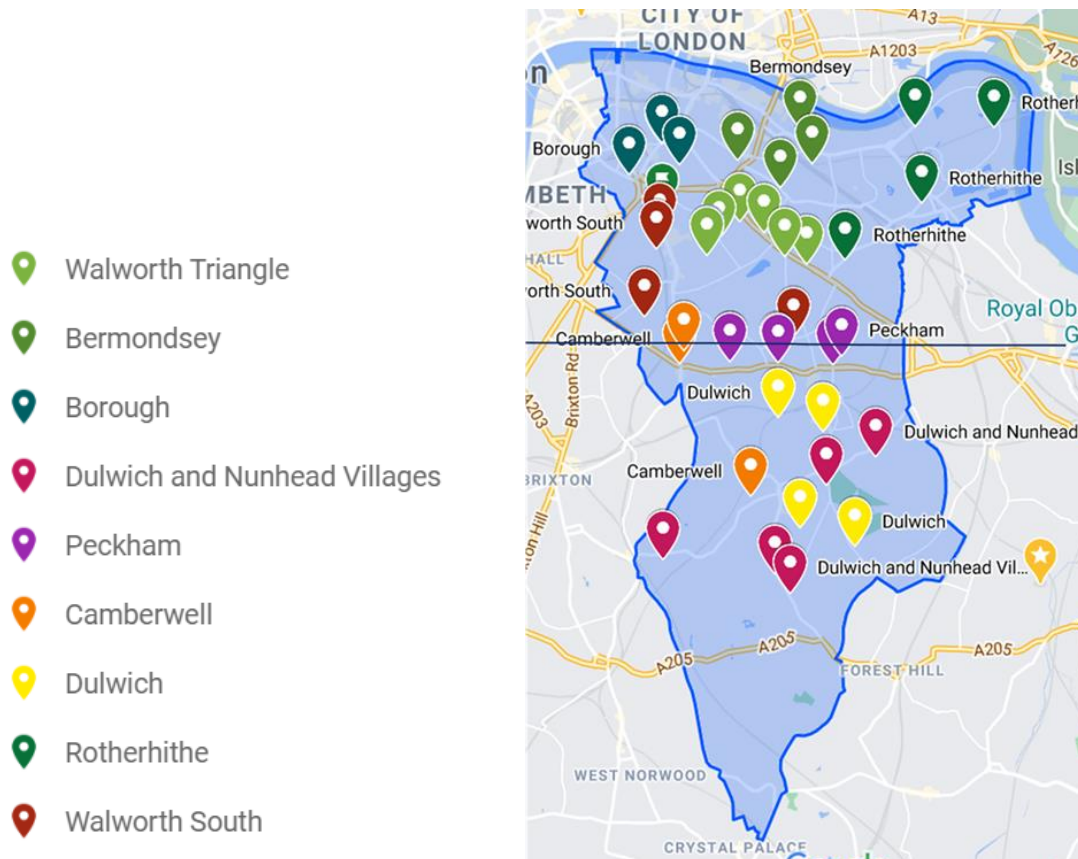
System change

¹ Next steps for Primary Care Fuller Stocktake May 2022, page 14

Health services are moving towards a new integrated model, with delivery of NHS services done in partnership with Local Authority services including Social Care, Public Health and Housing, as well as the wider voluntary and community sector. There is an increasing focus on reducing health inequalities, working together to improve integration, productivity and increasing population health.

This is taking place as a sub-regional, borough and neighbourhood level. The South East London Integrated Care System (ICS) and its governing body, the Integrated Care Board (ICB) was established by statute in the spring of 2022. This covers the 6 boroughs of Southwark, Lambeth, Lewisham, Greenwich, Bexley and Bromley.

At a Local Authority level Partnership Southwark brings partners together to integrate provision and commission services, aiming to work together to improve the health and wellbeing for the people of Southwark. There are now plans in development at a national level to deliver services in partnership at even more local level, with neighbourhood multidisciplinary teams (MDT), which will bring local surgeries together with social care, the community and other partners in the localities.



Changes to the delivery of Primary Care.

In order to increase capacity and address the shortage of GPs the NHS is creating more specialist frontline roles, such as nurses, pharmacists, social prescribers,

podiatrists, care coordinators, mental health practitioners, physiotherapists working as part of the primary care team, and expanding the role of pharmacies to provide additional capacity. These roles are paid through the National Additional Roles Reimbursement Scheme (ARRS) and there is some flexibility about deployment. These are the Southwark current and future plans as of September 2022:

Additional Roles	Current (WTE)		Prospective (WTE)	
	North PCN	South PCN	North PCN	South PCN
Clinical Pharmacist (exclude Advanced Practitioner)	6.3	0	10.1	0
Advanced Practitioner	2	0	0	0
First Contact Physiotherapist	2	0	0	0
Physician Associate	0	0	1	1
Social Prescribing Link Workers	12.6	0	9	0
Nursing Associates	4	0	0	0
Trainee Nursing Associates	6	0	0	0
Mental Health Practitioners	1	1	1	1
Care Co-ordinators	0	12	0	0
Health & Wellbeing Coach	0	5	0	4
Paramedics	0	0	1	0.8
Total	33.9	18	22.1	6.8

There are also well established Primary Care Networks. Southwark GP practices are grouped into two large Primary Care Networks – north and south. These are coterminous with two GP federations. The PCNs are working to mobilise the national service specifications from NHS England, provide leadership and co-ordinate some services. A local good example of this is the GP networks working with Doctors of the World charity to roll out the ‘Safer Surgery’ scheme to ensure migrants can access Primary Care.

Within the PCNs, there are now 9 clusters of GP practices covering the planned neighbourhoods, covering between 30,000-45,000 people each, so links and support can be organised from wider services like community health teams.

These PCNs and Federations work collaboratively and provide out of GP hubs (Extended Primary Care Service) every day of the year including bank holidays at North Southwark at Spa Medical Centre, Bermondsey and South Southwark at Tessa Jowell Health Centre, Dulwich.

Following learning from the pandemic there is also an expanded role for the 111 service, which provide telephone and online help and links with the local GP appointment service.

5 Themes and outcomes

5 A. Residents know what to expect from the local system – where and how to be seen for their conditions whether urgent/serious or not.

The recent move to an expanded Primary Care offer, with a broader range of frontline practitioners is not widely understood by local residents. While this is understandable, as the recent focus has been recruiting to the new roles, this means that people do not always know where to go for care.

The Commission also heard that other services that have been commissioned under the integrated model are working well, and in particular the Wellbeing Hub for mental health needs. People can self-refer and obtain assessments. Healthwatch said they often signpost people to this service.

It is also unclear if people are widely aware that it is possible to access Out of Hours appointments at two local hubs, and that 111 can now make appointments as well as give advice, and that pharmacies now have a broader role in treating common ailments and providing health advice.

While there have been specific campaigns, particularly around winter, such as the 'Pharmacy First' the 'Choose Well' thermometer campaign, as well as a communication strategy for community Mental Health Transformation, there was general agreement between stakeholders giving evidence that more could be done to direct people to first contact practitioners, as well as Urgent and Emergency care when needed, and it would be timely to do so now as the new system takes shape.

The NHS leads envisaged that a better use of this broader offer would increase capacity and relieve pressures in the system.

It will take time and need a consistent narrative to shift public expectations away from the GP being the point of contact for all problems to use of the wider primary care team and services.

The NHS have made a start with informing and educating the public on how primary care is working, with a SEL wide primary care campaign launched in October, which explains [how the expanded primary care team is working](#).

Recommendation One

Conduct a communication, engagement and outreach campaign explaining local integrated health services, where and when visit to Primary, Urgent and Emergency care, as well as services such as the Well-being Hub.

This to include a user friendly description of the below:

- Primary Care practitioners and their roles in urgent and non-urgent care

- South and North Primary Care Networks and move towards integrated neighbourhood teams working in partnership with social care and the community to provide coordinated and proactive care for those who need it – keeping this updated and in plain English
- Out of hours GP hubs remit and how to access an appointment
- How to make best use of Pharmacies
- When to use 111 (including information on accessing a urgent doctor appointment)
- When and how to use Urgent Care Centre (Guys etc.)
- When to go to Accident and Emergency (GSTT and Kings)
- The role of the mental health Wellbeing Hub and what they can do – including assessments

Include the following in promotion methods:

- GP surgeries waiting area
- Southwark Partnership website (in part to increase understanding and transparency on how local health and integrated services are delivered)

Ensure that the outreach programme reaches diverse communities equitably , and in particular take into account:

- The views of patients gathered through local surgeries, Healthwatch and other relevant engagement initiatives
- The need to address language barriers and conducts targets engagement with the diversity of Southwark's Black and Minority Ethnic communities such as the Somalian, Bengali, Latin American etc.
- Ensures that disadvantaged communities with a Protected Characteristic (older, disabled, maternity, LGBTQi etc) are particularly targeted.

5 B. Providers ensure that their appointment and care systems can be navigated equally by patients and residents can get timely care.

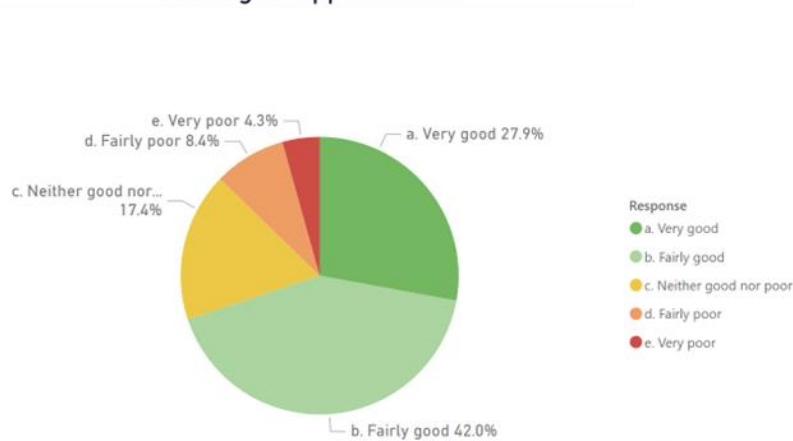
One of the main drivers for this review was constituent concerns around being able to access a GP appointment, particularly as we have emerged from the pandemic. Members have received complaints from residents about being stuck in 8am morning telephone queues for an hour and, and then still not being able to access an appointment, and then waiting in for a call back which might or might not happen. More seriously two cases were relayed where delays in being seen by a GP could have contributed to preventable deaths. In both cases patients were unable to navigate the appointments system, despite repeated attempts.

These anecdotal stories of patient difficulties in accessing a GP appointment were echoed by the Healthwatch report, evidence from mental health service users, and an engagement event. People who are elderly, have mental health issues, young children, or where English is not the first language were of particular concern. These groups cannot necessarily make use of digital or phone systems.

NHS GP leads agreed that some residents have challenges in accessing practices on the telephone and making appointments, especially over Covid when practices like others had to work remotely. The pandemic has accelerated the use of digital options and practices are also using eConsult, and the NHS app to respond to the needs of patients. The NHS said that this has led to improved patient satisfaction, in some cases. However they said that all practices ought to offer a range of ways to book appointments, and while digital methods such as the NHS App can assist in relieving pressure on phone and reception systems, they are not appropriate for everyone.

Local commissioners provided data from the GP Practice National Patient Survey of 2021 of Southwark residents. This was distributed to 16,006 Southwark residents, of which 3,783 responded. This shows a mixed picture:

Overall, how would you describe your experience of making an appointment?



The above demonstrates that though the majority of people are fairly or very happy, there is still significant minority are not able to access an appointment easily enough.

There is good practice that could be built upon. The Healthwatch identified how some digital options are working well, such as repeat digital prescriptions. Telephone appointments system was also an improvement for some Healthwatch respondents as people could avoid long waits in reception. However some people told the commission at the Café Conversation event that they would prefer to revert to the previous practice of physically queuing in reception if it meant they would be seen that day, and have the option to visit their practice and book ahead.

There is clearly wide variability in user experience and preferences as such the Commission recommends that GP practices collaborate to develop solutions as a matter of priority.

Recommendation two

Seek to develop a more consistent practice appointment model based on best practice that will allow equitable and safe access for all, with particular care taken to:

- ensure that patients are not repeatedly turned away
- there are alternatives to early morning telephone booking systems
- that a combination of face to face, telephone, and digital appointment systems are provided to
- flexibly meet the needs of all sections of the community, particularly those with additional needs (mental health, disability, older, parents of young children, language barriers)
- informed by the views of the registered population

One theme that emerged is that Primary Care practice receptionists provide a variable service. Healthwatch and the Commission heard that many seem rushed, have a poor manner or are unable to explain the system adequately. This may be in part because some surgeries are overstretched, appointment systems are not working as they could be, and there is confusion about new ways of working and wider system pressures. Receptionists also seem to have some role in gatekeeping appointments on occasions however it is unclear if they have had adequate training to screen patients or if this is actually their role.

There was mixed feedback on pharmacies with some people at the Café Conversations event reporting that they had experienced cursory care, a focus on medicines, or were unable to establish relationships because of a high turnover. However other people put forward positive experiences of holistic care and a broader range of helpful health options being accessed at their pharmacy. Overall most experiences with pharmacies were good but there was feedback on a need for a friendlier reception service to be provided.

Receptionists have an important role in ensuring that patients have good experience and the NHS leads said that there is training in interpersonal skills and teamwork.

Recommendation three

Recognise and value the importance of GP Practice and Pharmacy receptionists, as well as other non clinical staff, and invest in guidance / training to ensure that they are appropriately guided and supported on how to screen patients, can provide an effective service and relate to patients with empathy. Attention also ought to be paid to ensuring receptionists are not overworked.

Primary Care Network GP leads told the commission that vulnerable people are identified as high needs, and this includes older people and those with mental health needs, however they are not yet able to identify the high needs of callers. Members suggested this was taken forward and the GPs responded that a standardised approach could be helpful.

A member later updated the Commission to that constituents have reported Nexus have recently issued a special number for high needs patients and this has been really helpful in improving access to timely care.

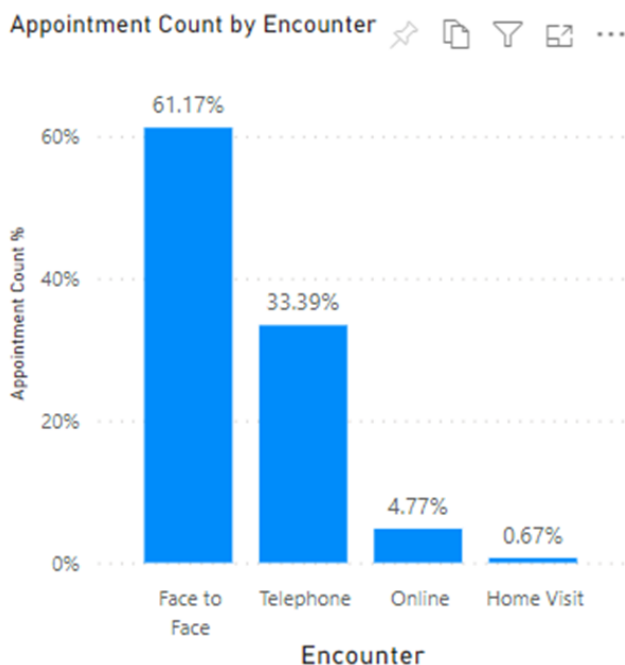
The Fuller Stocktake report gave an example of identification and streaming patients by the Foundry Health Centre in Sussex as an example of good practice. Since 2019 it has sought to improve access and keep patients out of hospital. Patients are streamed using systematic triage and clinical judgement and identified as green (generally well – continuity less important), amber (long-term conditions – continuity important; appropriate reactive care delivered), and red (vulnerable or complex – continuity paramount; proactive care given). This approach has improved continuity of care, and Foundry's top 5% of frequent attenders only use 30% of GP consultations compared with 40% elsewhere.

Recommendation four

Build on local and national good practice to ensure triage systems result in the allocation of appointment based on patient need. Systems to support proactive and coordinated care for those with complex problems and long term conditions need to be considered alongside.

5 C. Residents and Providers are able to offer care in a way that best meets people's needs, including face to face, and that the right balance is found in the use of new technology.

The pandemic has seen widespread adoption of telephone and video conferencing to deliver healthcare. This is the Southwark picture for July 2022:



The Commission heard repeated concerns that face to face appointments are much preferred and trusted for diagnosis of health conditions and to establish

relationships. People generally thought that it was very important that a doctor makes a physical diagnosis.

Telephone or video conferencing were then much more acceptable for many people once a relationship had been established or to provide ongoing care for a known issue. A short telephone call for triage was also often acceptable, as was an appointment with a nurse.

Mental Health practitioners said that providing help using online tools allowed services to reach more people and in their view this worked well for many people.

Recommendation five

In finding a balance between face to face, telephone and video appointments these are recommended as guides:

- Telephone and video calls are reserved for triage, situations where a relationship has already been established face to face, and/ or where it is clearly the patients preference
- Face to face is the primary and preferred method for diagnosis of new conditions

5 D. Public and councillors to know how to feedback when experience is not good and that this will be taken into account and lead to improvement.

Healthwatch conducted a survey in its report and found that not all GP Surgeries websites clearly indicate how to complain. It would also be useful for this to be laid out on the Partnership Southwark website, including how complaints stages work.

In the course of the review concerns (and compliments) about named surgeries have been passed onto Commissioners. National reviews of failing services, such as the Francis Report on Mid Staffordshire, recommend that bodies with oversight of services, such as scrutiny, Healthwatch and Commissioners share intelligence and to take this forward a form will be developed for elected members, health and social care commissioners and Healthwatch to share concerns.

Recommendation six

Ensure all local surgeries website clearly indicate how to patients can complain directly and how to escalate to commissioners if still unresolved.

Recommendation seven

Partnership Southwark, health scrutiny and Healthwatch explore drawing up a template for councillors to report concerns as part of a protocol to guide relationships and share intelligence

5 E. A health system that operates well so that needs are met as well as possible within available resources.

GP capacity and sufficiency

As detailed above there are national and local plans to increase Primary Care through an increase in capacity by other front line practitioners to make up for the shortfall of GPs. However having sufficient GPs will still be very important to ensure there is enough capacity, and Southwark has higher patient to care ratios than most, following decreases in GPs over the last few years.

The reduction in GPs is a national problem however the data suggests that this could be more acute in Southwark than elsewhere. Regionally here has been a drop in the number of substantive GPs across South East London since 2015 and a subsequent rise in the patient to GP ratio. The table below shows the substantive GP FTE and Patient Ratio from 2015 to 2019 across the region by individual borough. This is the latest dataset available. This shows wide variability and that Southwark GPs have increased their patient ratios by 31%, which makes them the borough with the largest increases, by a short margin.

Borough	Substantive GP FTE				GP FTE:Patient Ratio			
	2015	2019	Change (n)	change (%)	2015	2019	Change (n)	change (%)
Bexley	102	85.51	-16.49	-16.17	2298	2858	561	24.4
Bromley	154	155.87	1.87	1.21	2208	2267	59	2.65
Greenwich	130	107.08	-22.92	-17.63	2198	2841	642	29.21
Lambeth	180	178.88	-1.12	-0.62	2133	2387	254	11.91
Lewisham	155	147.71	-7.29	-4.71	2018	2301	283	14.04
Southwark	153	126.11	-26.89	-17.57	2041	2693	652	31.97

Local commissioners said that GP workforce capacity is reducing as there are fewer doctors and also more working part time as part of a portfolio career. The Commission heard although Southwark can usually attract more newly qualified GPs there are difficulties with retention as GPs leave the borough for housing when they want to start a family. The Commission also heard that GPs leaving can destabilise practices leading to a downward spiral so increasing continuity is important. In Southwark many practices are managing significant vacancies and whilst they are being supported to help fill those vacancies, the turnover of staff is high including in the new roles within the primary care team. Retention is thus an area that may well benefit from more focus by bringing in the wider resources of Partnership Southwark to see what more could be done.

There is concern that that while Southwark GPs are clearly working very hard, and delivering some of the highest amount of appointments by population and GP ratio (as shown in table below)), resources are stretched too thinly.

The table below shows GP appointments between April and Aug 2022. Southwark had 633,247 appointments compared to 635,806 in Lambeth. However, Southwark has the highest rate of GP appointments per 1000 population.

Borough	Population	Appointment Count
Lambeth	440,198	635,806
Southwark	352,004	633,247
Lewisham	351,650	539,206
Bromley	356,326	537,491
Bexley	251,040	443,130
Greenwich	195,427	255,391
Total		3,044,271

The Fuller Stocktake report found that while nationally appointments are increasing patient satisfaction is dropping and that primary care teams are stretched beyond capacity, with staff morale at a record low. The Commission heard from South East London workforce leads that there is a problem with burnout and low moral across the health and social care workforce, particularly coming out of the pandemic, and with the current industrial action over pay linked to the cost of living crisis.

There is a concern that the workload pressures and the high turnover of GPs is leading to a lack of continuity of care and more risks of mistakes, with a member reporting constituent concerns that GP prescriptions had on occasions missed contraindications, which were in patient notes.

Although the Commission did not examine resource issues in detail it did hear that Primary Care receives delivers around 90% of patient contacts for under 10% of the national budget². There is wider NHS ambition to move resources to the community away from acute care.

While the Commission welcomes and supports the increased and better use of Primary Care frontline practitioner roles it would also urge a focus on increasing retention of local GPs and working with GP Practices, Federations and the Local Medical Council, and bringing in the wider resources of Partnership Southwark to explore how this might be done.

Recommendation eight

Note the importance of maximising GP continuity and ensuing adequate appointment time in order to carefully prescribe, identify contraindications and avoid mistakes.

² <https://blogs.bmj.com/bmj/2021/05/14/if-general-practice-fails-the-nhs-fails/>

Recommendation nine

SEL ICB / Partnership Southwark

Seek to recruit and retain more GPs to Southwark and to the new Primary roles by:

- Suggest this is included as an objective within SEL workforce programme if not already.
- Undertake work with local GPs and local Primary Care to understand more on how to improve retention, with particular regard to housing and addressing the national problem with burnout and low morale, and if there are opportunities within Partnership Southwark and SEL to retain more local GPs for longer
- Redirect more resources to Primary Care, where possible

Cabinet

As part of the above the Commission recommends that the Cabinet Member for Council Homes and Homelessness works with the Cabinet Member for Health and Wellbeing to link the council ambition to build 500 homes for key workers to the housing needs of GPs and other local Primary Care practitioners, and also calls for the council's commitment on the number of new key worker homes to be increased in future years.

Mental Health

The Commission heard from SLaM mental health user representatives about their experience of GP services. They raised particular concerns about links with secondary care and the difficulty of ensuring a referral to a specialist is followed up on. They were especially concerned for people who cannot advocate for themselves. There were also concerns about the difficulties for people with mental health difficulties in navigating appointment systems, getting appropriate care for physical health needs and avoiding unsatisfactory Emergency hospital care waiting rooms.

The Community Mental Health Transformation Programme leads described work to support people in the community and avoid Emergency hospital care. They also spoke of the planned additional outreach and a newly commissioned sanctuary service at the well regarded Well Being Hub.

Recommendation ten

Increase focus on continuity of care for people with enduring Mental Health conditions and particularly ensuring that there is good links with secondary care and referrals are followed through for those people who are least able to advocate for themselves.

Proactive, holistic approach to health

South East London Integrated Care System (SEL ICS) and Partnership Southwark both have a focus on proactive health care, saying that “We need to become much better at helping people to stay healthy and well”. Their current focus is on making sure that people receive convenient and effective care to prevent disease and detect it at an earlier stage, including in children and adults from marginalised communities. This has been chosen by SEL ICS as a priority because of the vital importance of increasing rates of vaccinations, health checks, screening and monitoring in order to save and improve lives.³ This seems well supported by people in the community we spoke to who considered health checks important. The experience of Covid has demonstrated that addressing the impact of unequal vaccine uptake is important to address health inequalities, and evidence the Commission received on children shows this focus on childhood vaccination is certainly justified.

The Commission and people who came to the Café Conversations were also keen to go further, along the lines of the Fuller Stocktake report. Here she spoke of making a cultural shift towards a more psychosocial model of care that takes a more holistic approach to supporting the health and wellbeing of a community.

Commission members were keen to see a proactive approach to addressing the increased loneliness and isolation that has come out of the pandemic, particularly older people, and suggested that making good use of the active voluntary sector – for example Southwark Pensioners Centre. Mental Health experts who gave evidence agreed that for some people the pandemic has been left people more isolated and therefore vulnerable to poor mental health, and that also includes young people.

There is research that supports the importance of overcoming loneliness and isolation in promoting better health, particularly for older people and people with poor mental health. Lack of social connections can increase the likelihood of early death by 26%. That risk is comparable to smoking 15 cigarettes a day, and is higher than that caused by obesity and physical inactivity.⁴ Age UK estimate that there are 1.4 million older people in the UK are often lonely. The Mental Health Foundation report on loneliness found strong links between loneliness and mental health⁵.

Poplar HARCA – a housing association in Poplar, Tower Hamlets commissioned Kaizen in 2017 to carry out a wide ranging community consultation in order to better understand community views and perspectives on health and happiness. This informed the development and implementation of a health strategy. They spoke to over 1000 people to ask those questions on their current health and happiness, what residents currently do to improve their health and happiness what more they would like to do, motivations and barriers to improved health and happiness, and health activities and interventions that residents would utilise if available. They found that isolation and loneliness are very important causes of poor health and happiness, the

³ <https://www.selondonics.org/wp-content/uploads/SEL-ICS-strategic-priorities.pdf>

⁴ Royal College of Nursing March 2023

⁵ <https://www.mentalhealth.org.uk/sites/default/files/2022-06/MHAW22-Loneliness-UK-Report.pdf>

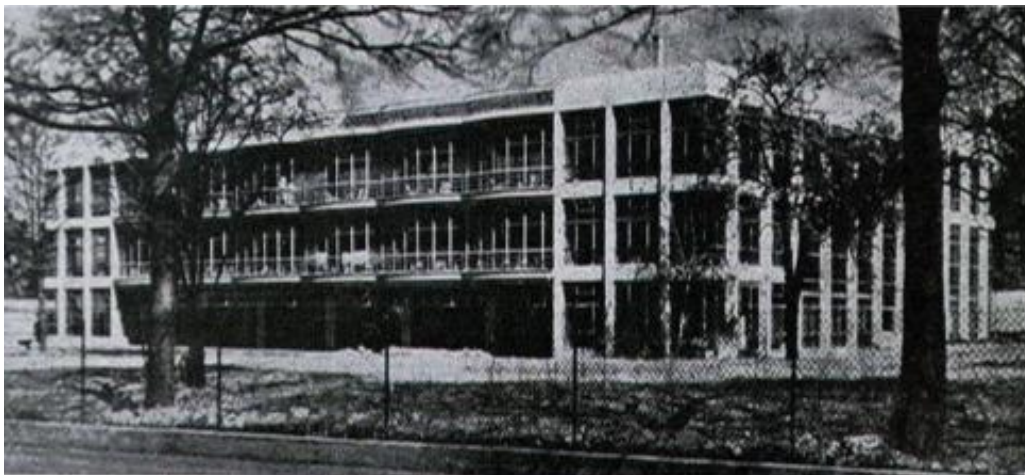
importance of social networks to health and happiness, the vital role that mothers have as an influence on their children, employment has a strong correlation with happiness and those aged 15-24 were most likely to be very unhappy.

A better approach to ageing well was advocated by older people at the Café Conversations event. People referred to Death Cafes where people could openly discuss and plan for their end of life, and consider the emotional, social and in some cases spiritual aspects of death. There was concern that a much worse alternative would be ending their life with the withdrawal of water and food in hospital.

Contributors to the Café Conversations event were also very keen to see a much more proactive focus on health. People thought that GP surgeries ought to offer front line provision that promotes health. The Integrated Model, and practitioners such as physiotherapists, were seen as linked to this vision but the Integrated Model was still viewed as the medical model that was too driven by the pharmaceutical industry - instead of delivering interdisciplinary healthcare which involves a range of practitioners (including holistic practitioners) to address underlying causes of disease and promoting good health holistically. The Peoples Health Alliance was referred to <https://the-pha.org/> as an alternative positive vision.

People thought good health was linked to a healthy ecology, and healthy food and conversely that ill health was linked to poor quality food, poor air quality and a poisoned earth.

Southwark pioneered such a proactive approach to health with the internationally recognised Peckham Experiment, delivered from the Pioneer Health Centre. [The Peckham Experiment](#) was an investigation into the nature of health. It ran from 1926 – 1950 in Peckham, south London. The Experiment concluded that health is more than just an absence of disease, and identified the crucial role played by the environment in promoting health.



The researchers identified these as the main conclusions from the experiment⁶:

- Health is a process that has to be cultivated if it is to thrive.
- If people are given information about themselves and their families they will attempt to make decisions that are in the best interests of their families.
- People thrive when they are given the freedom to make choices about their activities and will choose those that help in their development.
- When people are given resources in a community to enable them to grow they will be active in their community for the benefit of that community.

There is more in the Peckham Experiment on the [Wellcome Trust blog](#) here.

Both the development of the Social Prescribing and Care Coordinator roles, and the move to Neighbourhood Teams, orientates the health system to building better links to the community and delivering a psychosocial model of health, one that also recognises the crucial role of the environment and wider community, and this is well supported.

Southwark's population is more at risk of poor health because of the wider socio economic determinants of health as it is one of the more deprived boroughs – though there is wide variability amongst different neighbourhoods and segments of the population. However Southwark is also a borough with a very diverse and rich community as was evidenced throughout the review and as such there are many community assets that could be built upon.

Recommendation eleven

The Commission recommend that Partnership Southwark initiate a project with local surgeries working with the local voluntary and community sector to develop a more proactive and holistic model of good health and wellbeing, with a particular focus on increasing social connection.

It is recommended that a pilot scheme is developed in a neighbourhood with higher levels of deprivation, and that this focuses on groups at particular risk of ill health and poor well-being, such as older people, people with mental health needs, and young people, noting that is a group suffering from some of the highest levels of unhappiness and isolation. This is with a view to promoting good health and overcoming loneliness and isolation.

This could build on the model and research that came out of the Peckham Experiment on activities that promote good health, building upon existing NHS preventative work, such as health checks and social prescribers, as well as working more proactively with the local community

In doing so it is suggested that Partnership Southwark identify one or two GP practices in clusters/ neighbourhood multidisciplinary teams (such as Walworth Triangle, Peckham) and locally based community projects (such a Blackfriars Settlement, Copleston Centre or Walworth Living Room) that might be interested, as well as linking with initiatives that work across the borough with communities of

⁶ <https://thephf.org/peckhamexperiment>

interest that work with older people (such as Golden Oldies , Southwark Pensioners Centre), mental health (such as Southwark wellbeing Hub, Lambeth and Southwark Mind), young people (The Nest, [Southwark Local Offer](#) and [One Hub Southwark](#)) and organisations that conduct intergenerational work such as Link Age Southwark.

6 Acknowledgements and thanks

Health and Social Care Scrutiny Commission 2022/23 members:

- Councillor Suzanne Abachor (Chair)
- Councillor Maria Linforth-Hall (Vice-Chair)
- Councillor Naima Ali
- Councillor Sam Dalton
- Councillor Esme Dobson
- Councillor Hamish McCallum
- Councillor Charlie Smith

Julie Timbrell, Project Manager and report author.

The Commission would like to thank all the contributors to the report, listed in section 3, and particularly the residents who gave their views during the Café Conversation event in March and Copleston Centre for hosting.

Item No. 18.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Cover report Resident Participation Framework mini scrutiny review report	
Ward(s) or groups affected:		All	
From:		Environment and Community Engagement Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet notes the recommendations of the Environment and Community Engagement Scrutiny Commission: Resident Participation Framework mini scrutiny review report, Appendix A, as set out on pages 6 - 8 of the report.
2. That the cabinet considers the recommendations from the Commission and requests that the relevant cabinet member reports back to cabinet on the recommendations.
3. Overview and scrutiny procedure rule 15.3 requires cabinet to consider and provide a written response to the report within two months.
4. It is for cabinet to decide whether or not to accept the scrutiny commission's recommendation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment and Community Engagement Scrutiny Commission agenda and papers 2022/23	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Web link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=606		

APPENDICES

No.	Title
Appendix A	Environment and Community Engagement Scrutiny Commission: Resident Participation Framework mini scrutiny review report.

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny	
Report Author	Councillor Margy Newens, Chair, Environment and Community Engagement Scrutiny Commission	
Version	Final	
Dated	2 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 June 2023

APPENDIX A

Mini-Review of the Residents' Participation Framework

Overview

Southwark Council is the 4th largest social landlord in the country and the largest in London, with over 53,000 council rented, leasehold and freehold homes across the borough that are home to over 100,000 people. As such Southwark has historically been a trailblazer within the Tenants' movement. However, this role comes with considerable additional complexities, challenges and responsibilities to ensure a properly functioning, inclusive and democratic residents' participation structure that is fit for the 21st Century.

The structure in place prior to the 2020 report had survived largely unchanged for approximately 30 years. In that time there had been considerable changes in both the way housing services are delivered and the way that residents tell the council they want to be involved. Best practice advice from the Local Government Association and others recommends that councils review their resident participation arrangements regularly to ensure they work well.

In its surviving form, the Resident Participation Framework was failing to attract new residents to get involved. Some groups of people were particularly underrepresented including young people and families with children. Furthermore, 40% of tenants and leaseholders were excluded from the resident consultation structure altogether, as they lived in council homes which were not covered by a TRA at all. As such they were unable able to elect representatives to Area Housing Forums and, therefore, were not represented at Tenants Councils or elsewhere.

In 2020 a new structure was finalised for introduction with the aim of opening up the Council's approach to resident participation to give everyone living in a council home the opportunity to get involved. However, it appears that not all of the recommended changes were successfully introduced to date, and those that were have of themselves failed to attract significant wider resident involvement. Accordingly there is a fairly universal acknowledgement that the framework needs to be revisited and improved in order for it to achieve its aims.

The 2020 Cabinet Report undertook to carry out a full evaluation after the first year to assess the way the new structure was working and identify further improvements that could be made. Such an evaluation has not been carried out to date and the aim of this review is to provide some pointers and recommendations to move this process forward.

Examples of successful Community Engagement within the Council

Conscious of some significant complexities associated with building a successful and sustainable Resident Participation Framework, the Commission decided to investigate

how the Council approaches community engagement in other areas, with a view to exploring how good practice could be replicated across the board.

There is good evidence of successful community engagement methodology and outcome within the council in some areas and the Commission focussed on 2 examples:

1. The [Citizens's Jury](#) established as a deliberative forum comprised of randomly selected residents to focus on a particular policy issue (Climate Change) and respond to a specific question: 'What needs to change in Southwark to tackle the emergency of climate change fairly and effectively for people and nature?'

The Commission heard from the Director of Climate Change and Sustainability about the process deployed to gain an understanding of residents' objectives and priorities in relation to the question posed.

Members of Jury were selected using stratified sampling so that the final profile of the jury reflected local diversity in terms of: age, disability, ethnicity, gender, geography, relative deprivation of an area and attitude to climate change.

The early sessions gave the jury a general overview of the issues and the topic of climate change. The sessions were facilitated to allow jurors to agree guidelines for working together. After initial sessions, they then prioritised the themes they wanted to focus on, and had sessions with experts in these themes.

After this the jury spent time considering what they had learned, and developing a set of recommendations which they voted on to rank in preference.

2. The [We Walworth](#) project established with a goal of mass engagement within a particular geographical area of the borough with the purpose of identifying local priorities and developing new visions for identifying and addressing neighbourhood challenges.

The Commission heard from the Programme Director and a representative of the local partner Pembroke House. Using neighbourhood welcome events with shared food to train local people in engagement (e.g. street and phone canvassing) with the wider community. Through this process, other members of the community became engaged to participate, thus building capacity for further outreach. The project was aimed to engage with 80% of residents in the neighbourhood.

The methods deployed enabled the building of equitable cross-sector teams able to work successfully together. New neighbourhood capacity was created through new skills, connections, relationships and partnerships.

The intention has been that, with time, local people and organisations gain a greater sense of agency and ability to affect change in their local area, having gained new skills to better connect with and therefore serve their communities. Equally, learning from the project is embedded within organisational structures and shared by participating staff within their teams.

Whilst noting the successes of the We Walworth project, it is important to emphasise that it has been extremely well funded by central government and that certain caveats may apply accordingly.

Learning from successful community engagement experiences

Whilst anecdotally, the We Walworth project was felt to be inclusive and representative of its diverse neighbourhood, there was no evidence that this had been specifically monitored. Nevertheless, the Commission heard that it had been successful in achieving its aim of mass engagement. Meanwhile, a Citizens' Jury, by definition, is not designed for mass participation and so ensuring that it was constituted in such a way as to be truly representative of our diverse borough had been paramount from the outset. Drawing from this experience it is logical to conclude that, whilst mechanisms to embed diversity are crucial to the success, relevance and optimisation of any engagement structure, mass participation helps to facilitate this; conversely, where only a small pool of residents are involved much greater attention needs to be given to ensuring that the pool is truly representative.

The We Walworth project in particular was intended as a replicable model that can be refined for use in local decision making on any issue and in any area.

The Citizens' Jury was developed to give additional breadth of understanding and purpose around a key Council policy area, whilst the We Walworth project focused on developing mass engagement in order to identify and address residents' priorities. A successful resident participation structure needs to do both of these things.

Factors from both projects, which may be considered to have contributed to their success, include the following:

- Adequate resourcing including sufficient officer support from within the Council, combined, where necessary, with external support
- Training within the structure to build capacity and maximise grass roots participation
- Ensuring diversity of participants
- Some kind of reimbursement/remuneration of participants

The Commission heard from the Tenant and Homeowner Involvement Team Leader, about the impact of the new Regulatory Code on participation and the framework. The Regulator is encouraging co-creation as part of the Tenant Empowerment and Involvement Standards which incorporates practices such as resident involvement in landlord communications to residents, as well as recognition and reimbursement for time taken by residents (as per Citizens' Jury and We Walworth example cited earlier).

Updated practices for resident involvement should include in depth research, training for residents to become active citizens, and creative, educational and enjoyable activities, much of which is also part and parcel of the We Walworth project.

The Commission heard from the Resident Involvement Manager who noted that the service has been responsible for some award winning work engaging the community. It was reported that the Housing Quality Network has been invited to look at where we are now and where the participation framework needs to go.

Background to the 2020 changes in the Resident Participation Framework

The Kaizen/Social Engine report commissioned to explore how to update and reinvigorate the resident participation framework found the following:

- 65% of respondents to the questionnaire saying they would like to be more involved
- 56.7% said they knew nothing about the Tenants Council. Young people in particular felt that the formal engagement structures were not accessible to them.
- 64% of respondents said they knew nothing about the Tenants and Homeowners Funds. Respondents expressed a clear preference for spending to be allocated for activities which directly and demonstrably benefit communities, which was not achieved by the wa
- 57% of respondents said they knew nothing about Area Housing Forums.

The above findings are fully consistent with other accounts received by the Commission and Commission chair, including that based on the experience of the Deputy Cabinet Member for Diversity, who commented that she had been engaging with the wider community of residents, including some of those who were not aware of if the previous structures in place.

The Deputy Member for Diversity said that her work with TRA and residents had been focussed on getting a broader demographic of people involved. Through the course of this she had discovered that there were problems with the old system, particularly involving younger people and more diverse ethnicity. These findings and other accounts suggest that the old structure was not successfully fulfilling its purpose.

The Commission learnt that some TRAs and engagement structures do not collect demographic data so the Council does not always know the diversity of resident participation. Additionally, there are areas where language barriers present a considerable obstacle to communication and inclusion.

Despite acknowledged shortcomings, the Kaizen/Social Engine report did draw some sensible conclusions, and the intentions behind the changes in the structure that followed were noble, namely to:

- Ensure everyone living in a council home has the opportunity to participate, with more choice of how and when they can get involved
- Direct more resources and support to the grass roots, so tenants and residents have the support they need to improve their local estates and communities
- Use digital engagement as an additional way to get more people involved

- Ensure residents living in council homes not covered by a TRA can participate, as well as working with tenants and residents to increase the coverage of TRAs
- Continue to include elected representation of tenants and homeowners
- Continue to include local housing forums (keeping them separate from the wider Ward Forums)
- Continue to include separate Southwark wide forums for tenants and for homeowners, alongside a joint forum to consider shared issues
- Ensure residents continue to set the agendas of housing forums so they focus on the issues that matter to them, with forums chaired by residents and with annual work plans set by residents
- Ensure decisions on funding for resident participation are based on recommendations from tenants and residents
- Strengthen the link between tenants & residents and the council's Housing Scrutiny Commission
- Continue to provide independent support and advice for council tenants and homeowners, including from Southwark's independent tenants federation, Southwark Group of Tenants Organisations (SGTO).

The intention was to adopt a truly inclusive and democratic approach to resident participation that allowed everyone living in council accommodation to become involved and to shift the resources that the council puts into resident participation back to the grassroots, giving our residents more support and funding to do the things they want to do to improve their local estates and communities.

Within 2 months of the Cabinet Report being published, the country was in full COVID lockdown and the process of rolling out the changes faltered to other urgent priorities within the council.

Due at least in part to the pandemic, there has been a significant increase in the degree to which residents are able to access council services and processes digitally, as well as to communicate within resident groups via social media. Increased digital inclusion presents additional opportunities for more residents to participate. Crucially, there needs to be a plurality of engagement options rather than a *one size fits all* approach.

The Commission heard from Brandon TRA about work to ensure younger and older people are engaged through activities. The TRA are also providing avenues to meet staff.

The state of play in 2022-23

During the course of conducting the current review it became apparent that there are tensions, if not an impasse, between the areas of the council dealing with council housing and some of the parties currently and historically involved in the tenants' and homeowners' organisations. In recognition of these tensions, and by way of trying to plot a constructive way forward, prior to the open meeting of the Scrutiny Commission on 20th February, the Commission chair sought meetings with officers and residents in order to gain a better understanding of the background. It was felt that this would be

the best way of preparing the ground for a meeting focussed on achieving positive outcomes

The Chair regrets that, in general, it did not prove possible to arrange such advance meetings with residents' representatives. Accordingly, much of the 20th February meeting of the Scrutiny Commission was spent listening to accounts of past difficulties, leaving much less time and opportunity for residents and members to suggest or sound out solutions, or explore together improvements that could be achieved.

The SGTO representatives attending the meeting on 20th February acknowledged the efforts made to meet in advance and said that that while they had been unable to do this previously they would like to find a time to meet. Such a meeting subsequently took place.

It is a notable observation through this process that discussion of the past is generally rancorous. It cannot be doubted that all parties have a genuine desire to see a resident participation framework which is fit for purpose and that this can only come about through looking forward rather than backwards.

Residents' representatives expressed the view that the Council needs to be an enabler of participation, whilst residents should be the driving force. There have been concerns that meetings have become too officer-led and, rather than being a forum for debate, they have been used to communicate council policy and decisions. A more clearly defined framework that lays out responsibilities of different stakeholders would help to overcome this impasse. Officers have also identified a need to have a corporate vision of the future of the Resident Participation Framework.

There seems to be a general consensus between officers, members and residents giving evidence that it would be helpful to organise a one-day conference of interested parties.

RECOMMENDATIONS

Recommendation 1.

The Council should properly explore what can be learnt from the examples of successful engagement and replicated in the Resident Participation Framework. There are processes that are integral to the operation of the Citizens' Jury, the We Walworth project and perhaps other examples of successful community engagement with residents which are transferrable. Many of the practices seen in both the We Walworth project and the use of Citizens' Juries are consistent with the new Regulatory Code for social housing. Furthermore, the new Regulatory Code supports using a range of engagement options – one size does not fit all – and notes that tenant representative structures on their own are not sufficient to ensure a diversity of engagement. Officers should explore and understand how these different methodologies and lessons learnt can be used in the context of the Resident Participation Framework.

Recommendation 2

In accordance with the recommendation in the 2020 Cabinet Report, the Council should carry out a full evaluation of the Resident Participation Framework introduced. This needs to be a properly resourced proactive exercise carried out at a grass roots level in each individual ward/area. Drawing on the We Walworth model, this could involve street/telephone canvassing, drop in sessions, digital fora, workshops.... to bring people to the table. This process must involve all tenant and leaseholder community leaders as well as community interest groups such as the Southwark Black Parents' Forum, Livesey Exchange, Spring Hub, The Giving Lab, Active Communities Network, Golden Oldies, Elim house, London Seniors, Southwark LGBT Network, Somalia Development Association, Unshackled Duma. This could be facilitated by [Open Communities](#) which currently works with some TRAs.

Recommendation 3.

Equality and Diversity should be at the heart of the Resident Participation Framework. Budget should be set aside for targeted engagement with diverse communities that have lowest turn outs using diverse providers. Acknowledging the findings of earlier research, particular emphasis must also be placed on ensuring age diversity within the engagement processes and structure including individual TRAs, as young people have historically been poorly represented. The process and the eventual outcome must be underpinned by a firm commitment towards data collection, evidence and impact monitoring.

Recommendation 4.

The Council should set up a Citizens' Jury of residents in council housing – i.e. using the selection process comparable to that employed to select the Citizens' Jury brought together to consider climate change. The use of this model would ensure the selection of a truly representative group of tenants and leaseholders that could consider a variety of matters pertaining to the future development of residents' participation structures and engagement processes, including reimagining and co-designing future development of grass roots involvement and the wider framework. This would bring in a fresh perspective and ensure a diversity of views. As with the Citizens' Jury brought together to consider climate change, selected residents would then work with experts (which may include selected stakeholders) to consider the output of the engagement exercises carried out under Recommendation 2 and develop a set of recommendations for Cabinet as to how the Resident Participation Framework should operate going forward.

Recommendation 5

In line with recommendations from central government and existing experience of successful community engagement through the Citizens' Jury and the We Walworth project, the council should adopt a system of incentives such as financial reimbursement/remuneration for residents' time.

Recommendation 6

Review and put in place a performance framework for all stakeholders who are a part of or have a role in delivering the Resident Participation Framework, in order to get clarity on roles and improve coherence and delivery. As part of this process, all organisations/stakeholders within the framework in receipt of or responsible for managing funds should present verifiable accounts on an annual basis. Organisations receiving larger sums should be required to present fully audited accounts on an annual basis. This will provide transparency and ensure that resources are used more efficiently and that functions and outcomes are neither duplicated nor over-looked.

Recommendation 7

It is recognised that many tenants do not live on estates and that not all estates have functioning TRAs. A list of TRAs needs to be compiled, along with an action plan for establishing TRAs on estates where there is none. The Council should consider, at a grass roots level, how best to expand TRAs, and how best to ensure that residents not living on estates are properly represented.

Recommendation 8

Explore how the growth in digital inclusion can improve engagement and provide further training to residents who remain digitally excluded.

Recommendation 9

Officers should work with stakeholders to ensure that residents are able to influence the process of agenda planning for more formal meetings between officers and residents. More formal meetings should be minuted and minutes circulated. Consideration will need to be given to who would be best placed to take on this task.

Recommendation 10

Following on from this report and, in particular, from Recommendations 1 & 2 above, the Council should arrange a one day or half day conference of interested parties to communicate and discuss the findings from this report and from the evaluation of the Resident Participation Framework (as per Recommendation 2) and how to best support the Citizens' Jury's deliberations (see Recommendation 4).

Recommendation 11

Residents taking on executive committee/ officer positions in constituent bodies within the Resident Participation Framework should be required to act in accordance with the Nolan Principles and submit a Register of Interests form in which they declare any private interests which may conflict or be perceived to conflict with their public duties.

Recommendation 12

Residents should receive full training for their roles within the resident participation structures in recognition of the importance this has in enabling productive engagement, representation and capacity building.

Item No. 19.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Cover report Climate Finance – Financing Southwark’s Green Transition Scrutiny Review Report	
Ward(s) or groups affected:		All	
From:		Environment and Community Engagement Scrutiny Commission	

RECOMMENDATIONS

1. That the cabinet notes the recommendations of the Environment and Community Engagement Scrutiny Commission: Climate Finance – Financing Southwark’s Green Transition scrutiny review report, Appendix A, as set out on pages 10 -13 of the report.
2. That the cabinet considers the recommendations from the Commission and requests that the relevant cabinet member reports back to cabinet on the recommendations.
3. Overview and scrutiny procedure rule 15.3 requires cabinet to consider and provide a written response to the report within two months.
4. It is for cabinet to decide whether or not to accept the scrutiny commission’s recommendation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment and Community Engagement Scrutiny Commission agenda and papers 2022/23	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Web link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=606		

APPENDICES

No.	Title
Appendix A	Environment and Community Engagement Scrutiny Commission: Climate Finance – Financing Southwark’s Green Transition, scrutiny review report.

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny	
Report Author	Julie Timbrell, Project Manager, Overview and Scrutiny , and Councillor Margy Newens, Chair, Environment and Community Engagement Scrutiny Commission	
Version	Final	
Dated	2 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		2 June 2023

Climate Finance – Financing Southwark’s Green Transition

**Environment and Community
Engagement Scrutiny
Commission**

May 2023

Introduction

This report sets out to look at two matters: firstly, how to generate more of the investment required to deliver Southwark's climate emergency strategy and action plan and, secondly, to analyse the progress made on decarbonising Southwark Council's Pension Fund. It also explores potential synergies between these two objectives.

Investment required to deliver the on the climate strategy

As part of developing Southwark's climate emergency strategy and action plan, the Council commissioned experts from Carbon Descent and Anthesis to carry out work to assess the scale of the challenge and the cost of meeting our ambition. This work demonstrates that as well as investing our own resources, Southwark will require considerable additional investment and will need to find ways to leverage funding into the borough to support not just the council, but other stakeholders including businesses, educational and cultural establishments and residents too in their efforts to decarbonise. The scale of the challenge is huge. Experts estimate that the cost will be around £3.92bn in capital expenditure, supported by additional revenue funding.

Sources of funding

Officers have identified that potential investment or funding streams include, but are not limited to, the Council's own carbon offset fund (the Green Building Fund), HRA funding, central government grants, revenue and capital funding from the GLA or TfL and various funding bids across the public, private and charity sectors. The Council has a demonstrable track record here with significant sums already raised through large grant awards to take forward heat pumps and networks, as well as a range of other bids, often in partnership with other stakeholders.

The Committee on Climate Change has estimated that reaching zero carbon by 2050 will cost the UK £1.4 trillion, about a third of which is expected to come from the public sector. Therefore, about two thirds of needs to come from private capital.

This report considers, in particular, some potential sources of private investment capital, which are currently underdeveloped in Southwark. A start has been made here with Southwark Green Finance. Additionally there are some large government backed initiatives which have recently been launched and Southwark Council could partner with these to make the most of the private finance available. Of particular interest are a partnership programme recently launched by the Green Finance Institute (GFI) and the work of 3ci. Both bring together investment and public sector expertise, and take a place based approach.

A place based approach to mobilising public and private investment

The focus on a place based approach is significant. The UK Government's Net Zero Strategy highlighted that 82% of all UK GHG emissions are within the scope of influence of local authorities. A study, cited by GFI, and conducted by UKRI (UK Research and Innovation), involving six diverse local authorities, showed that taking a place-specific approach would require £58 billion total investment between now and 2035 and would return a total of £825 billion in social and economic benefits in the next 30 years; whereas, a place-agnostic approach would require a total of £195 billion investment and return £444 billion in the same timeframe.

The Green Finance Institute is championing this approach. The GFI was established by government in 2019. It is led by bankers and commercially focused, bringing together experts and practitioners to mobilise public and private investment to deliver clean growth. In July 2022 GFI launched a Place Based Partnership, whereby GFI will partner with local authorities to bring forward local Climate Municipal bonds, as well as promote uptake of green mortgages, and deliver innovative finance models to enable homes owners to access capital to retrofit their homes. Retrofit of private homes, by both owner occupiers and landlords, will be crucial but increasingly challenging as it will take a sizeable investment to both insulate and then install renewable energy systems. (As discussed in this Commission's [Energy Review](#) carried out during the last municipal year, this will also require significant investment in education and training to deliver a workforce with the required skills base.) Other cities, such as New York also focus on retrofits with estimates that most energy conservation measures have a payback period of less than 10 years through savings on utility bills – and more than half of potential measures have a payback period of less than 5 years. This makes retrofit an attractive avenue for investment by both property owners and the private sector.

Local Climate Municipal Bonds utilise the savings of local people to both provide capital for investment and generate community buy in. The associated community engagement has the added benefit of encouraging residents to think about other means of decarbonisation e.g. – their own homes/ businesses – and offers an opportunity for the council to share information about these programs with them. Several councils have now issued Climate Bonds, delivered by Abundance Investment, who work with GFI. These generate a return on investment for local people whilst providing capital for a range of green initiatives from solar arrays to electrified buses. An additional benefit is that a small proportion of investors – estimated at roughly 8% by Abundance – donate the interest earned on their investment, enabling projects with no revenue stream to be paid for, such as tree planting.

These funds are projected by GFI to have a small but important role to play, complimenting funds available through the Public Works Loan Board (PWLb). GFI see Climate Bonds providing 5% of lending to councils by 2030. The local capacity here is huge: Abundance estimates that every 100,000 people have roughly £4billion potentially available to invest. With the right engagement research finds, 70% of people would be willing to invest in Municipal Bonds.

3Ci is a partnership between Connected Places Catapult, CoreCities UK, London Councils and the wider local government sector aimed at supporting local authorities in their quest to secure the necessary long-term finance for achieving Net Zero. 3ci also takes a place based approach and provides a model and expertise to deliver a pipeline of projects. The starting point is to identify which parts of local authorities' climate strategy are revenue generating, and how councils can work with partners with different types of expertise and assets to bring forward projects. Examples include renewable energy generation, which is likely to provide an income stream. These revenue generating projects can then potentially cross fund projects which are harder to finance, such as decarbonising waste.

Carbon Offsets, in the council and beyond

Another source of funds is carbon offsetting. The council has established its Green Buildings Fund, using the carbon offset funds paid by developers. This will be open to community bids this year.

There is potential synergy here with plans in development by London Bridge Business Improvement District (BID). London Bridge BID is keen to develop a model whereby businesses located in the area can offset their carbon emissions by investing in the local community. Possible schemes include solar and retrofit projects on schools and council housing, as well as tree planting. With its community links and existing governance arrangements, the Council is well placed to be a partner in this initiative and to deliver assurance and transparency with regard to the local environmental and community benefit of any given project. London Bridge BID also has corporate partners who can offer such assurances.

Southwark acting as system leader bringing forward a green pipeline of projects using mixed sources of finance

This report considers how we could facilitate the better use of private investment and mixed funding for projects in the pipeline. This is across the spectrum: from individuals investing in retrofitting their homes, through to local rewilding initiatives and up to larger scale projects, such as District Heating Networks. Many of these could be delivered through a mix of public and private funding, depending on their capacity to generate revenue or savings and/or attract donations.

Research by Leeds University has scoped out the range of society finance¹ for social and environmental outcomes. The UK is advanced here. Options include debt from Public Works Loan Board, crowdfunded donations, crowd debt, Climate Municipal Bonds, community equity shares (the Community Energy model), institutional private investment, public grants, carbon offset funds, as well as existing capital and revenue streams.

¹ FINANCING FOR SOCIETY Assessing the Suitability of Crowdfunding for the Public Sector, LOCAL AUTHORITY GUIDE, University of Leeds, May 2019

The council's partnership with Veolia to combine grant funding and private capital to deliver the expansion of the District Heating Network, which generates revenue through sale of energy, is an example of just such a project that the Council is already in the advanced stages of delivering. There were some notes of caution sounded here with regard to developing further projects that involve partnering with corporations. Officers advised that, on the whole, residents are concerned with the democratic oversight of PFI projects, however there was a long standing relationship with Veolia and SELCHP, so the recent decision to partner to extend the District Heating Network was an exception. The Commission also considered evidence that favourably contrasted the low rates of interest offered through Municipal Bonds (pegged just below PWLB rates) with criticisms of the extractive rates of profit seen in many of the PFI projects in the 90's.

Another example of a beneficial financial model, outside of the council, is the work of Community Energy companies (such as SE24, whose appearance before this Commission in the previous municipal year is covered in the [Energy Review](#)). These bring forward projects, by utilising Community Benefit Companies' social entrepreneurial skills, through negotiation with asset owners (e.g. schools and community centres) relying on a mix of share equity from residents, generating a small return on investment, and grants. The outcomes are a reduction in carbon and fuel costs for the asset owner as well as social outcomes such as locally targeted fuel poverty relief and greater community awareness and buy in for energy transition.

A partnership with 3ci would develop this capability, in the Council and community, and apply it to other sectors. Examples could include utilising the buildings of local partners to generate the power for commercial EV charging points, or developing green infrastructure and improving local habitats for wildlife by landowners collaborating, or creating local circular waste systems through combining the work of BIDs, carbon offsets and a partnership with Veolia, who deliver waste services.

This would see the Council playing a role as system leader, using its convening, enabling and brokering capacity to bring together different groups including local businesses and asset owners, residents, investors, and local BIDs. As such, 3Ci says this demands a different mind-set, akin to the ambition of the climate strategy where achieving Net Zero Carbon by 2030 is for the whole Borough of Southwark, rather than being limited to what the council has responsibility for delivering directly. The ambition the Council has shown here for the whole borough is already mobilising other parts of the community to align with Southwark's plan with, for example, the London Bridge BID adopting the same target. This is in line with the role 3ci envisages the Council would play in facilitating a whole borough plan to decarbonise Southwark. An expansion of this ambition would pave the way for the Council to work with all parts of Southwark collaboratively to develop an economic ecosystem capable of delivering net zero by 2030, utilising the considerable local resources available. This provides the opportunity for the council to play not just a facilitating role, but a catalytic one, matching opportunities with resources and providing the support to execute on them.

3ci recommends that the Council consider additional capabilities that it would require to do this and highlights that having sufficient project development capacity and the capability to work with partners (schools, community and cultural institutions, Business Improvement Districts, SMEs) to develop a portfolio of projects is a key competence.

As such it is recommended the Council employ a project director with a commercial background in social enterprise (or similar) to bring forward a green pipeline, and envisages this role would pay for itself, as well as contribute to community wealth building.

Adopting transparent finance models from the outset, which ensure reasonable rather than extractive rates of return, and benchmarking performance in local delivery of projects, will build resident confidence and provide democratic oversight.

Climate Finance will remain a significant challenge that needs to be addressed at a strategic national level. Meanwhile, there is much more work to be done within the Council to fully explore and evaluate the benefits of other local financing options such as cooperatives and public common partnership models. The Council has committed to view all areas of policy through the prism of the Climate Emergency and, as such, generating green finance will remain an overarching imperative. Accordingly, this area of work must be prioritised within Cabinet and given due political direction. In turn, this approach to funding will help to make addressing the climate emergency a priority that resonates with all of our residents and stakeholders.

Southwark Pension Fund

In December 2016, the council committed to divest Southwark Pension Fund from fossil fuels, and more recently pledged that the fund would be carbon Net Zero by 2030.

The decision to divest followed a survey of staff (scheme members) in 2015 that showed support for a move towards green investment, a petition to Cabinet by Fossil Free Southwark in December 2016, and campaigns by local trades unions with local branches of both Unison and GMB passing motions to divest. These local divestment campaigns were part of a global movement to divest that started in US universities in 2011. They were inspired by the 1980s Anti-Apartheid sanctions movement which highlighted as never before that companies and individuals can use their collective financial clout to achieve a political outcome – in this instance to delegitimise the Fossil Fuel industry and inflict economic damage upon it, whilst supporting greener alternatives.

Over time, the commitment to divestment has grown in line with the Council's declaration of Climate Emergency in 2019 in which it committed to reaching net zero by 2030. By March 2021, the Fund's carbon footprint had reduced by 38.3%, whilst maintaining strong investment performance. This demonstrated that investment performance can be maintained alongside reducing carbon exposure. Given this reassurance, the decision was made to move to the next stage, and in December 2021 the investment strategy was relaunched as an 'Investment Strategy to Achieve Net Zero Carbon Exposure by 2030'. This set out updated actions to be taken in the short, medium and long term.

Southwark's commitment to divest makes the local authority an early adopter, with our fund already 55% decarbonised (as of January 2023). The Pension Fund's front running work on divestment has been challenging as there is a shortage of financial

products and set standards on Environmental, Social and Governance (ESG) investment criteria. Government regulation on carbon intensity is now in development, with GFI leading on this. There are also several initiatives and wider coalitions working on this agenda that could support our work.

The Pension Fund has already taken most of the easier steps to decarbonise, including completely ending direct investments in fossil fuels, moving money into renewables as well as adopting innovative approaches to reduce its carbon footprint, such as retrofitting its property portfolio.

The Commission heard from Pension Fund officers and Carbon Tracker on what more can be done to decarbonise the rest of the portfolio. This includes taking account of global markets with significant investments in fossil fuels and the opportunities to move money into renewables, such as solar and wind, as the transition accelerates.

Carbon Tracker recommended that investment decisions take into account the wider economy, as industry powered by renewables takes over from fossil fuel dependent industries. Examples are Electric Vehicles (EVs) replacing petrol and diesel powered cars and predictions that eventually EVs will take over the fossil fuel powered freight industry. Other examples are changes to the energy distribution network, including the scaling up of battery technology, and the move away from plastics and towards biodegradable alternatives.

The 2020s are expected to be the decade of disruption, where change will happen quickly and be harder to ignore. Carbon Tracker takes the view that Pension Funds need to position themselves for low-carbon growth stocks and be aware of companies that are likely to lose out in the transition. The potential risks and benefits are aptly illustrated by S Curves:

GRADUALLY, THEN SUDDENLY

The power of S-curves



S-curve in Energy Transition analysis

Tool to capture the non-linear nature of energy technology adoption and diffusion

Diffusion of innovation framework

S-curve

100%
75%
50%
25%
0

Market share

Incumbent

Challenger

Source: Rogers, Diffusion of Innovations, 1962, © 2003, 8th ed. April 2010

Behind every successful S-curve there has to be a successful learning curve

In a virtuous loop the successful technology will get cheaper the more it gets deployed

Solar panels

Wind turbines

Lithium-ion batteries

Each declined in cost by 90% over the past 2 decades

Climate benefit

Production benefit

Economic benefit

An energy transition driven by S-curve technologies is unlikely to be smooth

S-curves by their nature are disruptive and rapid, investors and stakeholders in new entrants and incumbents should be aware of their impact.

INDUSTRY CASES

1 Automotive industry

Rapid change of the global automotive industry structure is due to the sudden emergence of battery electric vehicles (BEVs) at industrial scale.

–90% cost in past 15 years

Scalability of BEV batteries

Transport contributes 20% to global emissions

BEVs become affordable and become a major policy tool to achieve Paris targets

100%
80%
60%
40%
20%
0%

Market share

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

1% 13% 20%

9 in 10

1 in 2

1 in 3

At current rates of growth, the global passenger car fleet could be 20% BEV by 2030, removing 4-6mb/d of oil demand

2 Solar and wind power

The learning curves of utility scale solar PV panels has made solar electricity in many cases the cheapest in the world.

solar + wind share in global electricity generation

1% in 2012

>12% in 2022

Wind and solar now account for most of the annual growth in the power sector, forcing out fossil fuels at an increasing rate

Solar + wind share of total power sector annual growth

2022 75%

2025 100%

Yet, despite all this new energy at speed and scale, across several sectors, incumbent fossil fuel companies continue to increase their investment in out-dated energy production, and so rapidly increase the risk of stranding their uneconomic energy assets.

Oil & gas investment in 2021/Q1 2022 (\$130bn)

Paris-aligned climate pathway

62% of oil and gas investments inconsistent with a 1.7°C climate outcome in 2021

This is not just bad planning, or bad environmental governance – it is high risk economics with investor money, given the speed of new entrant alternative energy technologies.

The risks for pension funds extend beyond equities of fossil fuel producers and include fossil fuel usage infrastructure, corporate bond holdings, and passive index-linked funds.

There are significant opportunities for clean tech investors as the world electrifies and transitions to low-carbon energy systems. Moving investments to the right places at the right time has the potential both to accelerate change in the wider economy and make the most of opportunities to generate wealth, as well as to mitigate the risk of losses to the fund through investment in stranded assets.

This has the co-benefit of producing a more democratic and socially equitable global economy as both energy security (i.e. through diversification away from fossil fuels) and wealth are distributed more widely, rather than being concentrated in a few oil rich countries. Carbon Tracker highlighted that the current prevailing global energy model is one in which most of the global population is wholly or significantly dependent upon a small minority of countries (less than 15), many of which are subject to poor standards of democracy and human rights, that export most of the world's fossil fuels.

These changes to the Pension Fund portfolio can be delivered primarily through changes to equity investments, both active and passive index linked funds, and corporate bonds, as well as through continuing to make the most of huge and growing opportunities to invest in green tech. This is in line with Southwark Pension Fund's current investment strategy.

Pension funds are very large sources of capital that are increasingly invested in the global market. However this was not always the case – post war most investment was in UK industries. In other countries Pension Funds do invest in local infrastructure such District Heating Networks. The recent move to re-localise the economy through community wealth building, in recognition of the social, environmental and economic benefits of a thriving local economy, is a worthy goal that could be supported by pension funds. A possible avenue is the London CIV, which pools the city's pension funds. This would potentially have the governance capacity to build a local green infrastructure fund.

The Pension Fund could also consider investing in Municipal Climate Bonds as these are a recognised form of green gilts. Currently our index linked gilts are a high carbon part of the portfolio, although they do protect against inflation.

Locally, Southwark Pension Fund is over halfway through the journey to net zero carbon whilst globally £trillions have been moved to lower carbon investments. As of 2021, according to Stand.earth, there were [1,485 institutions](#) from 71 countries owning assets worth USD39.2trillion that had committed to fossil fuel divestment. The rapid growth in public institutional commitment to fossil fuel divestment during the decade 2012 – 2022 suggests that a stigmatising goal has been achieved. Moreover, The Oxford University and Smith School of Enterprise and the Environment report on divestment (2013) found that divestment creates far more

indirect impact by raising public awareness, stigmatising target companies and influencing government.

More could be made of our achievements to date, in order both to celebrate our success and acknowledge the seriousness of the task. This should help to promote a further shift in the market and also to encourage the wider divestment movement, given that one purpose of divestment is to delegitimise fossil fuels, alongside building awareness of the growing importance of mobilising capital to invest in a green future, and the potential for Pension Funds to play this role.

Summary of Recommendations

Recommendation one

Explore partnering with the Green Finance Institute to bring forward the following programmes:

- i) Integrated Retrofit Finance: Incorporating attractive private financial options into retrofit programmes in the community.
- ii) Green Mortgage Campaign: Collaborating with local and national mortgage lenders, brokers and influencers. GFI's campaign aims to increase awareness and engagement across the market.
- iii) Local Climate Bonds (LCBs): A debt instrument issued by Local Authorities to raise capital to fund their net-zero and low-carbon projects.
- iv) Green Rental Agreements (GRAs): Innovative form of rental agreement to address the 'split incentive' between landlords and tenants to collaborate on environmental issues/improvements in privately rented homes.
- v) Property Linked Finance (PLF): A new, innovative financial instrument that enables homeowners to receive financing to support 100% of the upfront costs for a retrofit project.

Recommendation two

Launch a Municipal Climate Bond to generate investment in projects that will help the Council to achieve its net zero target. The Commission recommends that the Council explores the most appropriate projects to be financed by a Municipal Climate Bond, recognising that these will need to have tangible environmental and community benefits.

Recommendation three

Build on the research by Leeds University (see its report *Financing for Society*), and partner with 3ci or similar organisations, to build a green projects pipeline. This will identify potential environmental projects that address the Climate Emergency, both

within the Council's own operations and with partners, which can be delivered utilising the most appropriate sources of funding, including from investment institutions, PWLB, Municipal Climate Bonds, issuing of community shares, donations/crowdfunding and others.

Recommendation four

The Council employ a project director with a commercial background in social enterprise or similar, to bring forward a green project pipeline, with the expectation that this role would pay for itself.

It is recommended that this role includes the responsibility of collaborating with the Greater London Authority to bring forward a project pipeline at the city level. This person could work to ensure select Southwark projects are prioritised within this pipeline, whilst also building a Southwark-level pipeline in accordance with appropriate measurement/ performance metrics

Recommendation Five

Develop a Green Finance Framework, which would serve as a voluntary governance standard, setting out how Southwark Council would manage its green financial instruments and projects in the future, and outline how they would be classified as 'green'. These frameworks are essential as they assure investors that funds raised would only be used to help deliver eligible green projects as outlined within the framework. A third-party could monitor the use of funds and provide third-party certification that funds are being used to finance projects with genuine environmental benefits as laid out in the framework, to build and maintain investor confidence.

Recommendation Six

Investigate, in collaboration with other boroughs, whether the price per tonne of CO2 equivalent set in the Council's current carbon offset policy is at the correct level. The Commission recommends that the level set is reassessed on an annual basis.

Recommendation seven

Partner with the London Bridge Business Improvement District (BID) to support its carbon offset initiative , as well as other suitable community partners, including the remaining BIDS located in Southwark, as appropriate.

Recommendation eight

Join and/or learn from successful coalitions and initiatives that can maximise the impact that Pension Funds can have on decarbonising the real economy, as well as their own portfolios.

These are some examples:

- **Climate Action 100 +**
(<https://www.climateaction100.org/>)
- **Science Based Targets initiative (SBTi)**
(<https://sciencebasedtargets.org/how-it-works>)
- **CDP investor engagement initiative**
(<https://www.cdp.net/en/investor/engage-with-companies>)
- **ShareAction's collaborative investor engagement initiatives on climate change**

Recommendation nine

Southwark Pension Fund makes use of Carbon Tracker's research on S curves and the risk of stranded assets for incumbent fossil fuel-based companies, as demand peaks and alternative low-carbon products come to market, with a view to making the most of these investment opportunities in growing green industries.

Recommendation ten

Southwark Pension Fund's existing plans to move Equity (active and passive) to low carbon funds also take account of a) global markets that are high carbon b) risks and opportunities that exist in fossil fuel dependent industries as they shift to renewables.

Recommendation eleven

Southwark Pension Fund explores and reports back on the potential to incorporate Scope 3 emissions into its definition of net zero carbon exposure recognising that this is particularly crucial for sectors where the majority of emissions are Scope 3 (downstream) such as the automotive and chemicals sectors.

Recommendation twelve

Southwark Pension Fund explores collaborating with other London local authorities on the divestment journey to bring forward a London CIV sustainable green infrastructure fund to increase community wealth building and make the most of London and UK investment opportunities, such as District Heating Networks, renewable energy generation and retrofit.

Recommendation thirteen

Celebrate and publicise the success of Southwark Pension Fund divestment and decarbonisation to date, and ensure the message is one of a commitment to take a collaborative approach to divest from high carbon assets and invest in the growth of a cleaner, greener, and more socially equitable economy, in line with our declaration of a Climate Emergency and commitment to a Just Transition.

Recommendation fourteen

In consideration of the pivotal role that Green Finance will play in achieving our aims within the Climate Emergency Action Plan, the Leader of the Council should ensure that this area is given due prominence in allocations of Cabinet level capacity and responsibility.

Acknowledgements and thanks

Contributors:

- Councillor Stephanie Cryan Cabinet Member for Communities, Equalities & Finance
- Duncan Whitfield, Strategic Director Finance and Governance
- Tim Jones, Departmental Finance Manager
- Jack Emery , Divisional Accountant, Finance and Governance
- Simon Perham, Head of Investor Outreach, Europe, Carbon Tracker
- Joel Benjamin Press & Communications Manager, Carbon Tracker
- Steve Turner, 3ci Director
- Zoe Jennings, Head of Climate Investment , 3 Ci
- Matt Ferretti, Head of Partnerships, Green Finance Institute
- Ryan Jude, Programme Director Green Taxonomy Green Finance Institute
- Karl Harder, co-founder of Abundance

Environment and Community Engagement Scrutiny Commission

Elected members:

- Councillor Margy Newens (Chair)
- Councillor Graham Neale (Vice-Chair)
- Councillor Ketzia Harper
- Councillor Emily Hickson
- Councillor Sarah King
- Councillor Reginald Popoola
- Councillor David Watson

Co-optees:

- Lydia Marsden
- Shalaka Laxman

Expert advisor

Clinton van der Spuy

Officer

Julie Timbrell, Project Manager, Scrutiny and co –report author with the Chair, Cllr Margy Newens.

The Commission would like to thank all the contributors to the report, listed above, particularly the co-optees and expert advisor : Lydia Marsden, Shalaka Laxman and Clinton van der Spuy.

Item No. 20.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Report of the Housing and Community Safety Scrutiny Commission: Housing Repairs Service, Council Leaseholders and Empty Homes	
Ward(s) or groups affected:		All	
From:		Housing and Community Safety Scrutiny Commission	

RECOMMENDATIONS

1. That cabinet note the recommendations from the housing and community safety scrutiny commission arising from the scrutiny review of housing repairs service, council leaseholders and empty homes in the Borough of Southwark, paragraphs 6 to 15.
2. That cabinet request that the relevant cabinet member reports back to cabinet on the recommendations within eight weeks.

BACKGROUND INFORMATION

3. At its first meeting on 12 July 2022, the housing and community safety scrutiny commission agreed to investigate the current performance of the repairs service, and particular the issue of repeat calls to the call centre. During the course of the year, the charges paid by council leaseholders, particularly in the context of the cost-of-living crisis, also emerged as an area of common interest. These two themes have been the main focus of our work this year.
4. The commission went on to receive the following evidence relating to its housing remit:
 - At the same meeting, a report from the director of exchequer, finance and governance department on housing repairs service focusing on call waiting times, staff capacity, impact of the pandemic and the main repair issues.
 - At its meeting on 3 October 2022, evidence from the Leaseholders Association Southwark 2000 (LAS2000), a leaseholder who is also a co-opted member of the commission, and head of homeownership services, finance and governance on leaseholder charges and the impact of the cost-of-living crisis on leaseholders with regards to rising

energy bills and repair costs.

- At the same meeting, a report from the strategy and business support manager, housing and modernisation on empty homes.
 - At its meeting on the 21 November 2022, an interview with the cabinet member for council homes and homelessness and head of repairs and maintenance, on the housing repairs service especially the contact centre service, repeat calls and multiple failures, contractors and the new overall strategy.
 - At the same meeting, a presentation on Leaseholder charges, value for money for charges and transparency of accounts.
 - At its meeting on 13 April 2023, a report from the director of asset management, head of customer services and customer journey lead on the housing repairs service overall strategy review, with a focus on the repairs improvement plan, contact centre repeat calls and multiple failures, and the Asset Management Strategy.
5. The commission considered and agreed the set of recommendations at its meeting on 13 April 2023. The rationale and commission recommendations are set out in paragraphs 6 to 13.

KEY ISSUES FOR CONSIDERATION

Set out below are the recommendations of the housing and community engagement scrutiny commission.

6. The commission was concerned to hear that, 50% of all calls to the contact centre relate to repairs, including residents chasing existing repair works that have yet to be completed. The commission believes there is a need for the council to track these issues, the causes and recurring themes by collecting data on repeat calls and multiple failures.

Recommendation 1 - That the Cabinet set a clear target for the housing repairs contact centre to reduce multiple failures which lead to repeat calls by the end of the year 2023-2024 and collect data on causes and recurring themes.

7. The commission was encouraged to learn that Asset Management was committed to working with the Repairs service in developing a pro-active and preventive approach to repairs by bringing the service, engagement and feedback mechanisms to residents, Tenants and Residents Association (TRAs) in the community. It also noted that the teams are using data led approaches to analyse the needs of housing estates, such as housing stock condition surveys, and that in the future Area Repairs Managers will work directly with local TRAs. However, the commission wishes to see a commitment in the Repairs Improvement Plan to undertake proactive and preventative maintenance, which should be

reflected in the new Asset Management Strategy too. The repairs improvement targets should also be reviewed quarterly in order to maintain their accuracy.

Recommendation 2 - That the cabinet update the Repairs Improvement Plan to include a commitment to pro-active maintenance as a part of its new Asset Management Strategy and also that repairs improvement targets are reviewed quarterly.

8. It was clear that recent improvements in call waiting times is a result of more resources being made available to the contact centre. The commission also heard about the importance of customising the delivery of services to the customer with help of an "Omni-channel" approach i.e. including face to face, online, telephone Interactive Voice Recognition (IVR) Systems and web chat. The aspiration of the new Asset Management Strategy working with the Repairs Improvement Plan cannot be realised unless there is there is a fit-for-purpose integrated Customer Relationship Management (CRM) platform and IT systems to support this endeavour.

Recommendation 3 - That the cabinet review the funding for resources in the repairs service to ensure the right levels of staffing and also endeavour to provide fit for purpose IT systems such as the integrated Customer Relationship Management (CRM) platform to fulfil the aspirations in the new Asset Management Strategy and the Repairs Improvement Plan.

9. It was apparent from addresses to the commission by the representative of the LAS2000 that the council must improve communications with leaseholders on the scheduling of repairs and charges for which they are liable. This includes explaining why certain major works are seen as providing better value for money in the long run as compared to some quicker minor repairs. In addition, it includes transparency about how to challenge estimations: although complaints may be made answered on an individual basis, there should be a clear complaints and escalation process which is communicated to residents through all channels.

Recommendation 4 - That the cabinet ensure there is clear and transparent communication with council leaseholders on decisions to undertake repair works, including value for money, and a clear process for council leaseholders to challenge estimations and requirements of major works through complaint and escalation procedures; and also ensure that this process is widely understood and publicised through all resident communication channels.

10. In addition, the breakdown of the leaseholder charges is often not presented in clear language that non-experts can understand.

Recommendation 5 - That the cabinet commit to ensuring that all service charges statements and specifications of works will be written in plain English by the end of the year 2023-24, and that appropriate training of officers is in place to support this.

11. It is important for the council not only to maintain transparency with leaseholders, but to enhance its own oversight of leaseholder charges from inception to the completion of the repair work. This can be achieved by undertaking quarterly reviews and assessments of major works, and providing these both to ward councillors and residents' associations. In addition, the council needs to conduct extensive market research on costs and compare these costs to other London councils' contracts before repair contracts are out for tender. Value for money should be established by looking at specific elements of improvement work in the homeowners' improvement plan. The commission appreciates the existing efforts to involve residents and resident associations during procurement of major repair works, but believes that it is also important to involve residents in conversations with major work contractors and the council in order to build trust in the community.

Recommendation 6 - That the cabinet ensure that quarterly reviews and assessments of major repair works are carried out, especially with regards to competency, quality, value for money, timely completion and resident feedback, and make this information available to ward councillors and residents' associations.

12. The commission heard from leaseholder representatives that average major works estimates received by leaseholders are £1000-£1100 higher when compared to actual costs and that the difference is only paid back to leaseholders over a 3-year period. The commission understands that the money paid by leaseholders does not stay with the council as income; the expenditure figures have to match the Housing Revenue Account. The commission also recognises that the real-time recalculations of monthly payments in payment plans for leaseholders would require more staffing resources. However, to maintain transparency, it is appropriate that the council allow resident organisations to audit major repair works and that this be included as a key component of the repairs work review process.

Recommendation 7 - That the cabinet ensure that appropriate residents' organisations have the access to audit major repair works and that this is a key component of the repairs review processes

13. The commission understands that private sector empty homes are decreasing and that two contractors have been hired to put the council back on target to reduce minor council voids by the end of 2022. However it would be beneficial for the council to involve housing associations in discussions pertaining to empty homes, in order to identify and further reduce the number of voids.

Recommendation 8 - That the cabinet include empty homes on the agendas for meetings held with housing associations with more than 1000 units from the start of the year 2023-24.

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Safety Scrutiny Commission agenda and minutes- 12 July 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=605&MId=7431&Ver=4 (see item 5)		
Housing and Community Safety Scrutiny Commission agenda and minutes - 3 October 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=605&MId=7433&Ver=4 (see item 5 & 6)		
Housing and Community Safety Scrutiny Commission agenda and minutes - 21 November 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=605&MId=7434&Ver=4 (see item 6)		
Housing and Community Safety Scrutiny Commission agenda and minutes - 13 April 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=605&MId=7436&Ver=4 (see item 6)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Member	Councillor Ellie Cumbo, Chair, Housing and Community Safety Scrutiny Commission	
Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Amit Alva, Scrutiny Officer	
Version	Final	
Dated	1 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 June 2023	

Item No. 21.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Report of the Housing and Community Safety Scrutiny Commission: Violence Against Women and Girls (VAWG), Hate Crime and Domestic Abuse	
Ward(s) or groups affected:		All	
From:		Housing and Community Safety Scrutiny Commission	

RECOMMENDATIONS

1. That cabinet note the recommendations from the housing and community safety scrutiny commission arising from the scrutiny review of housing repairs service, council leaseholders and empty homes in the Borough of Southwark, paragraphs 6 to 8.
2. That cabinet request that the relevant cabinet member reports back to cabinet on the recommendations within eight weeks.

BACKGROUND INFORMATION

3. At its first meeting on 22 July 2022, the housing and community safety scrutiny commission agreed to focus on trust and visibility of policing in Southwark, beginning with the workings of Safer Neighbourhood Teams and including the local response to hate crime and Violence Against Women and Girls (VAWG) in Southwark. It was after the conclusion of the commission's meetings for the 2022-3 municipal year that the report of the review into the standards of behaviour and institutional culture in the Metropolitan Police Service, undertaken by Baroness Louise Casey, was published; many of the findings of the review echo the concerns raised by the commission.
4. The commission received the following evidence relating to its community safety remit:
 - At its meeting on 12 July 2022, a verbal update from the Chief Inspector in charge of Southwark's Safer Neighbourhood Teams at London Metropolitan Police on the overview and structure of neighbourhood policing, partnership arrangements and community policing.

- At its meeting on 15 February 2023, an interview with the cabinet member for community safety on Southwark's Community Safety Plan, the impact of the change of domestic abuse service providers from Solace to Refuge, and the projected impact of the cost-of-living crisis on Southwark council housing tenants with regards to effects on Domestic Abuse (DA) and Anti-Social Behaviour (ASB)
 - At the same meeting, an interview with the outgoing Commander for the Central South Basic Command Unit on trust and visibility of policing in the community.
5. The commission considered and agreed the set of recommendations at its meeting on 13 April 2023. The rationale and commission recommendations are set out in paragraphs 6 to 8.

KEY ISSUES FOR CONSIDERATION

Set out below are the recommendations of the housing and community engagement scrutiny commission.

6. The commission noted with approval that the council has set up the 'Through Her Eyes' campaign to tackle misogyny and VAWG and has committed to upgrade street and estate lighting. In addition, the commission heard that the council plans to have 40 safe havens for women across the borough and to use the changing of service providers as an opportunity to get feedback from the community and voluntary sector to improve its delivery of community safety services. However, it is important that the council delivers on its public commitment to set up a Women's Safety Centre to ensure targeted and visible services and support for Southwark's women and girls at risk of VAWG, especially in the wake of high-profile instances such as the murders of Sarah Everard and Sabina Nessa.

Recommendation 1 - That the Cabinet prioritise the delivery of the Women's Safety Centre, aiming to launch a consultation with relevant voluntary sector organisations in the borough within the year 2023-24.

7. The commission observed with concern that Southwark has high levels of reported homophobic crime, at 18 % compared to the national level of 13%; it heard that this was mainly due to the presence of a larger LGBTQ community. The commission believes that it is important to understand how often Southwark residents are targeted on the basis of a protected characteristic, and notes that that the incidence of crime triggered by misogyny is not known, because such offences are not legally recognised as hate crimes in the first place. Engagement and information-sharing with voluntary sector service providers would allow the council to build an enhanced picture of hate crime on the ground, including misogynistic hate crime that is not currently recorded as such by the police. This data should be considered alongside existing hate crime data in order to establish cross-cutting issues such as targeted attacks on women from the LGBTQ

community, BAME women or women with disabilities, and should be reviewed annually to maintain its accuracy.

Recommendation 2 - That the cabinet member for community safety work with the Metropolitan Police, Mayor's Office for Policing and Crime and the voluntary sector to establish enhanced collection of data on misogynistic hate crime and non-hate crime incidents, including how this intersects with the other protected characteristics in the borough of Southwark, and that the data from these reports is reviewed annually.

8. The commission heard that the Metropolitan Police is looking at ways in which they could identify and root out predatory police officers such as the murderer of Sarah Everard. The report of Baroness Casey's review into the standards of behaviour and internal culture of the Metropolitan Police Service, published after the conclusion of the commission's meetings for the year, found that the Met is failing to protect women and children and that there is institutional racism, sexism and homophobia inside the organisation in terms of how officers and staff are treated, and outside the organisation in terms of how communities are policed. The Baroness also noted in her report that the Metropolitan Police does not routinely collect feedback from vulnerable victims of sexual and domestic crimes on their experience and the service they received.

Recommendation 3 - That the cabinet member for community safety liaise with the Metropolitan Police, Mayor's Office for Policing and Crime and the voluntary sector to ensure that feedback is routinely collected from victims of domestic and sexual violence about their experiences of the police, in line with the findings of the Baroness Casey Review.

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Safety Scrutiny Commission agenda and minutes- 12 July 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CIId=605&MIId=7431&Ver=4 (see item 4)		
Housing and Community Safety Scrutiny Commission agenda and minutes - 15 February 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CIId=605&MIId=7435&Ver=4 (see item 5 & 6)		
Baroness Casey Review	Met Police Website	
https://www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/baroness-casey-review/update-march-2023/baroness-casey-review-press-notice.pdf https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/bcr/baroness-casey-review/		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Member	Councillor Ellie Cumbo, Chair, Housing and Community Safety Scrutiny Commission	
Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Amit Alva, Scrutiny Officer	
Version	Final	
Dated	1 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 June 2023	

Item No. 22.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Report of the Education and Local Economy Scrutiny Commission: Review of mitigating falling pupil numbers in schools	
Ward(s) or groups affected:		All	
From:		Education and Local Economy Scrutiny Commission	

RECOMMENDATIONS

1. That cabinet note the recommendations from the education and local economy scrutiny commission arising from the scrutiny review mitigating falling pupil numbers in schools in the London Borough of Southwark, paragraphs 14 to 21.
2. That the cabinet considers the recommendations from the education and local economy scrutiny commission and request that the relevant cabinet member reports back to cabinet within eight weeks.

BACKGROUND INFORMATION

3. At its meeting on 20 July 2022 the education and local economy scrutiny commission received a report from the Cabinet Member for Children, Young People and Education and the Director of Education on short falls in primary pupil numbers across Southwark schools with regards to scale of the issue, Falling Population Rates (Births), Impact of Demographics, future forecast implications, and Pupil Premiums.
4. At its meeting on 17 October 2022 the commission heard from Headteachers’ at Ivydale, St. George’s and Victory primary schools on falling pupil numbers especially due to Brexit & Covid, rehousing of families outside the borough, school tourism, budgetary constraints, regeneration projects and high rent costs
5. At the same meeting the commission received a report from the planning policy manager on planning strategies for family sized homes to help mitigate falling rolls in schools; with a focus on Brexit & People Migration, Greater London Authority (GLA) Pupil Roll projections, Southwark Plan 2022 (Family Friendly Neighbourhoods) and child yield analysis
6. At its meeting on Tuesday 6 December 2022 heard from the Church Of England (COE) Diocese, explaining the circumstances leading to the closure of St. Johns Walworth School and the learnings for Southwark

Council. The diocese explained the different impacts on schools across the diocese of Southwark by falling pupil numbers, consultation process for St. Johns Walworth, need for strong governing bodies, and communications with parents. The commission also discussed tracking and management of Published Admission Numbers (PAN), interaction with the GLA on schools' projections and using their forecasts to manage school numbers across the diocese.

7. Furthermore, at the same meeting the commission heard from the Demography and City Modelling Manager at GLA; explaining population projections and the School Rolls Projections Service, Department for Education (DfE) data, pupil place planning & methodology, demographics analysis (GLA & DfE), working with Local Authorities (LA) and challenges faced such as falling birth rates. The commission then discussed the impact on school rolls projections due to; previous years (2004 onwards) increase in birth rate, inaccuracies in the school rolls projections in 2015-2016, factors such as housing affordability and cost-of-living crisis.
8. At its meeting on 8 February 2023 the commission interviewed Cabinet Member for Children, Young People and Schools on an overview of key strategies and projects under the portfolio with a focus on key aspects such as; Keeping Education Strong strategy, Office for Standards in Education, Children's Services and Skills (Ofsted) ratings, school funding in the wake of the cost-of-living crisis, reception cohorts data, Health and Safety of Children (Air-quality), Inclusion Charter for Schools, green Energy for schools, racism in schools, Global Ethnic Majority¹ school staff disciplinary and Special Educational Needs and Disabilities (SEND) strategy. The commission also discussed Education, Health and Care Plan (EHCP)s' funding, increase in SEND pupils at reception level, Southwark Stands Together teacher training programme, Falling rolls data and Equality Impact Assessments (EIA) of schools affected by falling school rolls with a focus on SEND, Global Ethnic Majority and disadvantaged children.
9. At its meeting on 6 March 2023 the commission heard from the London Regional Officer, National Association of Head Teachers (NAHT) on; Role of NAHT in representing and supporting Headteachers and also challenges such as financial resourcing, reduction in capacity, SEND increase, issues in reducing PAN, issues with consultation process for reduction in PAN and closure/amalgamation of schools.
10. At the same meeting the commission also discussed; Advantages and Disadvantages of reducing PAN numbers, Budgetary pressures prior to discussions on closure of schools, Council's role in early intervention and pro-activeness, impact of the economic demographic of Southwark on falling school numbers, repurposing certain areas of schools like sports and leisure facilities for renting income, transforming mainstream schools

¹ <https://www.leedsbeckett.ac.uk/-/media/files/schools/school-of-education/final-leeds-beckett-1102-global-majority.pdf>

at risk of closure into a SEND school, council support to Headteachers and school staff who are at risk of losing their jobs due to closure of their schools and the impact on Global Ethnic Majority staff and children due to school closures and redundancies.

11. At its meeting on 19 April 2023 the commission received reports from the director of education and an independent consultant on the Keeping Education Strong Strategy, area wise planning, Ofsted ratings, reception surplus capacity & places, recommendations from the independent consultation report, PAN reduction and/or amalgamations & closures, borough-wide actions taken and its impact, Schools data on Free School Meals (FSM), SEND and Global Ethnic Majority pupils.
12. At the same meeting the commission also discussed communication with schools leaders and the need for specific EIAs for every school facing reduction in PAN and/or amalgamation and closures; and its impact on Global Ethnic Majority, FSM and SEND staff & children. In addition the commission also discussed the HR impact and having robust processes for redundancies, redeployment and retraining especially to support teachers, teaching assistants, Headteachers and staff.
13. The commission considered and agreed the recommendations at its meeting on 19 April 2023. The rationale and commission recommendations are set out in paragraphs 14 to 21.

KEY ISSUES FOR CONSIDERATION

Set out below are the recommendations of the education and local economy scrutiny commission.

14. It is evidenced in addresses to the commission that population projections has seen a significant reduction in birth rates from 2010 to 2020 across London. Some of the factors such as Brexit and the Covid pandemic have contributed to the migration of young families out of London and even the UK. Inflation in population projections between in 2015-2016 were caused by high international migration, especially in London where migration was higher than other parts of the country. Therefore affecting school rolls projection that produced higher numbers, in addition to other challenges of predicting fertility rates, family planning decisions, housing completion and delivery. In addition to these, rising housing rents, regeneration projects and housing shortages have further exacerbated the issue of falling pupil numbers.

Recommendation 1 - That the cabinet should promote dialogue between the housing, planning and education directorates to develop further planning strategies for family sized home building in close proximity to Southwark schools.

15. The commission recognises that GLA school rolls projections are incredibly challenging to produce as such projections are based on 'Trend

Based Population Projections', also used by Office for National Statistics (ONS) for general population projections. GLA use a multi-regional model based on past trends of birth and death rates and then factor in housing data from Local Authorities, this model then assigns children to actual schools, based on patterns. The time from the birth of a child to the age at which a child is admitted to reception school is very short, official data could take up to two years to be processed and published making it difficult to produce accurate projections. The commission concludes that there is a need for the council to work more closely with the GLA to develop and adapt the Council's own methodology, software coding and data. The current Local Authority Data modelling is based on revisions in Census Data and it takes years for the GLA to update their school rolls projections.

Recommendation 2 - That the cabinet review the council's current working process with the Greater London Authority (GLA) on matters related to sharing and use of Council data to produce pupil place projections and also to ensure that Council data is used to develop the GLA's modelling methodology to produce more accurate projections in the coming municipal year 2023-2024.

16. As evidenced in the discussions of the closure St. Johns Walworth School, that the school had historic budget deficits however this was not the only deciding factor, the in-year deficits contributed to the decisions taken as they weren't any options to manage that over a long term. The management of Published Admission Numbers (PAN) is an effective strategy to keep costs lower. Tracking PAN and a temporary reduction in PAN can be an effective tool to reduce the staffing costs which could help with coping in-year budget deficits, giving the school an opportunity to grow in the future to original levels. This needs to be considered prior to any decision making on schools, reducing the size of the school to one-form entry would preserve the footprint of the school.

Recommendation 3 - That the cabinet commission officers to explore the different mechanisms through which there could be a temporary reduction in Published Admission Numbers (PAN) from a two-form to a one-form entry for schools facing closure or amalgamation prior to any decisions of closure or amalgamation.

17. The commission appreciates the council's commitment to increase SEND provisions at reception and in primary schools as current post-pandemic trends indicate a rise in children with SEND needs and EHCPs nationally, although pupil numbers are falling. These trends are indicative of socio-economic factors like financial pressure on families and the mental health effects on children. The new SEND strategy aims to work with teachers in all schools to develop their knowledge, understanding, confidence and capacity in working with SEND children across varying degrees of need. The ratio of staff/teachers to children with special needs is higher in SEND schools due to varying needs such as additional medical and teaching staff, the commission feels that this could be an opportunity to transform

main stream schools struggling with falling pupil numbers into schools with more SEND provisions.

Recommendation 4 - That the cabinet commission officers to explore options in transforming mainstream schools facing amalgamation or closures into schools with SEND provisions for children with special needs prior to any decisions of closure or amalgamation.

18. The commission in its findings on the closure of St. Johns Walworth discovered a trend of historic and in-year budget deficits which could have been managed by early intervention and pro-active reductions in PAN. In addition the discussions with NAHT, data from independent consultants and council reports depict that severity within schools affected by falling pupil numbers varies massively in different areas of Southwark, some schools are out performing others and presumably having surplus budgets. The council has a role to play in helping schools produce projected budget deficits; and ring-fencing budgets around better performing and more affluent schools, to help schools struggling with falling pupil numbers.

Recommendation 5 - That the cabinet devise a long-term proactive strategy in response to projected budget deficits in schools by early intervention and by subsequent reduction in PAN and ring-fencing budgets around affluent schools which could help provide financial support for schools with falling rolls.

19. Through its discussions on the consultation process for amalgamation and closure of schools the commission learnt that support from Human Resources (HR) for teaching staff is only provided at the later stages of the stakeholder consultation causing a lot of anxiety and frustration. The commission feels that Southwark is at risk of losing the educational expertise especially from Headteachers, Asst. Headteachers, deputies and middle leaders. The commission also gathered from the independent consultant that mitigating the HR impact and having robust processes for redeployment, retraining etc. especially for teaching assistants is an important area that the council needs to review. There is a need for early intervention from the council in supporting teaching staff to find suitable employment in other schools within the borough whilst ensuring that low-income support staff proportions and Global Ethnic Majority staffs' diversity percentages are maintained within the school's work force.

Recommendation 6 - That the cabinet ensure the council have a school staff redundancy policy that proactively and thoroughly supports school staff prior to any final decisions on staff redundancies due to Published Admission Numbers (PAN) reduction and/or closure of schools. Furthermore, that the school staff are supported in finding employment in other Southwark schools and/or organisations; whilst monitoring and ensuring that the 'at risk' school work force policies reflect and maintain the diversity percentages of the school's work force and therefore that the

redundancy levels do not disproportionately affect Global Ethnic Majority staff and low-income support staff.

20. It is clear to the commission that the current data provided on falling school rolls gives a holistic view of Global Ethnic Majority, FSM and SEND children in the borough's schools. Among all the schools in scope for further change; 10 schools in the borough have between 40-50% of children on FSM, 9 schools in the borough have 20-40% of SEND children and 16 schools have between 70-100% of Global Ethnic Majority children. The report on Equality Impact needs analysis within the strategy gives an overview of pre-implementation equality analysis to be carried out. The commission understands that this analysis would be carried out for every affected school after initial discussions with regards to reduction in PAN, amalgamation and closures of schools.

The commission feels that in an effort to maintain transparency, the councils reports' on the impact of ongoing falling rolls and the impact of any actions (PAN reduction) being taken, have on Global Ethnic Majority, Pupil Premium pupils and pupils on FSM and that this be published for every affected school prior to any actions taken. It is important that these reports reflect the estimated percentage reductions in these categories of pupils within the school if the proposed action was to be taken. The commission asks the cabinet for the desegregation of FSM, SEND and Global Ethnic Majority children's' data to better understand Equalities Impact Assessment (EIA) of schools in scope for change.

Recommendation 7 - That the cabinet commission the council to monitor and be transparent by publishing reports on

- a. the impact that ongoing falling rolls has on Global Ethnic Majority pupils, pupil premium pupils and pupils on Free School Meals (FSM) by looking at percentage of pupils in these schools prior to action being taken as compared to the percentage reduction of pupils thereafter.
 - b. the impact that actions to address falling rolls such as PAN reductions, amalgamations of schools and closures could have on Global Ethnic Majority pupils, pupil premium pupils and pupils on FSM's by looking at percentage of pupils in these schools prior to action being taken as compared to the percentage reduction of pupils thereafter.
21. The commission acknowledges that Southwark is one of the boroughs in London that have a clear strategy in place for tackling falling pupil numbers, it is also clear that the overall trend of pupil places in London is declining and as result there is a possibility of inevitable closures and amalgamations. Hence the commission feels that the Keeping Education Strong strategy needs to include plans for repurposing and planned delegations of the closed and unused school buildings for recreation and other community activities.

Recommendation 8 - That the cabinet commission officers to devise a strategy for unused and closed school buildings in terms of repurposing and planned delegations such as for recreation and community activities.

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and Local Economy Scrutiny Commission agenda and minutes- 30 September 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7373&Ver=4 (see item 4)		
Education and Local Economy Scrutiny Commission agenda and minutes- 17 October 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7374&Ver=4 (see item 5 & 6)		
Education and Local Economy Scrutiny Commission agenda and minutes- 6 December 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7375&Ver=4 (see item 5 & 6)		
Education and Local Economy Scrutiny Commission agenda and minutes- 8 February 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7376&Ver=4 (see item 7)		

Background Papers	Held At	Contact
Education and Local Economy Scrutiny Commission agenda and minutes- 6 March 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7587&Ver=4 (see item 5)		
Education and Local Economy Scrutiny Commission agenda and minutes- 19 April 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7377&Ver=4 (see item 5 & 6)		
Westminster City Council	City of Westminster Council Website	NA
Global Majority - https://www.westminster.gov.uk/news/council-commits-serious-action-inclusion		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Member	Councillor Jason Ochere, Chair, Education and Local Economy Scrutiny Commission	
Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Amit Alva, Scrutiny Officer	
Version	Final	
Dated	1 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 June 2023	

Item No. 23.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Report of the Education and Local Economy Scrutiny Commission: Review Impact of the cost-of-living crisis on businesses	
Ward(s) or groups affected:		All	
From:		Education and Local Economy Scrutiny Commission	

RECOMMENDATIONS

1. That cabinet note the recommendations from the education and local economy scrutiny commission arising from the scrutiny review Impact of the cost-of-living crisis on businesses in the London Borough of Southwark, paragraphs 12 to 22.
2. That the cabinet considers the recommendations from the education and local economy scrutiny commission and request that the relevant cabinet member reports back to cabinet within eight weeks.

BACKGROUND INFORMATION

3. At its meeting on 20 July 2022 the education and local economy scrutiny commission received a report from the principal strategy officer on businesses in the face of the cost-of-living crisis, the report focused on jobs and recruitment, business support employment programs such as Southwark Works and Southwark Pioneer's Fund (SPF), Supply chain and London Living Wage.
4. At its meeting on 17 October 2022 the commission received a presentation from the Regional Director and the Hotel Manager, Sea Containers, Lore Group and the commission also heard from the Strategy & Creative Director, Federation of Small Businesses (FSB) on local businesses coping with cost-of-living crisis especially supply chain issues.
5. At its meeting on Tuesday 6 December 2022 the commission interviewed the cabinet member for jobs, business and town centres and also heard from the head of economy and the planning policy & digital transformation manager on key aspects under the portfolio; council delivery plans for internships for people from disadvantaged backgrounds, SPF, green jobs, High Street Fund, consultation of the New Economic Strategy, affordable work spaces, street markets, Southwark Works, professional education

and training for Global Ethnic Majority¹ people.

6. Furthermore, at the same meeting the commission also discussed; the impact of Brexit, Covid and Inflation; rent increases and 5 year lease for commercial properties in Bermondsey; Planning regulations and protection of commercial spaces on high street, licensing of street markets, Business rates increase, support for small businesses and Business Improvement Districts (BIDs).
7. At its meeting on 8 February 2023 the commission heard from the representatives of Southwark BIDs; Blue Bermondsey and South Bank London on support for small to medium businesses, reduced profits due to rising costs of products and utilities, Southwark Council support, business networking, Section-106 funding, London Living Wage, training and apprenticeships, flexible business models and central government funding for businesses.
8. At its meeting on 6 March 2023 the commission heard from the Chair of Southwark Black Business Network and representative of East street traders on impact of the decrease in spending and rising business costs, extreme economic hardships for East Street traders, increase in rent of council owned properties and advertising support for street traders. The commission discussed comparison of post-Covid recovery between South Bank and Blue Bermondsey BIDs; and council support for traders.
9. At its meeting on 19 April 2023 the commission received a report from cabinet member for jobs, business and town centres on Southwark's Local Access Programme (LAP) and SPF with regards to; development of SPF, vision and plans submitted to Foundation for Social Investment and Big Society Capital (BSC).
10. At the same meeting the commission also heard from the Chief Executive of Renaisi, the leading accountable body for LAP in Southwark on; Social Investment Models and driving investment into social businesses, plans to co-ordinate and access funds from Access Foundation and BSC, equity differences in Global Ethnic Majority and Women led social enterprises; Community Asset Trust model. The commission also discussed; allocation of LAP funding through Access Foundation & SPF funding; lack of access to funds for businesses like East Street Traders and organisations like Black Business Network; deadlines on BSC monies investment and council's role in supporting the development of the community asset trust model; and support within the LAP for successful Global Ethnic Majority businesses.
11. The commission considered and agreed the recommendations at its meeting on 19 April 2023. The rationale and commission recommendations are set out in paragraphs 12 to 22.

¹ <https://www.leedsbeckett.ac.uk/-/media/files/schools/school-of-education/final-leeds-beckett-1102-global-majority.pdf>

KEY ISSUES FOR CONSIDERATION

Set out below are the recommendations of the education and local economy scrutiny commission.

12. It is evidenced in addresses from small to medium businesses to the commission that with the rising costs of utilities such as electricity and gas and inflationary cost of food and other raw materials, that many businesses are struggling to generate meaningful or sustained profit. The commission appreciates the steps taken by the council to consult with local businesses for developing economic mitigation strategies to help businesses recover from the aftermath of the pandemic and the current cost-of-living crisis. SPF and Southwark Works are critical business support employment programs to help meet inflationary costs. The commission also understands that the council is targeting 250 employers in Southwark to adhere to the London Living Wage.
13. The commission heard from the representative of Federation of Small Businesses (FSB) that the cost-of-living crisis has had a detrimental impact on; budgets & revenues, utility costs, beverage & food costs (post-Brexit) and the supply chain. The commission also discussed; uncertain future of micro businesses, small businesses unable to access help from the Southwark council website and council's role in creating workshops & networking events for small businesses and educating people in the community.

Recommendation 1- That the cabinet ask officers to review the access and support for small businesses through the council website whilst also ensuring that the support is widely publicised in the business community; and also that the cabinet look at organising, promoting and setting up workshops and networking events to help small businesses.

14. It is evidenced from the presentation of the hospitality sector representatives (Sea Containers, Lore Group) that the cost of some dairy products have gone up by 50% and champagne by 200%, repair works for boilers are taking 8-9 months due to unavailability of spare parts and there are recruitment issues within the hospitality sector (post-Brexit). The commission feels that the council has a role to play by working with the hospitality sector in reaching the unemployed, promoting the hospitality sector as a career choice and bridging the hospitality skills gap. The council also could play a role as liaison in the community, connecting Globe academy run by Sea Containers hotel group to young people by introducing them to hospitality. The commission also discussed apprenticeships for young people and that complications and a lack of flexibility within the schemes make it difficult for businesses to find time and resources to hire apprentices particularly in such a volatile economic climate.

Recommendation 2 – That the cabinet review the council's role in the

hospitality sector and act as liaison to help bridge the hospitality skills by connecting young people and the community to academies run by the sector; and also extend support in hiring apprenticeships to the hospitality sector.

15. Given the strain on businesses to cover the costs of fuel, gas, electricity, raw materials and resources, the council has an important role to play in supporting businesses mitigate the cost-of-living crisis. The commission feels that the council could do more in supporting businesses before they reach a crisis point of closure, especially those that are affected by the increase in business rates. The commission feels that it may be appropriate that 'Business Rates' fall under the portfolio of the cabinet member for jobs, business and town centres for the coming municipal year.

Recommendation 3 - That the cabinet review the cabinet member for jobs, business & town centres portfolio for the coming municipal year to provide clear remits as it currently does not include business rates; this is to avoid businesses reaching a crisis point due to being unable to afford increase in business rates

16. East Street Traders and Black businesses in Southwark are facing extreme economic hardships due to the impact of the decrease in spending by customers and rising business costs, this is further exacerbated by the increase in rent of council owned properties. There has also been an increase in rent for street pitches from £312 to £380 monthly with no increase in size of their trading pitches with little or no support from the council.
17. Furthermore, the commission gathers that East Street Traders cater to low income residents compared to Borough Market and other big supermarkets and high street retailers. There is a need for the council to invest in places like East Street through advertising, promoting variety of trade, and organising historical & cultural festivals and night markets. The commission discovered that East Street Traders are keen to organise cultural festivals and night markets, however there seems to be a lack of interest from the council management at East Street. Some licensing issues have also come to light due to the inadequate monitoring of stalls, with shops displaying products beyond the limits allowed to them by the council. This has led to East Street Traders protesting on 7 March 2023 outside Southwark Council Offices on Tooley Street.

Recommendation 4 - That the cabinet look to review and invest more in the council's governance and on-site management structure for support to Local Businesses especially Street Markets; this could be achieved by appointing business liaison officers to help organise night markets, historical and cultural festivals; and a local trader to be involved in managing the site, as a co-operative manager working with the on-site council management; and also that the council carry out quarterly reviews on the progress of the above mentioned initiatives.

18. The commission agrees that there is a need for the Council to invest in and supports places like East Street traders to make it more attractive to visitors. It has also been noted that post pandemic East Street Traders have not recovered when compared to the BIDs such as Blue Bermondsey & South Bank and businesses at Elephant Park who seems to get most of the investment.

Recommendation 5 - That the cabinet look at utilising the benefits of central areas of successful businesses like Blue Bermondsey and Elephant by providing Community Infrastructure Levy (CIL) money for Local Street Markets in the year 2023-2024.

19. The Southwark Black Business Network is quite a new organisation and funding from the council such as Southwark Pioneer's Fund is quite challenging for businesses to get access to; as it's required for the businesses to have to develop and gain expertise by attending courses, which is quite challenging whilst running a full time business. The commission gathered that East Street market and the Global Ethnic Majority businesses in Southwark are struggling to cope with increase in rent prices. In addition East Street traders face challenges such as parking charges amounting to £490 per year for their trailers and customers have to pay £4.80 an hour for parking and bus routes through Wharf Road are due to be closed. This has led to a decrease in foot fall leading to closure of 180 trader stalls from a total of 260 traders.
20. The commission agrees with LAP's vision statement which is to have a collaborative, sustainable and diverse social economy, which delivers positive social impact and a better future for all Southwark residents. The collective ambition for the LAP is to build new capacity skills, community connections and provide support across social ecosystems to tackle entrenched social issues in Southwark. The commission also appreciates the refresh of the SPF and its growth program which is the stage for enterprises focusing on growth of social & community programs. These enterprises are led by the community, and in particular women and people from Global Ethnic Majority backgrounds. The commission understands that there would be £900k from Access Foundation as development grants and £500k from SPF would be put towards social businesses & enterprises.
21. However, it is unclear at this developmental stage whether the scale of the Community Asset Trust model would be large enough to provide ad-hoc support to successful Global Ethnic Majority businesses like 'Plush' who have been evicted as a result of the private landlord wanting the land for redevelopment. This would largely depend on the viability of site, land value challenge and the market demand of the land for development; it's unlikely that that a community social investment trust can outbid the market value for a site. The challenge here is the massive equity differences in Global Ethnic Majority led social enterprises and how London's economy is driven land & property prices.

Recommendation 6 – That the cabinet ask officers for an action plan to outline how the LAP seeks to use its repayable capital to develop a local community asset or assets for long-term public benefit that could provide a low-cost environment for the social economy to operate and scale in ways that commercially owned real estate cannot. It is important that this action plan contains a timeframe for delivery, along with key milestones and that there are periodic updates to this commission to monitor progress.

22. Southwark small to medium business and especially Global Ethnic Majority businesses are at risk of closures due to the current extreme economic circumstances. In order to preserve the historical and cultural heritage of Southwark businesses and the wider community, it is important for the council to consider providing additional financial support in the form SPF funds and CIL money. These businesses need to be protected from eviction, regeneration projects and policies that deter customers from visiting such as high parking charges.

Recommendation 7 - That the cabinet commission the council to devise a charter similar to the Schools Inclusion Charter whereby businesses that are important community/cultural assets, can apply for and be granted 'Heritage Business' status; therefore enabling them to access additional support, CIL money, protection from eviction and/or appropriate mitigation measures from any detrimental impacts associated with regeneration or other policies such as changes to parking. The charter could consider the wider impact and value that businesses which are owned or managed by under-represented groups such as women and Global Ethnic Majority groups have on the local economic area including employment.

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and Local Economy Scrutiny Commission agenda and minutes- 20 July 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CIId=550&MIId=7373&Ver=4 (see item 5)		

Background Papers	Held At	Contact
Education and Local Economy Scrutiny Commission agenda and minutes- 17 October 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7374&Ver=4 (see item 7)		
Education and Local Economy Scrutiny Commission agenda and minutes- 6 December 2022	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7375&Ver=4 (see item 8)		
Education and Local Economy Scrutiny Commission agenda and minutes- 8 February 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7376&Ver=4 (see item 5)		
Education and Local Economy Scrutiny Commission agenda and minutes- 6 March 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7587&Ver=4 (see item 6)		
Education and Local Economy Scrutiny Commission agenda and minutes- 19 April 2023	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=550&MId=7377&Ver=4 (see item 7)		
Westminster City Council	City of Westminster Council Website	NA

Background Papers	Held At	Contact
Global Majority - https://www.westminster.gov.uk/news/council-commits-serious-action-inclusion		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Member	Councillor Jason Ochere, Chair, Education and Local Economy Scrutiny Commission	
Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Amit Alva, Scrutiny Officer	
Version	Final	
Dated	1 June 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	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 June 2023	

Item No. 24.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Motions Referred from Council Assembly	
Ward(s) or groups affected:		All	
From:		Council Assembly	

RECOMMENDATION

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

BACKGROUND INFORMATION

2. Council assembly at its meeting on 22 March 2023 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, cabinet can decide to:
 - Note the motion; *or*
 - Agree the motion in its entirety, *or*
 - Amend the motion; *or*
 - Reject the motion.

KEY ISSUES FOR CONSIDERATION

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
Link: Agenda for Council Assembly on Wednesday 22 March 2023, 7.00 pm - Southwark Council		

APPENDICES

Number	Title
Appendix 1	Safer Southwark Communities
Appendix 2	Tackling Second Homes with Council Tax Premiums
Appendix 3	This Council commits to being a Diverse Council
Appendix 4	One year on, Southwark stands with Ukraine
Appendix 5	RSPCA: Pets as Prizes
Appendix 6	Southwark green finance

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer	
Version	Final	
Dated	15 May 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Finance	No	No
Assistant Chief Executive – Governance and Assurance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	15 May 2023	

APPENDIX 1**Safer Southwark Communities**

1. This council notes:
 - a. That Southwark Council thanks Baroness Casey for her independent review into the standards of behaviour and internal culture of the Metropolitan Police Service ('the Met').
 - b. Southwark residents and all Londoners expect and deserve a police service they can trust, not fear, which responds to the needs of the communities it serves and is accountable to the community for the decisions it makes. The fundamental principle of policing by consent requires the Met to both earn and maintain this public trust in everything it does.
 - c. We are therefore appalled by the findings of the review, including the finding of institutional racism, sexism, misogyny and homophobia in the Met and the failure to implement much needed operational, cultural and systemic change, despite numerous opportunities to do so over several decades.
 - d. Our community have been let down by a longstanding failure within the Met to fully accept that policing can also attract predators and bullies. The Met needs to be alive to this very serious risk. It needs to keep them out when they try to get in, to root them out where they exist, and to guard against the corrosive effects that their actions have on trust, confidence and the fundamental Peelian principles of policing by consent.
 - e. We are deeply concerned that our residents' trust and confidence in the Met has fallen even more than in other areas of London. Trust and confidence in the Met fell by 10% in Southwark in the last year alone. Less than half of Southwark residents feel the Met is doing a "good job". Our borough had the lowest number of residents in London who felt well informed about the activity of their local police. People from Black and mixed ethnic groups have the lowest trust and confidence in the Met of all racial groups.
 - f. We welcome the fact that the new Met Commissioner has committed to major reform of the Met and to rebuild Londoners' confidence in their Police Service.
 - g. However to rebuild trust and confidence in the police the Metropolitan Police Service must go further and must follow the full recommendations of the Casey report and work with our communities and the council in a genuine and meaningful way to deliver them.

- h. Southwark Council has written to Sir Mark Rowley, to seek a joint meeting with our basic command unit (BCU) partners, Lambeth Council, to discuss how these vital changes can best be taken forward in our two boroughs.
- i. The failures highlighted in the Casey review are overwhelmingly due to a longstanding failure of culture within the force. However, the review also highlights that government cuts to funding for the Met have exacerbated some problems, putting children and women in particular at greater risk and leading to a situation where London no longer has a functioning neighbourhood policing service.

2. This council resolves to:

- a. Send a joint letter from all Southwark councillors calling on the Met to fully implement the recommendations Baroness Casey has set out in her report
- b. Ask the Leader and Cabinet to:
 - i. Consistently and constructively challenge the Met to work with our community and especially women, Black, Asian, minority ethnic, young people and LGBTQ+ residents to restore trust and confidence in policing
 - ii. Maintain and strengthen the work of the Youth Independent Advisory Group – young people who train Met officers on the fair and respectful use of stop and search – and the work of our pilot Police Encounter Panels, who review body worn video footage.
 - iii. Build on the work of the Youth Independent Advisory Group, to create the opportunity for other groups to review and challenge policing practices constructively including work with our women and our Black, Asian, minority ethnic and LGBTQ+ communities.
 - iv. Write to the Home Secretary asking her to urgently take action to amend the law so that failing police officers can be dismissed where needed.
 - v. Work with colleagues in London Councils, as well as with our local London Assembly Member, Marina Ahmad, to challenge and support the Met to deliver these vital reforms.
- c. Request that the council's Overview and Scrutiny Committee and Housing and Community Safety Scrutiny commission consider how they can proactively work with our community to hold the Met to account for their progress against Baroness Casey's recommendations, and use the full powers of Southwark's Overview and Scrutiny function to summon relevant senior members of the

Metropolitan Police Service to give regular updates on progress made in relation to implementing the recommendations of Baroness Casey's report.

- d. Campaign with other local authorities and the Greater London Authority (GLA) to fully reverse the government's damaging police cuts.

APPENDIX 2**Tackling Second Homes with Council Tax Premiums**

1. Council assembly notes that:
 - a. The UK is in the midst of a housing crisis.
 - b. As of 1 February 2023, Southwark had 17,509 residents on the housing waiting list. This is a national issue, and we as a council are determined to tackle it. Figures compiled by London Councils suggest there are currently 166,000 homeless Londoners living in temporary accommodation within the capital. Out of these, 81,000 are children, meaning one in every 23 children in London is homeless.
 - c. While thousands in our borough wait years for decent accommodation, those with means continue to buy up properties, reducing the housing supply even further and exacerbating housing inequality.
 - d. To the detriment of ordinary residents, London has become fertile ground for the development of 'investment properties' – destined to be second homes for, or left empty by, the lucky few who can afford them. In response, Cabinet approved the Southwark Empty Homes Action Plan in October 2021 to bring empty homes back into use and increase the supply of homes for homeless households in Southwark.
 - e. Our two best means to tackle the housing crisis are through our own council home delivery programme and through the planning process. Since 2010, Southwark has delivered, or started on site, 3,020 new council homes. Through the planning process, we demand at least 25% social housing in all new developments, as part of our overall commitment to 35% affordable housing, and this target has been exceeded in every quarter this year.
 - f. Southwark has one of the most clear and direct requirements for private developers, to ensure they build social rent homes, and since 2010 this had led directly to 5,024 new social rent homes being delivered or under construction in Southwark.
 - g. Investment properties contribute the housing crisis. The council welcome the work already done to encourage developers to market new homes locally first, and the work to encourage developers in signing up to the Mayor of London's initiative to offer Londoners 'first dibs' on new homes in the capital.
 - h. These are important steps, and more robust legislation is needed from central government to make it easier for local authorities to ensure that house builders market locally first.

- i. However, local authorities like Southwark cannot tackle the housing crisis alone. We need action from central government. Instead, the housing crisis has been made worse by 12 years of government failure. Notably, in 2010 the Liberal Democrat and Conservative coalition slashed funding for subsidised housing by 60%.
- j. By contrast, the Labour Party has committed to building a “new generation of council housing.” Under a Labour government, the country would deliver more than 400,000 social homes, by building and bringing homes back into the ownership of local councils and communities.

2. Council assembly further notes that:

- a. The council currently applies the maximum allowable premium on council tax for empty homes.
- b. Thanks to lobbying from the Labour Party and local government, councils will be granted additional powers by central government to tackle second homes.
- c. Clauses 73 of the Levelling Up and Regeneration Bill will allow councils to charge an additional 100% council tax premium on second homes.
- d. These additional powers will discourage purchase of second homes and bring in additional revenue for the council.
- e. Southwark must ensure residents now that it will use these new powers to the full effect as soon as they are implementable.
- f. The Levelling Up and Regeneration Bill does not go far enough in granting new powers to local authorities. The council has been lobbying for additional powers to tackle empty homes and to simplify the existing powers to make them easier and cheaper to use, such as empty dwelling management orders (EDMO) and compulsory purchase orders (CPO).
- g. Thanks to lobbying and campaigning from the Labour Party, there has been some movement from the government on this issue, with potential changes to the application of council tax premiums to empty but substantially furnished properties, and potentially reducing the vacant period to one year from two before a premium can be applied. The council will continue to push for these new powers as the Levelling Up and Regeneration Bill progresses.
- h. Further powers are needed to tackle this issue. The government must introduce:

- i. Simpler, swifter and more cost effective enforcement powers, such as simplifying EDMO and CPO procedures and allowing for community impact and housing need to be accepted reasons to seek enforcement actions.
 - ii. New planning powers to allow local authorities to revert property to local authority's affordable housing supply where it remains empty following completion. Current planning powers do not allow for planning consent to require homes to be occupied. If new powers are introduced the council would quickly implement these new powers.
 - iii. Greater flexibility over council tax premiums on empty homes – government should allow unlimited council tax premiums on empty homes and greater flexibility to enable local authorities to charge the premium on homes empty for less than 2 years. We will also seek further flexibilities to charge premiums on second homes and other furnished empty properties.
 - iv. Increased resources for grants and loans
- i. The current council tax receipt revenue is all allocated into the general fund, and is assigned to spending that was agreed by the Labour group and the Liberal Democrat group of councillors at last month's budget and council tax setting Council Assembly.

3. Council assembly resolves to:

- a. Continue to charge the highest possible rates of council tax on empty homes and second homes, and continue to lobby for the inclusions of clause 73 of the Levelling Up and Regeneration Bill.
- b. Carefully consider how best to use any additional revenue from the premium to improve the lives of Southwark residents and to tackle the housing crisis.
- c. Lobby central government to introduce further legislation allowing councils to impose higher council tax premiums on empty and second homes.
- d. Support the election of a Labour Government at the earliest opportunity that would tackle the housing crisis through an expansion of council houses, and has committed to building a "new generation of council housing" and tackle the housing crisis.

APPENDIX 3**This Council commits to being a Diverse Council**

1. Council Assembly notes:
 - a. Councillors represent their community and it is important that they reflect the diversity within their communities, particularly those with protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).
 - b. Diversity in representation makes for good decision making.
 - c. The work of Baroness Debbie Wilcox of Newport and the Co-operative Party in developing a Declaration for councils aimed at increasing diversity in local government.
 - d. The council has already adopted a parental leave policy setting out members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances.
2. This Council resolves to:
 - a. Provide a clear public commitment to improving diversity in democracy by signing up to the Co-operative Party's Diverse Councils Declaration.
 - b. Demonstrate an open and welcoming culture to all, promoting the highest standards of behaviour and conduct.
 - c. Set out a local Diverse Council Action Plan ahead of the next local elections. Including:
 - i. Encourage each political group to appoint Diversity Ambassadors to work with each other and local party associations to encourage recruitment of candidates from under-represented groups.
 - ii. Encourage and enable people from under-represented groups to stand for office through the provision of activities such as mentoring and shadowing programmes and information and learning events for people interested in standing as official candidates.
 - iii. Proactive engagement and involvement with local community groups and partner organisations supporting and representing under-represented groups

- iv. Encourage each political group to ensure that all members and candidates complete a candidates' and councillors' survey distributed at election time.
 - v. Encourage each political group to set ambitious targets for candidates from under-represented groups at the next local elections.
- d. Work towards the standards for member support and development as set out in the LGA Councillor Development Charter and/or Charter Plus.
- e. Demonstrate a commitment to a duty of care for councillors by:
- i. providing access to counselling services for all councillors having regard for the safety and wellbeing of councillors whenever they are performing their role as councillors.
 - ii. taking a zero-tolerance approach to bullying and harassment of members including through social networks.
- f. Provide flexibility in council business by:
- i. regularly reviewing and staggering meeting times
 - ii. encouraging and supporting remote attendance at meetings, where physical attendance is not a legal requirement
 - iii. agreeing recess periods to support councillors with caring or work commitments.
- g. Encourage all members take up the allowances and salaries to which they are entitled, particularly any reimbursement for costs of care, so that all members receive fair remuneration for their work and that the role of member is not limited to those who can afford it.
- h. Ensure that councillors from under-represented groups are represented whenever possible in high profile, high influence roles.

One year on, Southwark stands with Ukraine

1. Council assembly notes that:
 - a. On 24 February 2022, Vladimir Putin commenced his illegal invasion of the sovereign state of Ukraine.
 - b. Within this unprecedented humanitarian crisis, over 8,000 people have died and more than 8,000,000 have been forced to flee their country as refugees.
 - c. The whole United Kingdom, from local authorities to central government, must continue to stand in unwavering support of Ukraine and in explicit condemnation of Vladimir Putin's illegal invasion.
2. Council assembly welcomes that:
 - a. One year ago, a cross-party motion expressed Southwark's support for Ukraine in the face of Russian aggression.
 - b. Southwark is a borough of sanctuary for refugees and has welcomed nearly 500 refugees since the invasion began
 - c. Southwark council provides tailored support to refugee's living in Southwark; providing regular welfare checks for guests, help with school places for children, registering with GPs, advice and support as needed on employment, benefits, access to housing in the PRS, opening bank account, referrals to other agencies for support where that is required including health and mental health.
 - d. Southwark Council also support refugee families with any other integration support that is needed, deal with any safeguarding issues that arise, arrange emergency financial support prior to people accessing benefits or employment, deliver support in finding new hosts or moves into other forms of accommodation where relationships with the original host do not work out. Alongside this, every individual or family has a named caseworker.
 - e. The Council is fully supporting host families in Southwark, ensuring quality accommodation and supporting families to make any changes needed, making thank you payments to hosts of £350 per month, and offering advice and support as required to hosts through the named caseworkers.
3. Council assembly further notes that:
 - a. Southwark council fully supports and carefully observes the economic sanctions brought against the Russian federation following its brutal invasion of Ukraine.

4. Council assembly resolves to:
 - a. Continue to support and carefully observe the economic sanctions brought against the Russian federation following its brutal invasion of Ukraine.
 2. Unilaterally condemn, on behalf of all elected members of Southwark Council, the cruel, criminal and unprovoked aggression of Vladimir Putin and Russia against Ukraine.

APPENDIX 5**RSPCA: Pets as Prizes**

1. This Council:
 - a. Is concerned about the number of cases reported to the RSPCA each year, regarding pets given as prizes via fairgrounds, social media and other channels in England – and notes the issue predominantly concerns goldfish.
 - b. Is concerned for the welfare of those animals that are being given as prizes.
 - c. Recognises that many cases of pets being given as prizes may go unreported each year.
 - d. Supports a move to ban the giving of live animals as prizes, in any form, in Southwark.
2. The Council agrees to:
 - a. Ban outright the giving of live animals as prizes, in any form, on Southwark land.
 - a. Write to the UK Government, urging an outright ban on the giving of live animals as prizes on both public and private land.

Southwark green finance

1. Council assembly notes that:
 - a. The commitment to 'launch Southwark Green Finance, to create new ways for local people and businesses to invest in making our borough net zero and expanding community energy' was a key commitment in the recent Southwark Labour manifesto. Southwark Green Finance can be a vital part in tackling the climate emergency.
 - b. The council's delivery plan sets out a timeline to scope out this project and consider different options, including climate bonds.
 - c. The Environment and Community Engagement Scrutiny Commission is also considering climate finance this year and will issue recommendations to the council in coming months, based on evidence and testimonials from leading experts.
 - d. Southwark Council must prioritise tackling the climate emergency, dedicating sufficient funding and investment in positive policies that reduce emissions, improve air quality and promote biodiversity protection in Southwark and across the globe.
 - e. The Southwark Citizen's Jury on Climate showed us all the pivotal role the local community can and must take in the council's climate strategy.
 - f. 'Southwark Green Finance' can further engage residents in Southwark's approach to tackling the climate emergency.
 - g. Schemes like 'Southwark Green Finance' will allow residents, from Southwark or elsewhere, to invest their money in specific income generating projects that benefit the local community and have a positive climate impact.
 - h. Investors can choose to give back the interest on their investments to fund smaller, non-income generating projects such as wildflower meadows.
 - i. Our climate change agenda across the whole council is hugely ambitious and we are spending many millions of pounds across every part of the council to tackle the climate emergency. Climate action bonds may play a role in raising the capital for the project, but it is worth noting that a 1 million pound fund would represent a relatively small part of the funding needed to tackle climate change.
2. Council assembly further notes that:

- a. The UK's first Community Municipal Investment in West Berkshire raised £1m which was used in part to fund solar panel installation on public buildings.
 - b. Neighbouring Labour Council Lewisham has just launched a Climate Action Bond, aiming to raise £1m for local climate initiatives.
 - c. Labour-run councils Islington, Camden and local authorities around the UK have funded similar projects through launching Community Municipal Investment using the 'Abundance Investment' platform.
3. Council assembly resolves to:
- a. Launch 'Southwark Green Finance' in the next financial year, as a means to use community investment to tackle climate change.
 - b. Determine which projects would bring the most benefit to each local community and reduce the most carbon emissions, ensuring decision making is both guided by science and informed by resident consultation via multi-ward forums, Southwark 2030 events and events such as the recent Southwark Climate Day.
 - c. Reinvest any returned interest in socially and environmentally positive schemes around Southwark.
 - d. Support the election of a Labour Government, at the earliest opportunity that would make Britain a clean energy superpower to create jobs, cut bills and boost energy security with zero-carbon electricity by 2030, accelerating to net zero.

Item No. 25.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Nominations to Panels, Boards and Forums 2023-24	
Ward(s) or groups affected:		Not applicable	
From:		Proper Constitutional Officer	

RECOMMENDATIONS

1. That the cabinet agrees the allocation of places to the panels, boards and forums set out in Appendix A of the report for the 2023-24 municipal year and nominates members accordingly.

BACKGROUND INFORMATION

2. It is for the cabinet to agree the allocation of places to panels, boards and forums in connection with the functions that are the responsibility of the cabinet.
3. Details of all the nominations received for the panels, boards and forums listed in Appendix A will be published in advance of the cabinet meeting on 13 June 2023.

KEY ISSUES FOR CONSIDERATION

Proportionality

4. Appendix A sets out the detail of those, panels, boards and forums for which nominations are required for the 2023-24 municipal year. There is no requirement that appointments to panels, boards and forums are proportionate and in the past, where the allocation of seats has been proportionate, this has been done by local agreement.
5. There is no requirement that a seat allocated to a particular group can only be filled by a member of that group. Therefore, groups have the discretion to allocate seats as they wish, including to a member of another group or an individual councillor.

Establishment of new bodies

6. Members may wish to establish new bodies or recommend that officers look into changing the status of existing bodies. In relation to the creation of new bodies, Members will need to:

- (i) agree new terms of reference
- (ii) agree the membership and allocation of places
- (iii) consider whether to appoint the chair and vice-chair.

Consultation

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

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

Community impact statement

8. The council is being invited to make nominations to various panels, boards and forums. The nominations process has no direct impact on the community.

Equalities (including socio-economic) impact statement

9. There are no specific implications arising.

Health impact statement

10. There are no specific implications arising.

Climate change implications

11. There are no specific implications arising.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Nominations to Panels, Boards and Forums 2023-24

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Draft	
Dated	25 April 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	No	No
Date final report sent to Constitutional Team		

APPENDIX A

NOMINATIONS TO PANELS, BOARDS AND FORUMS 2023-24

JOINT PARTNERSHIP PANEL (TRADE-UNION CONSULTATION)

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
2 representatives from the cabinet. The previous appointment by cabinet was the leader of the council and cabinet member responsible for human resources.	2 representatives from the cabinet	2 Councillors	None

HOMEOWNERS SERVICE CHARGE ARBITRATION TRIBUNAL

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

Allocation 2023-24	Proposed Allocation 2023-24	Council Appointment	Comments
Unlimited	Unlimited	Members to act as pool	Cabinet members are not able to be members of the panel.

TENANCY AND LEASEHOLD ARBITRATION TRIBUNALS

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
Unlimited.	Unlimited	Members to act as a pool	Cabinet members are not able to be members of the panel.

SOUTHWARK SAFEGUARDING ADULTS BOARD

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
Cabinet Members with responsibility for public health and community safety	Cabinet Members with responsibility for public health and community safety	2	

SOUTHWARK SAFEGUARDING CHILDREN'S BOARD

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
Cabinet Member with responsibility for children, young people and education	Cabinet Member with responsibility for children, young people and education	1	

STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrats – 1	4 Councillors	

SOUTHWARK TENANT MANAGEMENT ORGANISATION COMMITTEE

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

Allocation 2022-23	Proposed Allocation 2023-24	Council Appointment	Comments
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrat – 1	4 Councillors and Cabinet Member with responsibility for Housing	

Item No. 26.	Classification: Open	Date: 13 June 2023	Meeting Name: Cabinet
Report title:		Appointments to Outside Bodies 2023-24	
Ward(s) or groups affected:		Not applicable	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet consider and agree appointments to the outside bodies listed in Appendix A of the report for the 2023-24 municipal year.

BACKGROUND INFORMATION

2. Each year the council makes appointments/nominates individuals to outside bodies.
3. Details of all the nominations received for the bodies listed in Appendix A will be published in advance of the cabinet meeting on 13 June 2023.

KEY ISSUES FOR CONSIDERATION

Appointments to outside bodies

4. It is for the cabinet to affiliate to and appoint representatives to outside bodies where such appointments are a function of the cabinet.
5. Attached as Appendix A is a list of the outside bodies the cabinet are being recommended to consider appointing to for the 2023-24 municipal year.

Legal implications

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

Consultation

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

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

Community impact statement

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

Equalities (including socio-economic) impact statement

9. There are no specific implications arising.

Health impact statement

10. There are no specific implications arising.

Climate change implications

11. There are no specific implications arising.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Appointments to outside bodies 2023-24

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Draft	
Dated	25 April 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	No	No
Date final report sent to Constitutional Team		

APPENDIX A

APPOINTMENTS TO OUTSIDE BODIES 2023-24

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

Name	Purpose	No. of places	Notes
	governance of the college is headed by a Corporation Board.		
Browning Estate Management Association	To oversee the management/running of Browning Estate with its own independent budget.	1	(Housing function)
Canada Water Consultative Forum	The forum is responsible for advising on the overall direction of development proposals and ensuring public awareness and involvement in the development proposals.	4	(Regeneration function)
Capital Letters (Boroughs' Representative Body (BRB))	Working in partnership to solve the homelessness crisis across the Capital creatively, innovatively, collaboratively and relentlessly.	1	(Housing function) Tends to be cabinet member (although no requirement)
Central London Forward	To provide a cross-sector 'voice for central London'. It operates at a strategic level, seeking to influence policy makers on matters of mutual interest to the communities and businesses of central London.	1	(Regeneration function) Must be the Leader of the Council.
Central London Forward (Employment and Skills Board)	The Employment and Skills Board brings together some Leaders, cabinet members and senior officers from across CLF member authorities, along with other key stakeholders such as GLA and FE providers to discuss employment and skills	1	(Jobs and Skills function)

Name	Purpose	No. of places	Notes
	priorities for central London.		
Centre for Literacy in Primary Education	Professional development and family learning centre. Provides a range of education support, advisory and direct delivery services to schools and families throughout Southwark.	1	(Education function)
Cross River Board	To deliver cross-borough regeneration initiatives north and south of the River Thames in the London Boroughs of Southwark and Lambeth, the Corporation of London and the City of Westminster.	1	(Regeneration function) Usually the leader or cabinet member for regeneration.
Crystal Palace Community Development Trust	Trust set up to oversee the development of the Crystal Palace area.	1	(Regeneration function)
Greencoats Studios (UAL, Wilson Road) Steering Group	To provide high-level oversight of Greencoats Studios (educational hub under UAL Institute of Creative Computing, plus incubator workspace) and delivery against SLA aims and outputs, including community programme, community free use of space, community resource scheme & lettings approach. Attendance at and input to Steering Group meetings.	1/2	Education and community function

Name	Purpose	No. of places	Notes
Groundwork London, Local Authority Strategic Input Board	<p>The Local Authority Strategic Input Board enables Local Authorities to shape the strategic direction of Groundwork within Local Authorities by:</p> <ul style="list-style-type: none"> • Advising Groundwork on the regeneration needs of local communities. • Providing input to the development process for projects and programmes. • Developing and maintaining close relationships with elected members and officers of local authorities. • Developing relationships with other key local partners. 	1	(Regeneration function)
Guys and St Thomas NHS Foundation (Council of Governors)	<p>To advise the trust on how it carries out its work so that it is consistent with the needs of the members and wider community.</p> <p>The governors:</p> <ul style="list-style-type: none"> • help the trust to carry out its duties in ways that meet with NHS values and the terms agreed with Monitor, the independent regulator for NHS Foundation Trusts • advise the trust on its longer term 	1	(Health function)

Name	Purpose	No. of places	Notes
	<p>strategy</p> <ul style="list-style-type: none"> provide advice and support to the Board of Directors, who are responsible for the overall management of the trust. 		
Kings College Hospital NHS (Council of Governors)	<p>Their vision is to become a fundamentally new kind of hospital built around patient need, offering patients the highest quality of care, and to deliver this as part of a joined-up and well-managed healthcare system, built in partnership with GPs and other healthcare providers.</p>	1	(Health function)
London Bridge Improvement District BID	<p>The BID works with partners and 350+ business members, with a vision to make London Bridge one of the most sustainable, culturally innovative and compelling places for business and tourism in the world to create:</p> <ul style="list-style-type: none"> A Great Place to Work and Visit An Environmentally Focused Business District A Thriving Community. 	1	Regeneration function (cabinet member)
London Road Safety Council (LRSC)	<p>To reduce the number of road accident casualties within Greater London and provide a means of communication relating to road accident prevention between</p>	2	(Community safety function) Up to two elected members and an officer from road safety education.

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

Name	Purpose	No. of places	Notes
	<p>equalities and diversity in football</p> <ul style="list-style-type: none"> • To publicise the work being done by Millwall Football Club to tackle racism and promote equalities and community cohesion. 		
Mountview	<p>Mountview is a world-leading drama school that offers professional vocational training in performance and production arts to over 500 Foundation, Undergraduate and Postgraduate students. In 2018 Mountview moved into a purpose-built facility in Peckham that comprises two theatres, 23 acting and dancing studios, TV and radio suites, practice rooms, meeting rooms and café / bars.</p>	1	(Culture function)
Newable Limited (formerly Greater London Enterprise Limited)	<p>To assist, promote, encourage and secure the physical and economic development and regeneration of the whole or any part of Greater London.</p>	1	(Regeneration function) Does not have to be a councillor.
North Southwark Environment Trust	<p>The preservation and conservation of the environment for the benefit of the public, including the promotion of energy efficiency and efficient methods of disposing of waste.</p> <p>The provision of facilities for education, recreation</p>	1	(Environment function) Does not have to be a councillor. The area of benefit covered by the trust is north of the roads known as Camberwell New Road, Camberwell Church Street, Peckham Road, Peckham High Street and

Name	Purpose	No. of places	Notes
	or other leisure time occupation, in the interests of improving the conditions of life of the inhabitants covered by the area of benefit.		Queens Road.
Oru Space (20-22 Lordship Lane) Steering Group	<p>To provide high-level oversight of Oru Space (Co-work space & Wellness Hub) and delivery against SLA aims and outputs, including business support and community events use.</p> <p>Attendance at and input to Steering Group meetings.</p> <p>Quarterly meetings.</p>	1/2	Economic and community function
Peckham Levels Steering Group	To provide high-level oversight of Peckham Levels (cultural event space, workspace and creative studios) and delivery against SLA aims and outputs, including oversight of community use of event space, community resource scheme and community investment fund, lettings and supported space.	1/2	Cultural and community function
Peckham Palms Steering Group	To provide high-level oversight of Peckham Palms (Hair & beauty and retail arcade plus workspace) and delivery against SLA aims and outputs, including business support and community events.	1/2	Cultural and community function

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

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

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

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

Name	Purpose	No. of places	Notes
	deliver value for money and target funds at tackling issues of local concern and crime prevention.		
WeAreWaterloo BID (Business Improvement District)	To create a safer and more pleasant trading environment for businesses and to promote the area to bring in more visitors, whilst maintaining its individuality and unique character.	1	(Regeneration function) Usually a ward councillor (St. George's).
Walworth Group	This group brings together community groups, voluntary organisations, the council, statutory service providers, housing associations and other stakeholders that work within Walworth (the three wards of North Walworth, Faraday and Newington).	1	(Community engagement function)

CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2023-24**

NOTE: Original held by Constitutional Team; all amendments/queries to
Paula.thornton@southwark.gov.uk

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Stephanie Cryan		Allan Wells	1
Helen Dennis		Ian Young	1
James McAsh			
Darren Merrill		Others	
Catherine Rose		Paula Thornton, Constitutional Officer	6
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