

Cabinet

Tuesday 12 September 2023

11.00 am

Ground Floor West, 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 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
Homes, Communities and Finance
Community Safety
Climate Emergency, Clean Air and Streets
Neighbourhoods, Leisure and Parks
Jobs, Skills and Business

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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: 4 September 2023



Cabinet

Tuesday 12 September 2023
11.00 am
Ground Floor West, 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

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 dispensation in respect of any item of business to be considered at this meeting.

Item No.	Title	Page No.
5.	MINUTES	1 - 9
	To approve as a correct record the minutes of the open section of the meeting held on 10 July 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 public questions is midnight Wednesday 6 September 2023.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Wednesday 6 September 2023.	
8.	A HOME TO BE PROUD OF - THE COUNCIL'S PLAN FOR IMPROVING ITS HOUSING REPAIRS SERVICE TO TENANTS	10 - 22
	To note and welcome the council's plans to improve the council's repairs service, and the progress over the last 12 months and the renewed focus on working closely with residents and trades unions.	
9.	LAND FOR GOOD, THE REPORT OF THE 2023 SOUTHWARK LAND COMMISSION	23 - 28
	To note the recommendations set out in Land for Good, the report of the 2023 Southwark Land Commission and that officers consider these recommendations and report back to cabinet.	
10.	POLICY AND RESOURCES STRATEGY: REVENUE MONITORING REPORT, MONTH 4 2023-24	29 - 46
	To note the key adverse variations and budget pressures and approve the interdepartmental budget movements that exceed £250k.	
11.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: INDIVIDUAL HEATING AND WATER REPAIRS AND MAINTENANCE WORKS	47 - 68
	To approve the procurement strategy to undertake a tender procedure for the heating and water repairs, maintenance, refurbishment and replacement work contracts.	

Item No.	Title	Page No.
12.	RESPONSE TO ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY REVIEW: FINANCING SOUTHWARK'S GREEN TRANSITION	69 - 82
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
13.	RESPONSE TO ENVIRONMENT AND COMMUNITY ENGAGEMENT SCRUTINY REVIEW: RESIDENT PARTICIPATION FRAMEWORK	83 - 96
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
14.	RESPONSE TO HOUSING AND COMMUNITY SAFETY SCRUTINY REVIEW: HOUSING REPAIRS SERVICE, COUNCIL LEASEHOLDERS AND EMPTY HOMES	97 - 102
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
15.	RESPONSE TO HOUSING AND COMMUNITY SAFETY SCRUTINY REVIEW: VIOLENCE AGAINST WOMEN AND GIRLS, HATE CRIME AND DOMESTIC ABUSE	103 - 111
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
16.	RESPONSE TO HEALTH AND SOCIAL CARE SCRUTINY REVIEW: CARE CONTRIBUTIONS	112 - 124
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
17.	RESPONSE TO HEALTH AND SOCIAL CARE SCRUTINY REVIEW: ACCESS TO MEDICAL APPOINTMENTS (KEY WORKER HOMES)	125 - 129
	To consider the response to recommendation 9 (key worker homes) in respect of the scrutiny commission report.	

Item No.	Title	Page No.
18.	RESPONSE TO EDUCATION AND LOCAL ECONOMY SCRUTINY REVIEW: MITIGATING FALLING PUPIL NUMBERS IN SCHOOLS	130 - 139
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
19.	RESPONSE TO EDUCATION AND LOCAL ECONOMY SCRUTINY REVIEW: IMPACT OF COST OF LIVING CRISIS ON BUSINESSES	140 - 150
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
20.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY 12 JULY 2023	151 - 163
	To consider the following motions referred from council assembly 12 July 2023 as follows:	
	<ul style="list-style-type: none"> • Health and wellbeing in Southwark • Support the #LiftTheBan Campaign • A Clean Southwark • Tackling damp and mould. 	
21.	APPOINTMENT TO OUTSIDE BODY 2023-24: BOARD OF SOUTHWARK COLLEGE CORPORATION	164 - 166
	To agree an appointment to an outside body.	

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

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

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

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

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

Date: 4 September 2023



Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 10 July 2023 at 11.00 am at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: 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 Catherine Rose
Councillor Martin Seaton

1. APOLOGIES

An apology for absence was received from Councillor Darren Merrill.

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

None.

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

None were received.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Kieron Williams declared a disclosable pecuniary interest as a member of the

Transport for London board in respect of item 9, Streets for People strategy. He confirmed that he would leave the meeting room when this item was being discussed.

ANNOUNCEMENTS

Councillor Kieron Williams commented on the recent 25th anniversary of the Windrush and the events taking place in Southwark and nationally.

Additionally, reference was also made to the 75th anniversary of our incredible National Health Service.

5. MINUTES

An amendment was notified in respect of page 25 of minutes (Item 26, Appointments to Outside Bodies). Councillor Helen Dennis was appointed as representative to Cross River Board and it was confirmed that this should in fact be Councillor James McAsh.

RESOLVED:

That the minutes of the open section of the meeting held on 13 June 2023 subject to the above amendment, be approved as a correct record and signed by the chair.

6. DEPUTATION REQUESTS

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

RESOLVED:

1. That the following deputation requests be heard:
 - Southwark Living Streets
 - Local residents oppose the CPZ for Nunhead and Peckham wards
 - Southwark Extinction Rebellion.
2. A spokesperson for each deputation addressed cabinet for five minutes and questions were asked of the deputations for a period of five minutes.

7. PUBLIC QUESTION TIME (15 MINUTES)

1. Bridget Furst

Going forward, will research and reports created by Dr Anna Goodman be considered unbiased by Southwark Council (given her apology for tearing down a poster in a shop in West Dulwich which was against Low Traffic Neighbourhoods)?

Response by Councillor James McAsh, Cabinet Member for Climate Emergency, Clean Air and Streets

Councillor James McAsh responded by explaining that all transport policy is based on a broad evidence base and expressed the importance of democracy and the fair exchange of ideas through debate.

2. Clive Rates

Following his letters to the e-bike and scooter operators active in Southwark, can Council Leader Williams confirm how many disruptively parked e-bikes and scooters Southwark has since removed and stored, and will he accept responsibility as Leader if these steps fail to resolve the issue?

Response by the Leader

Councillor Kieron Williams responded to the question at the meeting by highlighting the positive benefits of e-bikes and the position that the council currently relies on voluntary agreements with the providers. Actions are being taken by the council by informing the providers when bicycles need to be removed (and have been undertaken within a two hour time-frame). Work and effort to resolve the issues will continue.

3. Jane Lyons (Clive Rates asked question on behalf of Jane Lyons)

Councillor James McAsh claims the 'Movement Plan 2019' justifies imposing a borough-wide CPZ, overruling required local consultations. Does he accept that with only 1,025 consultee responses from over 300,000 Southwark residents, the Plan gives him no such mandate and in fact should be redone, being nearly five years old?

Response by Councillor James McAsh, Cabinet Member for Climate Emergency, Clean Air and Streets

Councillor James McAsh explained that the pledge was made in 2019. The council has also since this time consulted on for example the climate action plan which has shown the desire for healthier and safer forms of transport and cleaner air to enable residents to walk and cycle and socialise/play in a safe environment.

The following public questions were also received:

4. Richard Newell

Since borough-wide CPZ was not a manifesto policy and since the public consultation on the Movement Plan did not ask for the public's views on the idea of controlled parking, will the cabinet accept that the general public in Southwark has never agreed to the idea of a borough-wide CPZ?

5. Linda Bird

In Southwark's final 'equality impact assessment' covering Dulwich LTN, used as evidence to make the scheme permanent, four academic research papers by Anna Goodman are cited and relied on. Given the recent Telegraph article questioning her integrity and impartiality, will Southwark now revisit this assessment.

6. Alex Hamilton

In his 2021 paper 'Tackling the Climate Emergency Together', Councillor Leader Williams promised as an 'immediate action' to 'Review the 11 existing LTNs over the next 18 months including impact on carbon emissions.' When will Southwark publish this data, rather than traffic counts and air quality monitoring data?

7. Tristan Honeyborne

Can the cabinet member for streets direct me to where in the Dulwich Village Phase 2 consultation report his claim 'the feedback... was supportive in relation to the objectives of the permanent scheme at the junction of Calton Avenue and Dulwich Village' is evidenced; the report showed no such support?

As the questioners were not in attendance, the leader confirmed that arrangements would be made for responses to be sent after the meeting.

8. SOUTHWARK'S RESPONSE TO THE COST OF LIVING CRISIS 2023-24

Cabinet also heard representations from the following with regard to their work with the council, support for residents and evidence of the impact of the cost of living crisis:

- Tim Clark, Strategic Support, Citizens Advice Southwark
- Cathy Deplessis, Director, Southwark Pensioners Centre and
- Chris Price, Chief Executive, Pecan.

RESOLVED:

1. That the ongoing impact of the cost of living crisis, what it means for residents of Southwark, and the council's ongoing approach to support residents in 2023-24 be noted.
2. That the council's £5.47m allocation from the Government's *Household Support Fund* and its inclusion within a new Southwark Council cost of living fund in 2023-24 be noted.
3. That the new Southwark cost of living response for the period April 2023 – March 2024 and the *Cash First* approach to the distribution of support (help to pay bills) be approved.
4. That responsibility to make future amendments to the Southwark cost of living fund be delegated to the strategic director of finance in consultation with the cabinet member for communities, democracy and finance.
5. That other activities to support residents during the cost of living crisis including all the strands as set out be noted.

9. STREETS FOR PEOPLE STRATEGY

Having declared a disposable pecuniary interest, Councillor Kieron Williams left the meeting while this item was being discussed and Councillor Jasmine Ali chaired the meeting for this item.

RESOLVED:

1. That the streets for people strategy (Appendix 1 of the report) be approved and the feedback from the consultation undertaken between December 2022 and February 2023 be noted.
2. That the proposed neighbourhood consultation on local needs and consultation on the walking, cycling and electric vehicle (EV) charging plans in order to inform the creation of streets for people interactive maps be approved.

At the conclusion of this item and decisions, Councillor Kieron Williams returned to the meeting.

10. CLIMATE CHANGE STRATEGY ANNUAL PROGRESS REPORT AND ACTION PLAN UPDATE

RESOLVED:

1. That the progress that Southwark has made tackling the climate emergency in the last year and the updates to the climate action plan be welcomed.
2. That the draft climate resilience and adaptation strategy be noted and officers be asked to consult on this, before returning to cabinet in December 2023 with a final paper to be appended to the climate strategy.
3. That the proposed external governance structure, which sets out how the council will build relationships with key external partners in the borough on climate change be noted.
4. That the investment already made to support tackling climate change in the borough be welcomed and that the lack of resources which have been made available by government to reduce carbon be noted with concern.

11. ALLOCATION OF STRATEGIC COMMUNITY INFRASTRUCTURE LEVY (CIL)**RESOLVED:**

That the allocation of £1m of strategic community infrastructure levy funding to invest in council owned premises at 201-203 Camberwell Road to help support the delivery of a new Southwark Pensioners Centre (“SPC”) facility be approved.

12. INTERIM ALLOCATIONS OF LOCAL COMMUNITY INFRASTRUCTURE LEVY (CIL) SOUTHWARK**RESOLVED:**

That the additional funding allocations to complete current community infrastructure levy (“CIL”) projects after initial feasibility, design or phases of works as noted in paragraph 18 of the report be approved.

13. POLICY AND RESOURCES STRATEGY: FINANCIAL REMIT 2024-25 TO 2026-27**RESOLVED:**

1. The three-year medium term financial strategy (MTFS) with an estimated general fund budget gap of £24m in 2024-25 rising to £50m, cumulatively, by 2026-27 based on the assumptions set out in paragraphs 30-43 of the report be noted.
2. That it be noted that the strategic director of finance, with the support of other

strategic directors, will seek to prepare indicative savings options and growth proposals for a three year period from 2024-25 to 2026-27.

3. That it be noted that cabinet will receive further reports in the autumn as more information regarding funding is made available.

14. AMALGAMATION OF CAMELOT AND COBOURG PRIMARY SCHOOLS

It was confirmed that since the publication of this report one representation had been received. It was explained that this was a general concern, which is covered by the points set out in paragraph 38 of the report.

RESOLVED:

That it be agreed to amalgamate Cobourg Primary School and Camelot Primary School from the 31 August 2023, entailing the closure of Cobourg Primary School.

15. GATWEAY 1 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) BUSES PROCUREMENT STRATEGY

RESOLVED:

1. That the procurement strategy for the special educational needs and disabilities (SEND) bus contract via a single supplier negotiation, with Healthcare and Transport Services for 24 months with an optional 12 month extension be approved.
2. That it be noted that the estimated value of the contract is £6.2m with a lifetime value of £9.3m if the 12-month option is agreed.
3. That the decision to award the contract be delegated to the strategic director, children and adult services in consultation with the deputy leader and cabinet member for children, education and refugees for reasons noted in paragraph 21 of the report.
4. That it be noted that a longer-term strategic approach will be explored in a planned gateway 0 report (strategic options assessment).

16. GATEWAY 1 INTEGRATED SEXUAL AND REPRODUCTIVE HEALTH SERVICES PROCUREMENT STRATEGY

RESOLVED:

1. That the procurement strategy to allow Lambeth to enter into direct

negotiations on behalf of Southwark with two providers, Guy's and St Thomas' NHS Foundation Trust and King's College Hospital NHS Foundation Trust, for the delivery of integrated sexual and reproductive health services be approved.

2. That it be noted that the two integrated sexual and reproductive health services contracts will have a combined maximum estimated annual value of £4.3m and a proposed contract term of three years, with the option for two extensions for two years each, commencing 1 April 2024.
3. That it be noted that the estimated combined maximum total over three years is £12.9m, and over seven years is £30.1m, if all extensions are used.

17. GATEWAY 3 – VARIATION DECISION - PARKING AND TRAFFIC ENFORCEMENT AND ASSOCIATED SERVICES CONTRACT

RESOLVED:

1. That the variation of the parking and traffic and associated services contract with APCOA Parking UK Ltd to utilise the available contract extension to extend the term of the contract for a period of three years from 1 June 2024 to 31 May 2027 in the sum of £4,150,611 p.a. and £12,451,833 across the three-year extension period be approved.
2. That a variation of the existing contract with APCOA Parking UK Ltd for parking enforcement and associated services as outlined in paragraphs 10 to 11 of the report in the sum of £2,578,309 per annum to provide an additional 48 civil enforcement officers (CEO) up to a total value of £9,668,660 for the period from 1 September 2023 to 31 May 2027 (three years and nine months - 45 months) be approved.
3. That a variation of the existing contract with APCOA Parking UK Ltd for parking enforcement and associated services as outlined in paragraphs 10 to 11 of the report in the sum of £583,036 to enable the one-off purchase of additional automatic number plate recognition (ANPR) safety cameras for bus lanes and two new bases (plus equipment) by January 2024 be approved.
4. That approval to purchase additional ANPR cameras to a value of up to £2million, which may be required at a later date for the purpose of enforcement, and contribution to the delivery of the objectives of the Streets for People Strategy be delegated to the director of environment.
5. That it be noted that a gateway 0 to detail pre-procurement strategic assessment including consideration of all those options as detailed in paragraphs 20 to 26 of the report will be brought in quarter two in 2025.

18. APPOINTMENTS TO OUTSIDE BODIES 2023-24 - SOUTH LONDON AND MAUDSLEY (SLAM) NHS TRUST MEMBERS COUNCIL

RESOLVED:

That Councillor Jason Ochere be appointed as the council's representative to serve on the South London and Maudsley (SLaM) NHS Trust Members Council 2023-24 municipal year.

EXCLUSION OF THE PRESS AND PUBLIC

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

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

19. MINUTES

RESOLVED:

That the minutes of the closed section of the meeting held on 13 June 2023 be approved as a correct record and signed by the chair.

The meeting ended at 1.25pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 18 JULY 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: 12 September 2023	Meeting Name: Cabinet
Report title:		A home to be proud of – the council’s plan for improving its housing repairs service to tenants	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Homes, Communities and Finance	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOMES, COMMUNITIES AND FINANCE

As London’s largest social landlord, Southwark manages 55,000 homes on behalf of our tenants and leaseholders, about a third of the homes in the borough. As we become even more aware of the direct influence having a good, safe home has on people’s life chances, health and wellbeing, it is a huge privilege to support so many of our residents with this fundamental need.

It is also a significant challenge. Southwark’s housing stock ranges from Victorian tenement buildings, to 1960s tower blocks, to 19th century terraced houses, through to brand new modern flats. Each has different structures and systems, and needs different types and levels of investment to keep them in good repair.

When something goes wrong in your home like a leaky pipe or broken shower, it can be frustrating whether you own your home, live in a council home or rent from a landlord. We all want things fixed quickly; we want to know who to call whatever the time of day; we want to be kept updated about any issues or delays; we want the people who come to fix it to be friendly and polite; and we don’t want it to happen again.

These should be the basic principles of any repairs service: getting things right first time, looking after customers well and listening to them, and ensuring repairs are robust to avoid issues reappearing. Southwark has been on a journey to embed these principles in its own repairs service since it brought the service in-house in 2018. We have had some successes but for a range of important reasons, including the Covid-19 pandemic, we have not made as much progress as we wanted.

We know residents are frustrated by the slow progress, and we are determined to drive things forward quickly now so that they start to see a positive difference right away. Some changes are already happening and some will take longer: in this report and in the booklet we have written for residents, we set out a clear timeline for the improvements we know everyone wants to see.

I am grateful to the residents who have contributed to the development of this plan as part of our new Repairs Improvement Residents’ Board, and to all the council officers

who are working tirelessly to improve the experience of our valued tenants and leaseholders.

RECOMMENDATIONS

That cabinet:

1. Note and welcome the council's plans to improve our repairs service, and the progress over the last 12 months
2. Note the renewed focus on working closely with residents and Trades Unions to ensure the improved service meets the needs of all who depend upon it
3. Delegate responsibility to the Strategic Director for Finance to identify adequate funding to support the improvements detailed in this report, in consultation with the Cabinet Member for Communities, Democracy and Finance
4. Recommend that Cabinet receives an annual report on the council's progress in delivering the repairs improvement plans

BACKGROUND

5. In 2018 Southwark signalled its strong intent to improve its housing repairs service by bringing the service in-house. Prior to this, the service received by residents had been delivered by large private companies alongside an in-house team, and residents told us the quality of their repairs was variable, and that contractors often struggled to meet the council's performance targets.
6. Merging in-house and contractor teams, with different working practices and cultures, is not a simple process, but in March 2020 Cabinet approved a new Repairs Improvement Plan, setting out a commitment to improving the service, and residents' experience of it.
7. Unfortunately, just as the plan was agreed, the first Covid lockdown was announced, and the service had to adapt to the new rules. Staff focused on emergency repairs only, and managers had to manage high levels of Covid-related staff sickness. Inevitably a backlog of unresolved repairs built up over the next two years, before lockdown restrictions in London were lifted in February 2022. The impact of those is still being felt, especially where the delays have caused the problem to escalate.
8. Over the last year the repairs service has focused on tackling the repairs backlog, but has also taken forward elements of the 2020 improvement plan. We have seen some positive outcomes and feedback as a result, which gives us confidence we are heading in the right direction.
9. However, we know residents have waited a long time to see the improvements they have asked us for, and an urgent step change is required to transform our repairs service. This report sets out our plans to deliver this change.

Key issues for consideration

Wider context

10. There are a number of factors that have already affected, and will have wider implications for, Southwark's housing repairs service.
11. The Social Housing (Regulation) Bill received Royal Assent in January 2023. The new law has far-reaching implications for social landlords, with the strengthening of the Regulator of Social Housing and new powers to carry out regular inspections of the largest social housing providers and the power to issue unlimited fines to rogue social landlords. It also grants the Housing Ombudsman additional powers to publish best practice guidance to landlords following investigations into tenant complaints, and powers to set strict time limits for social landlords to address hazards such as damp and mould.
12. The sector already had a strong moral imperative to improve its repairs performance following several devastating cases linked to disrepair, such as the tragic death of Awaab Ishak in Rochdale. The new law further strengthens the rationale for a new approach to repairs, and an urgent step-change in how we prioritise and expedite repairs in Southwark.

Progress to date

13. Although Covid created many challenges, there has been a significant investment in improvements to the repairs service over the last few years, including:
 - Made it easier for tenants to report problems and make appointments that suit them
 - Improved our communications to residents
 - Created a new damp and mould team
 - Recruited more staff, including 'all-rounders' who can carry out different aspects of a repairs job
 - Introduced new technology to reduce call waiting times
 - Set up a new Repairs Improvement Residents' Board to influence and oversee our improvement plan
 - Listened to residents and staff so that changes are based on real experience
 - Introduced Repair Action Days on estates, where residents can report their issues and receive support on the day.
14. As a result of these changes we have seen a significant improvement across a range of key performance measures.
15. These include:
 - Customer satisfaction has improved from 82% in April 2022 to 89% in April 2023. This outperforms the London average of 69% by some way.

- Number of repairs completed right first time has increased from 75% in April 2022 to 87% in April 2023.
16. Despite this progress, further urgent improvements are required to deal with issues as they arise, and reduce the number of complaints the council and local councillors receive from residents.
 17. Our promises to residents are set out in Appendix 1 and summarised in paragraph 19. The document will be distributed to tenant representative groups, and will feature in the autumn edition of Southwark Homes magazine, which is distributed to every council–managed home in the borough. It will be the key document that residents can use to hold the council to account, and make sure we are delivering on the promises it sets out.
 18. Improving our repairs service – our promises to residents:
 - 1) A quality repair, completed right first time
 - 2) An exceptional customer experience
 - 3) Your voice will be heard
 - 4) We will invest in your homes and try to prevent problems happening
 19. Below we set out the specific measures we will take to improve our repairs service, and the timescales for when residents should notice a positive difference.
 - 20.

Promise	When will you start to see improvements?	
	2023	2024
A quality repair, completed right first time	Sending the right person, with the right skills, tools and materials for the required amount of time to complete your repair right first time	→
	Making sure our vans have all the right equipment.	→
	Making better use of technology	→
	Training staff so they can complete the whole job	→
An exceptional customer experience	Answering your call within 5 minutes and your email within 48 hours	Introducing new technology to make it easier for you to report and follow up issues
	Making sure the staff you speak to understand repairs	Flagging vulnerable residents on our systems so they are automatically given priority support
Your voice will be heard	Bringing the repairs service to you through Estate Action	Recruiting repairs managers for your neighbourhood, so they

	When will you start to see improvements?	
Promise	2023	2024
	Days, so you can flag any issues	understand the local area, and you know who to speak to
	Making it clear who to speak to on your estate about issues, and report problems in shared areas	Expanding our text feedback offer so you can contact us at every stage of the process, and making sure we reply as quickly as possible
	We will improve our handling of complaints so that you get a response within ten days, or for complex issues you are given a clear timeline for fixing them	→
We will invest in your homes and try to prevent problems happening	Using new technology to get rid of damp and mould before it spreads	
	Reporting all issues we notice when we visit, not just dealing with planned or routine work	
	Improving the shared areas of your estate or block so you feel proud of where you live, not just your home	
		Getting ahead of any issues by visiting every home and carrying out a survey of any potential problems

Community impact statement

21. A large number of the borough's residents live in social housing and the authority is the largest provider of those homes. The decisions made regarding what happens in homes across the borough therefore affects thousands of people. The aim of this plan is to improve both the access to and repairs completed through the repairs service. This has the potential to have a measurable improvement throughout the community. The focus on contacting the council and the customer service elements of our plan highlight our commitment to this.
22. Reduced waiting times and easier access to report issues directly benefits all residents, including individuals with vulnerabilities. The report does not contain any proposals that would directly affect any particular groups or pose a significant impact on any particular community or group beyond an overall improvement in the service received.

Equalities (including socio-economic) impact statement

23. This report is not considered to contain any proposals that would have a significant equalities impact.

Health impact statement

24. This report is not considered to contain any proposals that would have a significant health impact.

Climate change implications

25. This report is not considered to contain any proposals that would have a significant impact on climate change.

Financial implications

26. The required resources to deliver this plan will be met from existing budget provision where possible, or with additional funding as agreed by the Strategic Director of Finance in consultation with the Cabinet Member for Homes, Communities and Finance.

Consultation

27. The council has established a repairs improvement residents' board made up of residents from across the borough. The board listen and advise on proposed changes alongside constructive feedback regarding proposed changes and day to day operations. The board have been instrumental in working with officers to develop this plan and the council thank them for their valuable and ongoing contributions.
28. Feedback the repairs service receives from surveys, repairs action days, complaints and compliments from residents directly also influences the decisions and the proposals for change contained in this report. The proposed increase in our text message service and the ways residents' can interact with the service directly show the commitment to this way of working alongside the value placed on the feedback received.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive – Governance and Assurance

29. There are no significant legal implications arising from the recommendations in this report though the Assistant Chief Executive, Governance and Assurance and her staff will be able to provide advice to officers on any legal and governance issues arising during implementation of the repairs improvement plan.
30. It should be noted that the Council's duties under the Equality Act 2010 are continuing duties. The council will need to continue to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good

relations between people with protected characteristics and others during implementation of the repairs plan and when monitoring its impact.

Strategic Director of Finance (H&M 23/041)

31. The Strategic Director of Finance notes the report and will work with the Cabinet Member for Homes, Communities and Finance accordingly. At this stage, there is no detail on the financial implications of the delivery plan for achieving the specific measures listed in this report. Given the financial pressure on the HRA, it is important that bringing down the asset management budget overspend is kept at the centre of the repairs improvement plan, and that any identified efficiencies and savings resulting from the improved service are closely monitored to ensure they are achieved. In addition, any additional costs need to be highlighted so that there can be a robust financial plan in place for how these will be funded.

APPENDICES

No.	Title
Appendix 1	Improving our repairs service – our promises to residents

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Homes, Communities and Finance	
Lead Officer	David Quirke-Thornton, Strategic Director for Children and Adults	
Report Author	Chris Wood, Interim Assistant Director, Repairs	
Version	Final	
Dated	31 August 2023	
Key Decision?	No	
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 September 2023	



Improving our repairs service

Dear resident,

We have heard you when you tell us we need to improve our repairs service. While we're always pleased to hear your positive feedback about how polite, professional and friendly our staff are, we have also seen an increase in the number of complaints we've received about things like us not fixing the problem first time.

Here we are setting out how and when we are going to improve our repairs service, based on what you've told us matters to you.

We are the largest social landlord in London, and look after 55,000 homes. It's a big job but we work hard to take care of your homes. Last year we carried out around a quarter of a millions repairs, with 80-90% done to your satisfaction.

However, we know, because you have told us, that we need to do more and better.

We therefore promise you:

1. **A quality repair, completed right first time**
2. **An exceptional customer experience**
3. **Your voice will be heard**
4. **We will invest in your homes and try to prevent problems happening**



We will keep you updated every step of the way and hope you will quickly see the improvements we are making.

Best wishes

Darren Merrill

Cabinet Member for Council Homes

Our promises to you



1.

A quality repair, completed right first time

You told us you want your repair done right first time

We will work hard to make sure your repair will be completed to a high standard and on the first visit. For more complicated jobs where this is not possible, we will make sure you understand why and what the next steps are.

→ We will do this by:

- Sending the right person, with the right skills, tools and materials for the required amount of time to complete your repair right first time
- Making sure our vans have all the right equipment.
- Making better use of technology
- Training staff so they can complete the whole job



When will you start to see a difference? 2023



2. An exceptional customer experience

You told us you want us to make it easier to report an issue and be kept updated

We will deliver excellent customer service that puts residents first.

We will do this by:

- Answering your call within 5 minutes and your email within 48 hours
- Making sure the staff you speak to understand repairs

When will you start to see a difference? 2023

- Making sure staff don't leave your home without giving you a clear explanation of progress and next steps
- Ensuring we always treat you with respect, as set out in a new customer charter

When will you start to see a difference? 2023

- Introducing new technology to make it easier for you to report and follow up issues

When will you start to see a difference? 2024

- Flagging vulnerable residents on our systems so they are automatically given priority support

When will you start to see a difference? 2024



3.

Your voice will be heard

You told us you want more say in how your repairs are done

We will give you the chance to feedback at all stages of your repair. If you aren't satisfied with the service, we will speak to you and put things right.

We will do this by:

-  • Bringing the repairs service to you through Estate Action Days, so you can flag any issues
-  **When will you start to see a difference? We have already visited many estates and will continue our programme through 2023.**
-  • Making it clear who to speak to on your estate about issues, and report problems in shared areas
-  **When will you start to see a difference? 2023**
-  • We will improve our handling of complaints so that you get a response within ten days, or for complex issues you are given a clear timeline for fixing them
-  **When will you start to see a difference? 2023**
-  • Recruiting repairs managers for your neighbourhood, so they understand the local area, and you know who to speak to
-  **When will you start to see a difference? 2024**
-  • Expanding our text feedback offer so you can contact us at every stage of the process, and making sure we reply as quickly as possible
-  **When will you start to see a difference? 2024**
-  • Continuing to work with the Repairs Improvement Residents Board to jointly design a repairs service that works for you
-  **When will you start to see a difference? We hope you will have seen improvements already and we will continue to keep you updated on the positive changes we are making together.**



4.

We will invest in your homes and try to prevent problems happening

You told us you want us to prioritise your homes, and become a leading council for repairs.

We will build our repairs service to become an industry leader in repairs and maintenance, ensuring your flats and houses are safe and well-cared for. We will identify issues before they get too serious, with a more proactive approach to repairs delivered by a quality, local service.

We will do this by:

- Using new technology to get rid of damp and mould before it spreads

When will you start to see a difference? **2023**

- Reporting all issues we notice when we visit, not just dealing with planned or routine work

When will you start to see a difference? **2023**

- Improving the shared areas of your estate or block so you feel proud of where you live, not just your home

When will you start to see a difference? **Monthly inspections from Autumn 2023**

- Getting ahead of any issues by visiting every home and carrying out a survey of any potential problems

When will you start to see a difference? **Our programme of visits will be well underway by Spring 2024**

We will also make sure our repairs service brings wider benefits for local people by:

- Investing in local people to be the repairs workforce of the future, employing local apprentices, and using local businesses and suppliers



Useful contacts



To report a repair: www.southwark.gov.uk/repairs **020 7525 2600**

Tenants & Residents Associations (TRAs) are groups of residents who work voluntarily in partnership with us to help make their neighbourhood a better place to live. For more information on TRAs or how to set one up, call **020 7525 3326**.

The Southwark Group of Tenants Organisations (SGTO) is an independent voluntary organisation representing tenant and resident groups in Southwark run by tenants. Contact the Southwark Group of Tenants Organisations (SGTO) on **020 7639 6718**.



Emergency housing repairs

An emergency repair is when there's immediate danger to you or the structure of the building. In an emergency we'll make the situation safe; we may need to return another day to complete the full repair.

All emergency repairs need to be reported by phone by calling **0800 952 4444** or **020 7525 2600**.



Other useful numbers

If you have a gas / carbon monoxide leak, call the National grid **0800 111 999**.

If you have lost your gas or electricity supply, you should contact your individual supplier to determine if the issue with your meter or account.

If you are experiencing a power cut in your area, call UK Power networks **0800 316 3105**.

If you have no drinking water in your area, call Thames water **0800 714 614**.

Item No. 9.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Land for Good, the Report of the 2023 Southwark Land Commission 2023	
Ward(s) or groups affected:		None	
Cabinet Member:		Councillor James McAsh, Climate Emergency, Clean Air and Streets	

FOREWORD - COUNCILLOR JAMES McASH, CABINET MEMBER FOR THE CLIMATE EMERGENCY, CLEAN AIR AND STREETS

Everything happens on land. It is where we live, work, and play. When utilised effectively, it creates opportunities that can transform our lives. It holds enormous potential for the public good; however, all too often, this potential is overlooked due to a narrow focus on private profit. Despite its capacity to influence every aspect of our lives, decisions about land use are frequently made behind closed doors, without involving those most affected by it.

Southwark is one of the most densely populated parts of England. In other words, we don't have a lot of land to go around, so we must value the land we do have. It is a significant source of both wealth and power, and its uneven distribution can generate and perpetuate social injustices. Yet, here in Southwark, large portions of land are owned by the council, other public bodies, and organisations with a social purpose. What if these major landowners were to allocate more of their land for the public good? What if Southwark's diverse communities were genuinely empowered to shape the land around them? These were the questions we had in mind when we launched the Southwark Land Commission. Recognising that we didn't possess the answers ourselves, we convened an independent body comprised of experts, major landowners, and community stakeholders. Their task was to find ways to make more land available for the public good.

The following report represents the work of this Commission. I am grateful to the Commissioners and all others who contributed to it. It is ambitious and far-reaching, and its implementation will pose challenges. Nevertheless, it is a necessary and timely contribution to a much-needed conversation.

RECOMMENDATIONS

1. To note the recommendations set out in *Land for Good, the Report of the 2023 Southwark Land Commission*.
2. To agree that officers consider the recommendations set out the report

and report back to Cabinet in early 2024.

BACKGROUND INFORMATION

3. The Council Delivery Plan 2022-26 includes a commitment to deliver a Land Commission to identify how more land in Southwark can be used for the benefit of the local community.
4. The commitment seeks to “*Identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations*”.
5. Behind the commitment is a recognition that not enough of land in the borough is used for social purpose and so provides genuine benefit to the local community. This leads to real challenges for our residents including access to affordable homes, decent quality workspace and accessible community spaces. These challenges entrench existing and longstanding inequalities in our communities.
6. The recommendations of the Southwark Land Commission (SLC) are set out in *Land for Good. The Report of the 2023 Southwark Land Commission* (see Appendix 1).

KEY ISSUES FOR CONSIDERATION

7. To deliver on the Council Delivery Plan commitment to establish a Southwark Land Commission, the council commissioned Partnering Regeneration Development (PRD) in November 2022. The brief was to establish a Commission independent of the council to explore the issues surrounding land use in Southwark, and drive additional community benefit.
8. The Southwark Land Commission was formally established in February 2023. The Commission was chaired by Miatta Fahnbulleh, Chief Executive of the New Economics Foundation, and included representatives from the community, experts and academics in the field, and big landowners in the borough including the NHS, TfL and the Diocese of Southwark.
9. The work of the Commission took place between February and July 2023, and included four formal meetings of the Commission, gathering of evidence, and a large number of workshops and task and finish groups. Extensive community engagement was integral to the work of the commission and included four area-based workshops that took place in March, as well as workshops with underrepresented groups and specific feedback sessions on the emerging recommendations that took place in June.

10. The resulting *Land for Good, the Report of the 2023 Southwark Land Commission* sets out seven core recommendations and 25 priority actions for the Council to consider. These core recommendations are:
 - Put social purpose at the heart of land use
 - Map what's there and what isn't
 - Take control of our land and assets
 - Defend and extend affordable accommodation for all
 - Cherish our natural capital and decarbonise our land
 - Give the community real power and voice
 - Disrupt the status quo and unlock bigger changes.
11. The actions set out within each of these core recommendations have implications for the ambitions set out in Southwark 2030, in particular those on homes, neighbourhoods, nature, prosperity, culture and health and wellbeing.
12. If agreed by cabinet, officers will consider the recommendations set out in the report, and report back to Cabinet in early 2024 about any options for delivery and the respective resource implications.

Policy framework implications

13. *Land for Good, the Report of the 2023 Southwark Land Commission* supports the Council Delivery Plan objective to establish a Commission to “*Identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations*”.
14. The Southwark Land Commission report aims to support the broader objectives of Southwark 2023, and in particular the eight draft ambitions set out for the borough that have been developed following a period of extensive consultation and engagement.
 - Homes - All residents in Southwark have a home they are proud of, that meets their needs, and they can afford
 - Neighbourhoods - All residents will be proud of living in caring, connected and welcoming Southwark neighbourhoods
 - Nature - Southwark is a borough full of nature that residents can enjoy and be part of
 - Climate - Southwark will be an international leader in tackling the climate emergency
 - Safety - All people in Southwark feel and are safe Prosperity - Southwark's economy provides greener, fairer and good quality work, education and training opportunities for all
 - Health & wellbeing - People across every part of Southwark's community are living long, healthy lives with good mental health

- Culture - Everyone in Southwark can enjoy our vibrant culture and arts scene that the borough has available.
15. The recommendations may also support the delivery of key borough plans and strategies, including the Southwark Plan, Health & Wellbeing Strategy, Climate Change Strategy and emerging Southwark Economic Strategy, the detail of which will be assessed by officers in due course.

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

16. The *Land for Good, the Report of the 2023 Southwark Land Commission* proposes a series of recommendations that seek to ensure that more land in Southwark is used for the benefit of the local community, and in doing so tackle issues of racial injustice, inequality and poor health.
17. There are no immediate community, equalities or health impacts arising from this cabinet paper, which at this stage is asking cabinet to note the recommendations set out in the report.
18. A detailed assessment of community, equalities or health impacts will be undertaken as part of the process of considering the recommendations and any options for delivery.

Climate change implications

19. The *Land for Good, the Report of the 2023 Southwark Land Commission* makes recommendations that support delivery of the council's climate change and net-zero ambitions.
20. There are no immediate climate change implications arising from this cabinet paper, which at this stage is asking cabinet to note the recommendations set out in the report.
21. A detailed assessment of climate change impacts will be undertaken as part of the process of taking forward the recommendations and considering how they may be delivered.

Resource implications

22. There are no immediate resource implications arising from this cabinet paper, which at this stage is asking cabinet to note the recommendations set out in *Land for Good, the Report of the 2023 Southwark Land Commission*.
23. A detailed assessment of resource implications will be undertaken as part of the process of taking forward the recommendations and considering how they may be delivered.

Consultation

24. Community and stakeholder engagement was integral to the commission process. The Commission drew on the council's broader conversations for Southwark 2030 but also conducted its own specific engagement.
25. Seven engagement sessions with community groups: four area-based workshops with relevant community groups and representatives, a specific workshop for the borough's most under-represented communities, and two sessions with previous attendees for reflection and feedback.
26. To reach those from more under-represented groups, a specific workshop was held, and the Commission attended meetings of the Southwark Youth Parliament and the Southwark Black Parents Forum.
27. One-to-one discussions with stakeholders (both internal within various council departments and external representatives including major landowners) within different relevant sectors.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance & Assurance

28. This report is for Cabinet to note the recommendations of *Land for Good, the Report of the 2023 Southwark Land Commission*, a report produced by a body independent of the council. There are no legal implications arising from the noting of this independent report.
29. There are likely to be legal implications and relevant statutory frameworks to consider when officers examine the individual recommendations of the *Land for Good, the Report of the 2023 Southwark Land Commission* and report back to Cabinet in due course.

Strategic Director of Finance (SC23/024)

30. This report is requesting the Cabinet to note the recommendations set out in *Land for Good, the Report of the 2023 Southwark Land Commission* and also notes other recommendations of the report.
31. The strategic director of finance and governance notes that there are no new immediate financial implications arising from this report.
32. The strategic director of finance notes that financial appraisals will be carried out as any new plans are developed and will be subject to future reports which will include recommendations the ways to deliver those plans and identifying the revenue or capital resources for any new commitments.
33. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Land for Good. The Report of the 2023 Southwark Land Commission.

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency, Clean Air and Streets	
Lead Officer	Stephen Gaskell, Assistant Chief Executive, Strategy and Communities	
Report Author	Danny Edwards, Head of Local Economy Nazmin Yeahia, Senior Strategy Officer	
Version	Final	
Dated	31 August 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance & Assurance	Yes	Yes
Strategic Director of Finance	Yes	Yes
List other officers here	None	None
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

Item No. 10.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy: revenue monitoring report, Month 4 2023-24	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Homes, Communities and Finance	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOMES, COMMUNITIES AND FINANCE

This report sets out the month 4 forecast position for the general fund, housing revenue account and dedicated schools grant for the 2023-24 financial year.

The General Fund is robust but we are seeing continued demand and cost pressures in homelessness services, for those who have no recourse to public funds, and in the costs of providing transport to SEND children.

We continue to see pressures on the Housing Revenue Account and we are currently reporting a potential £13.8m pressure due to the inflationary increases in the cost of repairs and maintenance plus additional commitments for damp and mould. The Housing Revenue Account has been impacted over recent years, firstly by the cumulative effect of the rent lost as a consequence of the 1% rent reduction from 2016-2020 as part of the Welfare Reform Act and by the 7% rent cap imposed by the Government this year. This has led to a reduced income base for future years rent uplifts and will continue to affect future rental income levels. Construction inflation which affects repairs and maintenance costs are currently running at 20%-30% and the additional borrowing requirement for the new homes programme and the impact of a three-fold increase in interest rates since December 2021 has driven up the revenue financing costs within the HRA.

The council is prioritising ways to maintain the financial sustainability of the HRA in both the short and longer term and we are committed to meeting our landlord requirements despite the challenges we are currently seeing.

Given the current uncertainty around the macroeconomic climate, and stubbornly high inflation the pressures on both the General Fund and the Housing Revenue Account are likely to continue throughout the year but we will be ensuring that we end the year in a balanced position.

RECOMMENDATIONS

That cabinet notes;

1. The adverse variance forecast of £2.1m for the General Fund in 2023-24;
2. The key General Fund variations and budget pressures;
 - (i) Budgetary pressure of £2.4m in Education, mainly driven by higher demand and cost pressures in home to school transport (paragraph 51);
 - (ii) £1.6m pressure in Environment, Neighbourhoods and Growth department, due mainly to significant increases in 'No Recourse to Public Funds' (NRPF) costs (paragraph 59);
 - (iii) The continuing budget pressure in homelessness (paragraphs 36-40);
3. The Housing Revenue Account forecast for 2023-24 is a deficit of £13.8m (Table 2, paragraphs 19 -31);
4. The ongoing inclement macro-economic environment, with inflation running at 7.9% in June 2023 and interest rates increased 14 times in row to 5.25%, the highest since 2008;
5. The ring-fenced Dedicated Schools Grant (DSG) is forecasting an unfavourable outturn of £0.6m which is mainly due to pressures within the high needs service (paragraphs 55-57);

That cabinet approves;

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

BACKGROUND INFORMATION

7. This report sets out the forecast position for the General Fund, Housing Revenue Account and Dedicated Schools Grant for the 2023-24 financial year. The council agreed a balanced General Fund budget with the assumption that reserves of £2.5m would be used to support the budget.
8. The council also approved budget decisions which included efficiencies, savings and additional income generation of £16.4m within the General Fund for 2023-24. Performance on achieving these savings is closely monitored and any significant variances are included in departmental narratives.
9. The cabinet agreed a balanced housing revenue account (HRA) budget on 17 January 2023.

KEY ISSUES FOR CONSIDERATION

General fund overall position

10. The forecast outturn projections in this monitoring report remain subject to economic uncertainty. Rising prices have an adverse impact on local council budgets as the cost of providing services increases. Similarly, increases in food and energy prices for residents will have a larger impact on the poorest households. This in turn, will increase demand for council services to support those most vulnerable. Rising interest rates feed through to increasing interest repayments on borrowing to fund the capital programme.
11. The forecast outturn position for 2023-24, for the general fund is an adverse variance of £3.492m as set out in Table 1, after the use of planned contingency and a planned £2.5m contribution from reserves.

Table 1: 2023-24 General Fund Forecast Month 4

General Fund	Budget £0	Forecast £0	Reserve Movement £0	Total use of Resources £0	Variance after use of reserves £0
Children & Families	62,612	63,193	-99	63,094	482
Adult Social Care	78,294	77,875	0	77,875	-419
Commissioning & Central	5,258	5,265	0	5,265	7
Education	20,678	24,110	-981	23,129	2,451
Public Health	0	0	0	0	0
Children & Adults total (excl. DSG)	166,842	170,443	-1,080	169,363	2,521
Environment, Neighbourhoods and Growth	94,342	95,962	0	95,962	1,620
Housing	22,807	24,001	0	25,378	2,571
Finance	44,199	45,350	0	45,350	1,151
Governance and Assurance	21,918	22,547	0	22,547	629
Strategy and Communities	5,647	5,647	0	5,647	0
Support Cost Reallocations	-42,423	-42,423	0	-42,423	0
Contribution from Reserves	-2,500	-2,500	0	-2,500	0
General Fund Service Outturn Forecast	310,832	319,027	-1,080	319,324	8,492
General Contingency	4,000	0	0	0	-4,000
TA Contingency	1,000	0	0	0	-1,000
Outturn	315,832	319,027	-1,080	319,324	3,492

12. The adverse general fund variances include service pressures:
- Higher demand and cost pressures in home to school transport (paragraph 51);
 - £1.3m increased costs for those who have 'No Recourse to Public Funds' (NRPF) costs (paragraph 60);
 - Temporary accommodation (TA) demand pressures which will not be fully contained within the planned TA contingency (paragraph 36-40);
13. There is an ongoing impact of pressures relating to high levels of inflation particularly in relation to contractual obligations. The budget was set with an assumption of 6% inflation in 2023-24 but current (July 2023) inflation is above this at 6.8%.
14. Officers will put in place mitigations to minimise the impact of areas that are forecasting demand led and inflationary pressures, however it is recognised that the impact of the prevailing macro-economic climate may continue to make cost management more difficult.
15. The housing revenue account (HRA) outturn is a forecast overspend of £13.8m. HRA reserves as at 31 March 2023 are £19.5m. The impact of this forecast adverse position is set out in Table 2 and discussed in paragraphs 19-31.
16. The 'High Needs' funding element of the Dedicated Schools Grant (DSG) supports provision for pupils with Special Educational Needs and Disabilities (SEND). The DSG is forecasting an unfavourable variance of £0.6m, mainly due to the cost and demand pressures within the SEND service.
17. Paragraphs 32-68 outline the general fund outturn in more detail by directorate.
18. Appendix A attached to this report provides more detail on the in-year budget movements by each department

HOUSING REVENUE ACCOUNT (HRA) Overall Position

Overview

19. The current forecast on the HRA is an adverse variance of £13.8m (Table 2). This position is the result of a number of factors some of which are outside of the council's control such as government policy and macro-economic factors impacting energy, employee costs and construction industry inflation;
- Rents capped by central government in 2023-24 at 7% when formula rent would have yielded 11.1%, having the impact of reducing rental

income by £9m in the current year which will lead to a reduced income base for future years rent uplifts

- The cumulative effect of the rent lost as a consequence of the 4 year 1% rent reduction for the period 2016-17 to 2019-20
 - Construction inflation affecting repairs and maintenance costs running at 20%-30%
 - The additional borrowing requirement for the new homes programme and the impact of a three-fold increase in interest rates since December 2021 has driven up the revenue financing costs within the HRA.
20. Whilst there is currently a forecast deficit for the year, the council are collectively assessing options for reducing in-year spending and actions are underway to moderate the impact of this through, for example, the repairs improvement programme, an end to end review of void properties and the refresh of the asset management strategy. It remains a council strategic priority to consider how the HRA can be managed in the longer term to ensure financial sustainability. The pressures on the HRA are not unique to Southwark. The impact of rent capping policy and rent increases below inflation, coupled with above inflation running costs, are impacting on all councils responsible for social housing.
21. Consideration will need to be given as to how any deficit (after the council's actions to reduce in year spending) will be covered at year-end. The council has available reserves which would cover this estimated deficit and will consider using a prudent share of these, together with assessing the required revenue contribution to housing investment.

Table 2: 2023-24 Housing Revenue Account Forecast Month 4

Category	Budget	Forecast	Variance
Expenditure	£000	£000	£000
Resident Services	59,637	65,311	5,674
Asset Management	69,629	77,888	8,259
New Homes	670	986	316
Customer Services	5,272	5,755	483
Directorate	1,902	1,867	(35)
Total Customer Facing Services	137,110	151,807	14,697
Capital, Financing and Support Services	157,128	159,238	2,110
Tenant and Homeowner Charges	(294,238)	(297,234)	(2,996)
Housing Revenue Account Forecast Outturn	0	13,811	13,811

2023-24 Tenant facing services

22. For 2023-24, additional budget provision of £11.4m was made across tenant facing services. Despite this, the costs being incurred have outstripped these additional resources, leading to the further forecast overspend of £14.7m.
23. Notwithstanding a budget increase of £4.4m, it is forecast that Resident Services will overspend by £5.7m. The main pressure areas comprise HRA estate voids being made ready for temporary accommodation use (which is offset by increased rental income recorded elsewhere within the HRA and which alleviates some of the pressure on the general fund), increases in the contract cleaning and grounds maintenance costs provided through the Environment, Neighbourhoods and Growth Department, the 2023-24 pay award, and energy cost increases and council tax losses on long term voids along with planned maintenance on Tenant Resident Association (TRA) Halls.
24. The Asset Management budget was increased by £6.4m. Despite this, the initial forecast is an overspend of £8.3m arising from additional costs of repairs and maintenance, particularly communal works, disrepair, voids

and Southwark Repairs which includes additional commitments for damp and mould.

25. An unbudgeted in year commitment has also arisen for the Repairs Transformation programme, initially assessed at £0.75m for 2023-24. This will be funded from a specific reserve set aside for the repairs improvement programme.
26. Whilst new homes has a relatively small HRA revenue budget (£0.67m in 2023-24), there remains a risk that re-phasing the new build capital programme will incur additional costs. This has been assessed as potentially approximately £300k, depending upon the value and timing of capital schemes.
27. Customer Services is another relatively small HRA revenue funded service with a budget of £5.3m for 2023-24. There are emerging risks of approximately £0.5m related to additional staffing costs which will become clear once the 2023-24 pay award is finalised.

Capital & financing and Support services

28. Capital and financing is reported on being largely on budget with the exception of the non-dwellings depreciation charge which has historically underspent and contributes to reducing the overall deficit. As mentioned above, there remains some flexibility to reduce the revenue contribution to capital in order to ensure a balanced HRA at year end should this become necessary. This would however add to the pressure on the borrowing requirement to fund the housing capital programme.
29. The projected overspend within support services arises from an estimated £1.9m overspend on the heating account, mostly from gas (to be finalised once Government support to the sector is confirmed); £3.6m additional cost of homeowners building insurance; £0.4m estimated reduction in commercial income based on previous year's performance, offset by £2.0m provisions and contingency plus £0.3m other small variances across the service.

Tenant and homeowner charges

30. Tenant rents and service charges are broadly tracking to budget despite the effects of the cost of living crisis on resident's ability to pay. However, this remains a risk going forward. The budget also includes assumptions around new build stock coming on stream as planned.
31. Homeowner service charge billing is forecast to be higher than planned due to the costs for energy and buildings insurance, both of which have increased substantially this year. In contrast, the major works billing is likely to be lower than budget due to projects being delayed.

DEPARTMENTAL NARRATIVES

32. The departmental narratives for month 4 2023-24 are as follows:

- Housing General Fund (Table 1 and paragraphs 33-40)
- Children and Adults Services (Table 1 and paragraphs 41-58)
- Environment, Neighbourhoods and Leisure (Table 1 and paragraphs 59-65)
- Finance (Table 1 and paragraph 66)
- Governance and Assurance (Table 1 and paragraph 67)
- Strategy and Communities (Table 1 and paragraph 68).

HOUSING – GENERAL FUND

Overview

33. The outturn forecast for 2023-24 shows an unfavourable variance of £2.6m. This is predominantly caused by the continuing budget pressure in homelessness, offset by modest positive variations elsewhere.

Asset Management - Private Sector Building Safety

34. The Private Sector Building Programme was established during 2021 to undertake inspections and enforcement on high rise residential blocks with specific focus on Aluminium Composite Material (ACM) cladding. Subsequently, the scope of the programme has increased beyond cladding due to the legislative requirements of the Housing Act 2004. Funding is through a combination of base budget and grant from the Department for Levelling Up, Housing and Communities (DLUHC). The council has received £366k grant for 2023-24 which will enable the service to meet programme commitments this year and augment reserves for future years' requirements, without the need for any additional budget commitment.

Resident Services - Hostel Accommodation and Support

35. In April 2023, the council in-sourced three hostels which are now managed by the Resident Services division. It is anticipated that the rent and service charges will cover the operational costs, assuming that void loss is maintained at a reasonable level.

Resident Services - Temporary Accommodation and Housing Solutions

36. There remains a strong underlying demand pressure in Southwark for temporary accommodation, which is exacerbated by the current cost of living crisis. In addition, there is an emerging and more serious pressure on the supply-side as providers are exiting the private rental market due to rising interest rates impact on the financial return. As there are no

effective controls to prevent private sector rent rises and continued restrictions on Local Housing Allowance (LHA) rates, many who are on welfare benefits and those on low incomes will find themselves struggling to pay rents. This in turn will increase the demand for local authority provision.

37. The numbers of those homeless and seeking support has remained relatively stable over recent months. However, supply-side costs and availability are causing an increase in spend, including those under the Inter-Borough Accommodation Agreement (IBAA), (a Pan London agreement that ensures rent costs remain at consistent levels across London) where rates have risen by 10% since March 2023. Where providers are maintaining relationships with the council, incentive expectations are greater and there is a shift to more expensive nightly-paid agreements, over which the council has little control if it wishes to retain supply.
38. Within the Housing Solutions service, which administers the wider service including the prevention of homelessness, additional temporary staffing resources have been agreed, to increase case management capacity and drive forward new processes designed to increase efficiency.
39. Whilst the council remains fully cognisant of its statutory homeless duties, these obligations continue to be managed in the most cost effective and sustainable way. To date the Budget Recovery Board (BRB) has and continues to review all aspects of temporary accommodation provision which has brought about improvement, but further work is required around the council's policy framework and procurement strategies.
40. Overall, the outturn temporary accommodation service is forecast to spend £1.6m above the £1m earmarked contingency sum.

CHILDREN'S AND ADULTS' SERVICES

Overview

41. Children's and Adults' services is forecasting an unfavourable variance of £2.5m. The key areas of concern affecting the general fund include increased pressure on Special Education Need (SEN) services, especially SEN transport; and pressures in Children's Social Care and Adult Social Care placements.
42. The Dedicated Schools Grant (DSG) is forecasting an adverse variance of £0.6m as the service is working to mitigate the increased demand on the High Needs Block.

Adult Social Care

43. Adult social care is forecasting a favourable variance of £0.4m. The service continues to experience rises in expenditure especially in nursing, homecare and supported living placements due to higher acuity of need as residents are impacted by NHS waiting lists and inflationary increases. The costs are driven by the increased complexity of client need on discharge from hospital, as well as the higher than expected inflationary increases as a result of rising inflation. This is more prevalent in nursing and residential care costs, which have risen significantly over the last 18 months.
44. Adult Social Care continue to work with the NHS to ensure a comprehensive and coordinated approach to support the well-being of residents. Adult Social Care and the Integrated Care Board (ICB) have reached agreement in regards to historical complex funding arrangements for mental health placements, which provides for a sustainable way forward.
45. The All Age Disability Team continue to reduce demand for out of borough residential care placements by managing the needs of service users locally in the community.

Children's Social Care

46. Children's Social Care is forecasting an unfavourable variance of £0.5m. The service has experienced a number of years of improved outturn which can be attributed to purposeful early help work to better support children and families rather than the more costly statutory social care system, as well as some reduced cost pressure from staffing. While the shortage in the supply of children's social workers is still a major challenge, new recruitment and retention initiatives are improving the position.
47. The overall improved financial position, in comparison to previous years, is also the result of a well-managed reduction in demand for statutory social care services, i.e. lower numbers of children in care, and this is somewhat offset by increased numbers of care leavers, higher cost placements due to inflation and higher numbers of unaccompanied asylum seeking children. The service is also working hard with commissioning and corporate colleagues to address the lack of sufficient placements through opening two children's homes in the next 12 to 18 months, and increasing the capacity of commissioned semi-independent accommodation providers within the borough through use of capital assets. Management action will continue to address the forecast unfavourable variance.

Commissioning

48. The Commissioning division will achieve a balanced position. The increase in permanent staffing and reduction in the use of agency staff contribute to achieving this position.
49. The division has posts that are joint funded by the Council and Integrated Care Board (ICB), and further integration is progressing positively with the agreement to jointly recruit and fund a Place Executive Lead for Southwark.
50. The division continues to implement the Southwark Residential Care Charter and is using the Southwark Supplement to support payments for the workforce in relation to London Living Wage, Occupational Sick Pay, and other benefits. Implementation within the borough's care home sector means that already nearly 70% of our care home workforce are benefitting from this policy.

Education

51. The education division is forecasting an unfavourable variance of £2.4m. Home to school transport remains the key driver for financial pressures on the education general fund. The expenditure has increased in comparison to the last financial year which is due to the higher demand pressures as well as the high inflationary increases within the taxi and bus contracts. Implementation of the independent travel training programme, promoting direct payments and further reviews of the 16-25 transport commitments are a current priority in mitigating the pressure on the budget. This sits within a wider review of SEND and strategic work to better manage costs and demand for SEND provision. Management action will continue to address the forecast unfavourable variance.

Public Health

52. The Public Health Public Health will achieve a balanced position for 2023-24. The public health grant is a ring fenced grant paid to local authorities from the Department for Health and Social Care (DHSC). It is used to provide preventative and early help services that help to support the health and wellbeing of our residents.
53. This includes smoking cessation, preventive cardiovascular health checks, drug and alcohol services, children's health services and sexual health services, as well as broader public health support across the Council and NHS.
54. The current cost of living crisis is having wide-ranging negative impacts on mental and physical health and well-being, and public health plays a vital role in mitigating these effects. Initiatives include introducing free targeted secondary school meals, building on the successful free healthy

primary school meal offer, an extensive holiday activity and food programme and outreach health promotion activities including programmes to increase HIV diagnosis and take up of cancer screening and vaccinations.

Dedicated School Grant

55. The ring-fenced Dedicated Schools Grant (DSG) is forecasting an unfavourable outturn of £0.6m which is mainly due to pressures within the high needs service. The High Needs Block remains the main risk area for the DSG. In order to bring the service to a sustainable footing, officers need to continue to pursue savings and efficiencies. In particular, through commissioning work focussed on Independent Non-Maintained Special Schools, a focus on 16-25 pathways and Alternative Provision, as well as increasing in-borough provision.
56. In order to manage the accumulated DSG deficit the Council entered into a Safety Valve Agreement with the Department of Education (DfE). The DfE programme was established by Government in recognition of their historic underfunding of need. Key to this programme is the agreement to ensure a balanced position within the timeframes agreed. In exchange of this achievement, the DfE will provide additional funding to eliminate the accumulated deficit. The first instalment from the DfE was received in 2022-23. The accumulated deficit currently is £14.5m.
57. The achievement of key milestones will be challenging and will mean all aspects of service provision need to be reviewed. The division in conjunction with the High Needs sub-group of the School's Forum, HR, Finance and Commissioning developed detailed action plans. There is close oversight of this work by Strategic Directors, and political oversight by the Deputy Leader and Cabinet Member.

Public Health

58. The Public Health directorate is expected to forecast a favourable variance of £1m this will be transferred into the Public Health Reserve to provide a reserve to deal with future financial uncertainties. The favourable variance is due to a number of staff carrying out pandemic related duties to enable the service to respond to Covid 19 in a timely manner. The current cost of living crisis, increasing inflation and economic climate will have an impact on the demand for public health services as they respond to the widening inequalities as a result of the pandemic.

ENVIRONMENT NEIGHBOURHOODS AND GROWTH

Overview

59. The projected outturn, after a proposed net transfer to reserves of £3.36m, for the Environment, Neighbourhoods and Growth Department is an adverse variance of £1.6m.
60. The overspend is mainly due to significant increases in 'No Recourse to Public Funds' (NRPF) costs amounting to an overspend of £1.3m overspend. The cost of living crisis has increased the pressure on families subject to no recourse to public funds, which has resulted in significant increases in client payments and accommodation costs.
61. Leisure services were brought back in-house in June 2023. This supported the council's strategy to tackle health inequalities and promote community wellbeing. The council have launched a dedicated website for our leisure services, to assist community access to leisure facilities.

Leisure

62. The Directorate is currently reporting an adverse variance of £2m mainly due to the mobilisation costs of in-sourcing leisure services. This is to be funded from set aside earmarked reserves.

Communities

63. Data from the 'No Recourse to Public Funds (NRPF) Network' for 2021-22 highlighted that 72 councils were providing accommodation and financial support for 3,423 households at a cost of £64 million per annum. Southwark supported 435 households at a cost of £6.2m in 2022-23.
64. Southwark has seen a 15% increase in the number of households supported between 2021-22 to 2022-23, together with rising costs for accommodation, utilities and care costs resulting in an over spend last year. Year to date figures for the first quarter of 2023-24, suggest a similar pattern of cost pressures with increased accommodation and support costs risk leading to yet another expected overspend of about £1.3m.

Planning & Growth

65. The directorate is currently reporting an adverse variance of £1m. This is mainly due to lower than expected income in commercial property due to vacant properties and the legal costs relating to the public enquiry of the New City Court case which is expected to be fully funded from corporate reserves.

FINANCE

66. The Finance department is projecting an adverse variance of £1.1m. The main pressures are in IT services with a £0.3m adverse variance, due to the expected additional costs of the council's contribution to the shared service together with the additional costs of new users through the insourcing of leisure services. Exchequer Services continues to have a significant administrative burden, from the increases in benefit caseloads, which has created an expected adverse variance of £0.7m.

GOVERNANCE AND ASSURANCE

67. Governance and Assurance are showing a small adverse variance of £0.6m due to difficulties in recruiting and retaining professional and specialist staff and inflationary pressures in Facilities Management.

STRATEGY AND COMMUNITIES

68. Strategy and Communities department currently comprises of the Chief Executive office, local economy, strategy and change, emergency planning, communications, policy, performance and partnerships and support to the Leader and Cabinet. The forecast across the department is currently that there will be a balanced budget by the end of the year.

CONTINGENCY

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

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

70. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2023 and HRA budget agreed in January 2023. Although as a monitoring report, this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

Climate change implications

71. There are no climate change implications arising directly from this report, which provides an update on the revenue outturn for 2023-24.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy 2022-23 – revenue budget: Council Assembly 22 February 2023	160 Tooley Street PO Box 64529 London SE1P 5LX	Tim Jones 020 7525 1772
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/b50015276/Supplemental%20Agenda%20no.%201%20Wednesday%2022-Feb-2023%2019.00%20Council%20Assembly.pdf?T=9		
Housing Revenue Account: Final Rent-Setting and Budget report 2022-23: Cabinet 17 January 2022	160 Tooley Street PO Box 64529 London SE1P 5LX	Ian Young 020 7525 7849
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/b50015162/Supplemental%20Agenda%20No.%202%20Tuesday%2017-Jan-2023%2011.00%20Cabinet.pdf?T=9		

APPENDICES

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

AUDIT TRAIL

Cabinet member	Councillor Stephanie Cryan, Homes, Communities and Finance	
Lead officer	Clive Palfreyman, Strategic Director of Finance	
Report author	Tim Jones, Departmental Finance Manager	
Version	Final	
Dated	31 August 2023	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Assistant Chief Executive, Governance and Assurance	N/a	N/a
Strategic Director of Finance	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

APPENDIX A

Interdepartmental Budget Movements months 1 to 4 2023-24

Interdepartmental movements to be approved months 1 to 4 2023-24 (Over £250K)

	Department from	Amount £	Department to	Amount £	Description of the budget movement
Approve	Housing - General Fund	(306,857)	Governance and Assurance	119,700	Budget Movement to reflect senior management restructure
			Finance	187,157	
Approve	Governance and Assurance	(3,159,360)	Strategic Finance	3,159,360	
Approve	Finance	(336,462)	Governance and Assurance	336,462	Reallocation of pay award
Approve	Environment Neighbourhoods and Growth	(276,223)	Finance	276,223	Centralising IT costs
Approve	Housing - General Fund	(333,358)	Governance and Assurance	333,358	Budget Movement to reflect senior management restructure

Interdepartmental movements to be noted months 1 to 4 2023-24 (Under £250k)

	Department from	Amount £	Department to	Amount £	Description of the budget movement
Note	Strategic Finance	(185,000)	Environment Neighbourho ods and Growth	185,000	Parks contract London Living Wage commitment
Note	Children and Adults	(70,000)	Housing - General Fund	70,000	Correction of 2023-24 budget upload
Note	Finance	(223,579)	Children and Adults	223,579	Transfer budgets for five staff in the Payments team
Note	Environment Neighbourhoods and Growth	(162,229)	Strategy and Communities	87,229	Budget Movement to reflect senior management restructure
			Governance and Assurance	75,000	
Note	Environment Neighbourhoods and Growth	(125,575)	Governance and Assurance	222,079	Budget Movement to reflect senior management restructure
	Strategy and Communities	(96,504)			

Item No. 11.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval: Heating and Water Repairs, Maintenance, Refurbishment and Replacement Works	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Homes, Communities and Finance	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOMES, COMMUNITIES AND FINANCE

Heating and water are fundamentally essential services to our residents and we need to ensure that we have the right contracts in place to service and repair both communal and individual boilers.

These proposed contracts establish a framework to deal with our ambitious repairs improvement performance targets whilst balancing external financial pressures that are beyond the council's control.

The council has identified capacity issues that, these proposed contracts, will mitigate whilst allowing more opportunities for local Small and Medium Enterprises in order to meet our commitments to invigorate and to provide opportunities for locally based businesses.

Our drive for value for money and enabling our residents in decision making is at the heart of the services we provide and what our residents deserve. Our commitments to our local community mean investing in long term arrangements to deliver highly qualified local long term apprenticeships, driving through social value to benefit our residents and potentially allow the council an option to in-source once it is financially prudent to do so.

In line with our commitment to be a net carbon zero borough by 2030, these contracts will provide options to tackle our climate pressures and move to a more sustainable economy whilst working within our financial resource restraints.

RECOMMENDATIONS

That Cabinet:

1. Approves the procurement strategy outlined in this report to undertake a tender procedure for the Heating and Water Repairs, Maintenance, Refurbishment and Replacement Work Contracts split into two lots with a total combined estimated maximum value of £187.92m as follows:
 - Lot 1 – Individual Heating and Water Repairs and Maintenance:
 - Contract A - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £4.58m

- Contract B – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £4.78m
- each for a period of five years from April 2025 (at an estimated combined total cost £46.80m) with the option to extend up to a further three years (in increments at the council's sole discretion subject to performance) making an estimated total contract value for both contracts of £74.88m.
- Lot 2 - District Heating Maintenance, Refurbishment and Replacement:
 - Contract C - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £7.52m
 - Contract D – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £6.61m
- each for a period of five years from 1 April 2025 (at an estimated combined total cost £70.65m) with the option to extend up to a further three years (in increments at the council's sole discretion subject to performance) making an estimated total contract value for both contracts of £113.04m.
2. Notes that the procurement strategy in this report will result in bidders being required to bid as backup to each other in their own Lot on their tendered rates to ensure an efficient service delivery.
 3. Notes that no one contractor can win more than one contract in each Lot, and that bidders will be required to choose (at the pre-selection stage) which of the two Lots they wish to bid for, which ensures that there is sufficient contractor capacity to deliver works.
 4. Notes that the Cabinet Member for Homes, Communities and Finance approved the publication of a Prior Information Notice (PIN) to inform the market of the council's intention to procure.
 5. Delegate's authority to the Strategic Director of Housing to approve the Gateway (GW) 3 report in for an extension to the existing contracts to align with the award of the new contracts when the procurement tender exercise is completed.
 6. Delegate's authority to the Strategic Director of Housing, in consultation with the Cabinet Member for Council Homes to approve the GW2 report for the four contracts A, B, C and D noted in recommendation 1 above for the reasons detailed in paragraph 48 below.

BACKGROUND INFORMATION

7. Currently, the council's housing department provide heating and water services to more than 40,000 properties. Individual tenant gas heated properties account for 23,376 properties. More than 65,000 responsive repairs and gas safety checks are completed each year to maintain these services, with nearly 1,800 new individual boilers being renewed annually.
8. District heating systems serve circa 17,084 properties with more than 40,000 responsive repairs and planned preventative maintenance works that are undertaken on a monthly basis to over 200 boiler house and plant rooms.

9. The council has two existing heating and water contracts providing individual, district heating and cold water services to its housing portfolio as detailed in the table below:

Contract & Contract Area	Scope of works	Contractor
Contract A – North of the borough - Bermondsey, Rotherhithe, Walworth and Borough and Bankside	<ol style="list-style-type: none"> 1. Gas landlord's safety inspections; 2. Responsive repairs, installations and maintenance for gas and heating installations to individual and district heated properties; 3. Potable water testing, treatment and installations; 4. Responsive repairs and maintenance for laundry and sewage plant; 	OCO Ltd
Contract B – South of the Borough - Camberwell, Dulwich, Peckham and Nunhead	<ol style="list-style-type: none"> 5. Testing and maintenance of dry/ wet riser installations; 6. Maintenance of building energy management systems; and 7. Emergency response that covers a 24/7, 52 weeks a year period. 	Smith & Byford Ltd

10. On 12 January 2023, the then Cabinet Member for Council Homes and Homelessness approved a GW0 report for a strategic options assessment for the delivery of individual tenanted domestic heating and water services for the councils housing portfolio. The GW0 report noted that there would be a number of additional procurement strategies for district heating, cold water services and building management systems.
11. The proposed scope of works for Lot 1 individual heating and water repairs and maintenance are:
- gas safety landlord inspections;
 - gas servicing and maintenance including out of hours emergencies;
 - individual gas boiler replacements; and
 - individual air and ground source maintenance and installations.
12. The proposed scope of works for Lot 2 district heating maintenance, refurbishment and replacement are:
- district heating planned preventative maintenance;
 - district heating maintenance and out of hours emergencies;
 - district heating refurbishments;
 - laundries servicing;
 - district heating replacements; and

- renewable technologies.
13. The proposed Lots 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 three years:
 - Lot 1 – Individual Heating and Water Repairs and Maintenance
 - Contract A - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £4.58m; and
 - Contract B – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £4.78m
 - Lot 2 - District Heating Maintenance, Refurbishment and Replacement:
 - Contract C - Bermondsey, Rotherhithe, Walworth and Borough and Bankside at an estimated annual cost of £7.52m
 - Contract D – Camberwell, Dulwich, Peckham and Nunhead at an estimated annual cost of £6.61m.
 14. The two current contracts detailed in paragraph 9 above are due to expire on 31 March 2024. In order to allow for the procurement timescales detailed in paragraph 46 below, it is proposed to present a GW3 report to the Strategic Director of Housing in October 2023 recommending an extension to the existing contracts to 31 March 2025 whilst the procurement tender exercise is completed and new contracts put in place.
 15. The proposed five year contract duration with the option to extend for up to a further three years provides the following advantages:
 - enables the council business objectives and programmes to be delivered;
 - provides a duration that is attractive to the market so it can invest in delivery and have visibility of the council's forward plans;
 - allows time for the council to develop, and potentially grow, its own in-house team with work experience and training in renewable technologies should this be a viable sustainable option;
 - the ability to be flexible and extend the new contracts when good performance is achieved but also allow the option to re-procure when it is not; and
 - to deliver fairer future commitments (such as local employment, apprenticeships and greener jobs).

Summary of the business case/justification for the procurement

16. The works proposed under these contracts will enable the council to meet its legal obligations as a social housing landlord under the Gas Safety (Installation and Use) (Amendment) Regulations 2018 and 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 the scope of works detailed in paragraph 9 above.
17. 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.

18. The new contracts will contribute to maintaining the council's housing stock complementing future asset management strategy and upcoming regulations.
19. Residents rely on the council to ensure individual installations and its district heating systems are maintained to a high standard and to provide thermal warmth and hot water within their property. Lot 2 contracts will maintain the existing district heating systems and use this to identify and progress works for the systems that are not performing to standards
20. The new contracts will contain specifications that incorporate renewable technologies and, where financial resources are available, will prioritise low carbon installations to work towards the council's ambition to be carbon zero by 2030.
21. Having contracts in place with priced schedule of rates allows the council to bid for grant funding for air/ ground source pumps and deliver within the timescales set for bid qualification.
22. Subjecting these requirements to competitive tender will demonstrate best value to the council.
23. To ensure service delivery, Lot 1 new contracts will provide backup arrangements to each other in peak demands and Lot 2 new contracts will provide backup arrangements to each other in peak demands. It is proposed that no one contractor can win more than one of the four contracts being procured. This will provide more opportunities to the market and allow the council to have access to multiple contractors.
24. 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.
25. The proposed five year contract duration with the option to extend for up to a further three years for four contracts will enable the council to determine the effectiveness of procuring four contracts against the issues with the existing two contracts:
 - both existing contracts act as back up to each other and on occasions where one contractor does not perform in a certain work stream this can lead to the backup contractor being overwhelmed due to the high demand for these services, especially within the winter months;
 - limited capacity and scope to deal with large capital investment projects;
 - new technologies are not incorporated within the existing contracts; and
 - social value themes, outcomes and measures are not fully captured however these existing contracts have delivered on apprenticeships and work experiences.

Market considerations

26. A desktop study identified a number of small, medium and large contractors within the market that could deliver the proposed work.
27. As a publicly advertised tender, all organisations including small and medium enterprises will be able to participate in expressing an interest and tendering.
28. Brexit and the Covid-19 pandemic 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.
29. The Ukraine war also had an impact on steel prices, fuel and cost of utilities adding further volatility to the construction market.
30. 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

31. The nature and value of these works means that the full tendering requirements of the Public Contracts Regulations 2015 ("PCR15") (as amended) will apply.
32. The GW0 report contained a number of options for delivering the works. These are listed at paragraphs 32 to 36 below.
33. Do nothing: this is not an option available to the council. As a landlord it is essential that the council maintains its district heating systems for residents.
34. The council provides these works in-house: this is not an option available to the council as the council does not have the current skill or resources to deliver these works in-house. In addition, as Lot 2 works are chargeable to leaseholders, it would prove difficult to deliver these works in-house and recover service charges.
35. The use of internal or external frameworks: whilst there are external frameworks for district heating refurbishment and replacements, 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 is also not deemed as a viable option due to the nature, volume and cyclical demands aligning more closely with term (fixed period) contracts. Nor does the council have the resources available to set up and manage a dedicated framework.

36. Shared Services: this is not an option available to the council as the neighbouring boroughs already have their own contracts in place which have not been opened up for other boroughs to use.
37. As none of the above options were suitable and these works are estimated above the PCR15 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

38. This procurement is to undertake the PCR15 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.
39. Lot 1 Individual Heating - the procurement documents will set out that up to a maximum of six organisations will be selected for the combined tender list for Lot 1 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.
40. Lot 2 District Heating - the procurement documents will set out that up to a maximum of six organisations will be selected for the combined tender list for Lot 2 contracts (Contracts C and D), 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 invitation to tender (ITT) stage as well.

Identified risks for the procurement

41. 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.

R/N	Risk Identified	Risk Rating	Mitigation
R2	Successful contractors become insolvent 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.
R4	Procurement Challenge	Low	The PCR15 restricted tender procedure will be used.

42. 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

43. This report deals with a key decision.

Policy Framework Implications

44. The procurement of these contracts will follow the Fairer Future Procurement Framework to support the Council Delivery Plan and Fairer Future Commitments to deliver value for money and be open, honest and accountable.
45. These new 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.

Procurement Project Plan (Key Decisions)

46. 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	24/07/2023
Brief relevant cabinet member (over £100k)	02/08/2023
CCRB Review Gateway 1	03/08/2023
Notification of forthcoming decision - Cabinet	01/09/2023
Approval of Gateway 1: Procurement strategy report	12/09/2023
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	21/09/2023
Completion of tender documentation Both Lots	08/12/2023
Notice of Intention Completed (Applies to Housing Section 20 Leaseholder consultation only) Lot 2 District Heating	14/12/2023
Publication of Find a Tender Service Notice Both Lots	15/12/2023
Publication of Opportunity on Contracts Finder Both Lots	15/12/2023
PAS91 PQQ Information Day Both Lots	10/01/2024
Closing date for receipt of expressions of interest Both Lots	09/02/2024
Completion of short-listing of applicants Both Lots	22/03/2024
<u>Lot 2 – District Heating</u>	
Invitation to tender (ITT)	25/03/2024
ITT Information Day	10/04/2024
Forward Plan Gateway 2	10/04/2024
Closing date for return of tenders	02/05/2024
Completion of any clarification meetings / presentations / evaluation interviews	24/05/2024
Completion of evaluation of tenders	03/06/2024
Notice of Proposal issued (Applies to Housing Section 20 Leaseholder consultation only)	06/09/2024
DCRB Review Gateway 2:	23/09/2024
CCRB Review Gateway 2:	03/10/2024
Notification of forthcoming decision	11/10/2024
Approval of Gateway 2: Contract Award Report	15/10/2024
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	23/10/2024
Debrief Notice and Standstill Period	04/11/2024
Contract award	05/11/2024
Add to Contract Register	05/11/2024

Activity	Complete by:
TUPE Consultation period (if applicable)	10/01/2025
Mobilisation	31/03/2025
Contract Start	01/04/2025
<u>Lot 1 – Individual Heating</u>	
Invitation to tender (ITT)	28/05/2024
ITT Information Day	12/06/2024
Forward Plan Gateway 2	12/06/2024
Closing date for return of tenders	28/06/2024
Completion of any clarification meetings / presentations / evaluation interviews	19/07/2024
Completion of evaluation of tenders	09/08/2024
DCRB Review Gateway 2:	19/08/2024
CCRB Review Gateway 2:	29/08/2024
Notification of forthcoming decision	09/09/2024
Approval of Gateway 2: Contract Award Report	11/09/2024
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	20/09/2024
Debrief Notice and Standstill Period	04/10/2024
Contract award	07/10/2024
Add to Contract Register	07/10/2024
TUPE Consultation period (if applicable)	10/01/2025
Mobilisation	31/03/2025
Contract Start	01/04/2025
Place award notice on Find a Tender Service Both Lots	12/12/2024
Place award notice on Contracts Finder Both Lots	12/12/2024
Initial contract completion date	31/03/2030
Contract completion date – (if extension(s) exercised)	31/03/2033

47. These contracts are being procured in 2 Lots which contains four contracts which will require significant mobilisation planning and consultation with stakeholders and residents.
48. The reasons for the requested delegation of the approval of the GW2 reports from cabinet to the Strategic Director of Housing in consultation with the Cabinet Member for Council Homes is to ensure that the four successful contractors are mobilised ready to commence work when the procurement

tender exercise is completed allowing the new contracts to start in the Spring rather than Winter months when demand is at its peak without the risk of running a compliant tender process and evaluation which may not align with the timetable for cabinet.

TUPE/Pensions implications

49. 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 Heating Maintenance Contracts could potentially amount to a service provision change under TUPE.
50. 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 GW2 report.
51. 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.
52. 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

53. 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 – governance and assurance. The contract documents, once awarded, will be passed to legal contracts for formal execution.
54. The tender documentation will consist of the council's bespoke specification and schedule of rates covering various work streams.

Advertising the contract

55. 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.
56. The council will hold an information day at the PAS91 PQQ stage. The purpose of the information day is to explain to the Applicants the rationale for procuring two Lots and the rationale for Applicants only being able to bid for one Lot which is in order for the council to ensure service delivery and the council's requirement to having four separate contractors delivering the works to give greater capacity and to achieve higher interest from the market.

57. The council will also hold an information day at the tender stage for those bidders shortlisted to tender.

Evaluation

58. Lot 1 Individual Heating - 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 six 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.
59. Lot 2 District Heating - 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 six 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 C and D) but the evaluation methodology will set out that each contract will be awarded to separate companies and not to a single company
60. Three evaluation panels, one reviewing price (including social value), one reviewing quality and the other reviewing equalities, diversity and inclusion, will evaluate the ITT for the two new contracts.
61. 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.
62. The ITT 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.
63. 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 35%, 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 15%, where the tenderer which scores closest to the mean average value of all compliant tenders will be awarded 15% with all other tenders scored proportionally to the mean average price.
64. Quality 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.
65. 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.
66. The social value quantitative and 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.
67. The social value quantitative will also require tenderers to price for long term apprenticeships which require significant investment in both academic and on-site training as detailed in paragraphs 85 to 87. Tenderers will be able to submit extra over prices for an additional four long term apprenticeships per contract (a combined total of 16) for each year of the initial term of the contract. The extra over price will then be further detailed in the Gateway 2 report and be subject to current financial resources being available.
68. The information submitted in response to these questions should demonstrate the tenderer's ability to fulfil the requirements that were outlined in the procurement documents.
69. 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.
70. The equalities, diversity and inclusion will be evaluated by a separate panel of council officers reflecting 3% of the available tender evaluation.
71. The council will reserve the right to hold clarification meetings prior to finalising all tenderers' prices, quality, social value and equalities, diversity and inclusion scores which shall then undergo a rigorous consensus scoring before being added together to produce a combined final score.

72. Tenderers with the highest combined price, quality, social value and equalities, diversity and inclusion score will then be ranked. For Lot 1 - the first-placed tenderer will be awarded Lot 1 Contract B, as this is the larger value contract, and the second-placed tenderer will be awarded Lot 1 Contract A. For Lot 2 - the first-placed tenderer will be awarded Lot 2 Contract C, as this is the larger value contract, and the second-placed tenderer will be awarded Lot 2 Contract D. No single tenderer will be awarded more than one contract.

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

73. The four new contracts will be borough wide and support the council's Fairer Future Promises for quality affordable homes and revitalised neighbourhoods.
74. The four new contracts will be of a medium impact to tenants and other stakeholders as these works will be done both externally and internally.

Equalities (including socio-economic) impact statement

75. As set out under the Equality Act 2010 and the Public Sector Equality Duty (PSED), an equalities impact assessment was carried out in July 2022. Overall, the four new contracts should reduce inequality and have a positive impact on groups which are protected under the Act.
76. Affordability and low carbon technology installations may create challenging issues for the council. Refurbishment and investment decisions should carefully weigh all factors. Maximising the use of available grants for low carbon technology and lobbying government to extend these, will help to minimise costs to the council and its residents.
77. The four new contracts will contribute to ensuring good quality homes which will benefit Southwark communities.

Health impact statement

78. The four new contracts will provide a positive impact on health inequalities as the main purpose of the works is to provide reliable heating and hot water to all tenants within council housing properties to ensure thermal comfort.
79. Maintenance, refurbishment and replacement of existing services is essential to ensure safety and work towards improving the thermal efficiency of systems and homes. The services will need to work in conjunction with building fabric improvement to ensure properties heating energy needs are reduced.
80. These services will assist with the heat network strategy and be instrumental in delivering renewable technologies to reduce the reliance on fossil fuel heating which will reduce pollution and carbon dioxide emissions in the local environment.

81. Without these services residents will face increasing issues with system reliability. Vulnerable residents will be particularly disadvantaged by ineffective heat supply. It is well known that cold indoor temperatures can lead to respiratory problems in particular as well as other illnesses. People with certain disabilities, the elderly and the very young are particularly vulnerable to such issues. And economically disadvantaged households often have less resources available to them to deal with the impacts of unreliable heating.

Climate change implications

82. The four new contracts will provide opportunities to undertake the installation of renewable technologies where financial resources are. 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

83. 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

84. Currently, the council's ambition is to employ one apprentice per £1m spend which would result in 116 apprentices to be employed for the initial term of these four contracts based on the combined estimated initial term value. Unfortunately, this would not be sustainable either financially or operationally. Operationally 116 apprentices would pose significant issues as there would not be enough qualified operatives to train all of them. Each apprentice would cost circa £80k (including pay, training and on-costs) over four years which would have a significant financial impact on bidders' tendered price. The heating industry has a high value of material cost within tendered pricing which for these four contracts could result in circa 40% of the turnover.
85. In order to deliver sustainable apprenticeships whilst not artificially inflating tender costs, it is proposed that 30% of the estimated combined contract value is used to calculate apprentices. Therefore for these four contracts, the calculation is £116m x 30% = 34 apprentices across the four contracts.
86. It should be noted that these apprenticeships are a four to five year term to obtain the qualification and experience in the industry which are a long term investment for both the tenderers and the council.
87. Lot 1 - Individual Heating - 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 ten apprentices for each contract for the initial term of the contract. This will provide a sustainable approach to ensure the 20 apprentices have a training programme that covers all work streams and contribute to greener job targets.

88. Lot 2 - District Heating - 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 seven apprentices for each contract for the initial term of the contract. This will provide a sustainable approach to ensure the 14 apprentices have a training programme that covers all work streams and contribute to greener job targets
89. 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

90. The Fairer Future Procurement Framework will be embedded into the procurement documentation and will be evaluated as part of the overall quality evaluation.
91. 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.
92. 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.
93. 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.

94. The successful contractors shall consider trade union recognition in line with the council's Fairer Future Procurement Framework.
95. 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.
96. 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

97. The four new contracts will contain requirements to recycle existing material products and set out criteria for the successful contractors to work towards a carbon zero business model.
98. 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.
99. The four new contracts will allow for improved heating controls to be installed to reduce energy consumption.
100. The four new contracts will continue replacing existing inefficient gas boilers to council tenant properties and where financial resources are available provide new air/ ground source heat pumps as part of a wider holistic approach to improving the thermal efficiency of properties.

Plans for the monitoring and management of the contract

101. 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.

Staffing/procurement implications

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

Financial implications

103. 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.

104. The contract values including and excluding VAT is:

Lot 1 - Contract A

Budget Code	Cost excluding VAT
GG221 revenue contract value for individual heating (contract north)	£2,584,887
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	£4,584,887

Lot 1 - Contract B

Budget Code	Cost excluding VAT
GG221 revenue contract value for individual heating (contract south)	£2,784,035
Estimated capital expenditure (based on the financial resources will be available and considering other priorities across asset management).	£2,000,000
Total Estimated Contract Value	£4,784,035

Lot 2 - Contract C

Budget Code	Cost excluding VAT
GG221 estimated revenue contract value for district heating (contract north)	£3,517,045
Estimated capital (based on the assumption that financial resources will be available and considering other priorities across asset management).	£4,000,000
Total Estimated Contract Value	£7,517,045

Lot 2 Contract D

Budget Code	Cost excluding VAT
GG221 estimated revenue contract value for district heating (contract south)	£2,611,993
Estimated capital expenditure (based on the financial resources will be available and considering other priorities across asset management).	£4,000,000
Total Estimated Contract Value	£6,611,993

105. The annual contract values will be subject to financial resources being available.

Legal implications

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

Consultation

107. Consultation has been held to review existing contracts and how any lessons can be embedded into the new contracts.

108. 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.

109. This Gateway 1 report will be presented to the Residents Improvement Board panel for consultation and feedback to ensure that the tender documentation captures their specific requirements.

110. The four contracts will also form part of the Repairs Improvement Plan and the four successful contractors will be required to attend and contribute to such meetings and play an integral part of improving the service to Residents.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Strategic Director of Finance (H&M 23/038)**

111. The Strategic Director of Finance notes the contents of this report, in particular the financial implications section. The expected combined cost of these contracts over five years is £117m, (£57m Revenue/ £60m capital). Given the size the heating and hot water programme and the current revenue and capital financial pressures within the HRA, service delivery should reviewed at this early stage, to ensure that possible efficiencies are identified and factored into the procurement process.

112. The Asset Management capital programme is currently under review to ensure that the programme can be delivered within available resources. Although this

gateway approves the procurement strategy, the ultimate contract award and use of the contractors will be subject to available resource allocation. Sufficient budget must be allocated within this reprioritised programme to cover the use of these contracts in line with council priorities.

Head of Procurement

113. This report seeks approval from cabinet to undertake a procurement exercise for the Heating and Water Repairs, Maintenance, Refurbishment and Replacement Work Contracts split into two lots (Lot 1 individual Heating and Water Repairs and Maintenance and Lot 2 District Heating Maintenance, Refurbishment and Replacement) and divided into four contracts (as detailed in recommendation 1 above) for a period of five years commencing April 2025 with the option to extend by a further three years at the councils sole discretion subject to performance for a total estimated maximum value of £187.92m.
114. Cabinet note details of the procurement exercise is detailed in paragraphs 31 to 40 and 53 to 72, the risks are detailed in paragraph 41, the impact on equalities, health and climate change are detailed in paragraphs 75 to 82, proposed social value commitments are detailed in paragraph 66, confirmation of the payment of London Living Wage or above is detailed in paragraph 93, management and monitoring is detailed in paragraph 101.

Assistant Chief Executive – Governance and Assurance

115. This report seeks the approval of the cabinet to the procurement strategy for heating and hot water repairs, maintenance, refurbishment and replacement works as further detailed in paragraph 1. By virtue of contract standing order 6.4.3(a) the decision is reserved to cabinet after consideration of the report by CCRB.
116. The nature and value of these contracts are such that they are subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR 2015). As noted in paragraph 38, 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. As highlighted in the recommendations, the procurement is to be split into 2 lots (individual heating and district heating) with applicants being required to select which lot they wish to tender for at the pre-selection stage, and in respect of each lot, no bidder being able to win more than one of those 2 resulting contracts. Full details of this will be included within the invitation to tender (ITT) and highlighted at the ITT information day.
117. This report also seeks approval to the delegation of the Gateway 2 contract award decision to the Strategic Director of Housing, in consultation with the Cabinet Member for Council Homes to facilitate award of this contract. Approval is also sought to delegate the approval to vary the existing contracts to the Strategic Director of Housing so that they align with the award dates for the new contracts.

118. 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 73 to 81 setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.
119. Reference is also made in the report to resident consultation that is due to take place, and how feedback will be incorporated into the tender documentation, and long term during the life of the contracts. Further details of this will be included in the Gateway 2 report.

Director of Exchequer (For Housing contracts only)

120. **Lot 1 – Individual Heating** contracts relate only to individual heating systems. This affects only tenanted properties and has no service charge implications.
121. **Lot 2 – District Heating** contracts relate to district heating systems serving both tenanted and sold properties. For leaseholders and freeholders served by district systems the costs arising from these contracts will be service chargeable. These are therefore qualifying Long Term Agreements as defined by the Commonhold and Leasehold Reform Act 2002. Consultation will be required with leaseholders under S20 of the Landlord and Tenant Act 1985 (as amended). Notice of Intention under Schedule 2 of the regulations will be required in advance of tenders being invited and a further Notice of Proposal required before contracts are entered into. Further consultation under schedule 3 of the regulations will be required for packages of work undertaken within these contracts that will result in charges of £250 or more, inclusive of fees and overheads.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Gateway 0 Strategic Options Assessment for Service provision for domestic heating and water to the council's housing portfolio	Asset Management, Housing, 160 Tooley St	Gavin Duncumb 020 7525 0685
Link: Agenda for Cabinet on Tuesday 12 September 2023, 11.00 am - Southwark Council		

APPENDICES

Background Papers	Held At	Contact
None		

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Homes, Communities and Finance	
Lead Officer	David Hodgson, Director of Asset Management (AM)	
Report Author	Gavin Duncumb, AM Commercial Manager	
Version	Final	
Dated	31 August 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		31 August 2023

Item No. 12.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Environment and Community Engagement Scrutiny Review: Financing Southwark's Green Transition	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor James McAsh, Climate Emergency, Clean Air and Streets	
Deputy Cabinet Member:		Councillor Emily Hickson, Climate Finance	

FOREWORD – COUNCILLOR EMILY HICKSON, DEPUTY CABINET MEMBER FOR CLIMATE FINANCE

Green finance globally is steadily rising. According to the Climate Policy Institute public and private climate finance almost doubled between 2011 and 2020. However, the scale of the challenge remains vast. Reaching global climate objectives will require climate investment to increase at least 7x by 2030, as well as the alignment of all other financial flows (such as government subsidies) with Paris Agreement objectives.

The gap between availability of green finance and the scale of the challenge is true in Southwark too. We estimate financing the borough's climate emergency strategy and action plan will require around £3.92bn in capital expenditure. To meet this, Southwark will require considerable government investment, but will also need to be creative in leveraging finance to flow to not just the council, but the borough's institutions, residents and businesses to help them decarbonise.

This report highlights many of those opportunities to 'get creative' (and here I declare an interest in its conclusions, having sat on the Environment and Community Engagement Scrutiny Commission in 2022/23, and thus an author of this report). Firstly, it urges the council to partner and learn - from other councils, organisations like the Green Finance Institute and our business improvement districts. I'm pleased that the council has much of this outreach and learning underway, diligently assessing the opportunity to launch community bonds and high-quality local offsetting schemes.

Secondly, it commends and urges even greater ambition from our Southwark Pension Fund. Our fund is one of only three in the country to have set a 2030 Net-Zero target. Its progress on meeting that target has been considerable, with the weighted carbon intensity of the LBS pension fund reduced by 59% in the five years to 31 March 2022. However, the fund still faces significant challenges in being able to reduce its remaining carbon-exposure as options become scarcer, and in being able to accurately assess its portfolio's scope 3 emissions due to porosity in the data.

Thirdly this report points to a need for serious leadership to meet the scale of the challenge. My appointment as Deputy Cabinet member for Green Finance, working with the Cabinet member for the Climate Emergency, was a great leap forward. Yet green finance must be a whole-of-council agenda. Green finance will not sit in a vacuum in the next decade. Spending to reduce emissions will also be spending to improve resident's lives and meet our other council priorities – whether it be by improving school buildings or investing in our green spaces to reap the co-benefits for health and livelihoods. Finding the right financial products to help us achieve these multiple priorities is our greatest challenge.

I commend this report to Cabinet, and look forward to working together to further its recommendations.

RECOMMENDATION

Recommendation for the Cabinet

1. To agree the response to recommendations 1-13 as set out in the report and ask officers to undertake the work necessary to deliver these.

Recommendation for the Leader of the Council

2. To agree the response to recommendation 14.

BACKGROUND INFORMATION

3. The Environment and Community Engagement Scrutiny Commission conducted an inquiry into green finance. The commission reported to Cabinet in June 2023 with fourteen recommendations. Having considered the recommendations, the council's response is set out in this report.

KEY ISSUES FOR CONSIDERATION

4. The council has declared a climate emergency and committed to doing all it can to make the borough carbon neutral by 2030. In responding to the emergency, we have carried out work to better estimate the cost of meeting this commitment, which in 2021 was £3.92bn. As our strategy sets out, the council does not have the resources for this and so requires considerable government investment, and also needs to consider other sources of income into the council and the borough to enable Southwark to decarbonise.
5. The council warmly welcomes the work of the commission. Climate finance is incredibly important, as it is clear that government will not provide the funding required for the country to reduce its dependence on fossil fuels and build a more suitable carbon neutral future. We must therefore look at other ways of funding the transition.
6. The council welcomes the breadth of issues that the commission has considered. Some areas such as the introduction of bonds are already

under active consideration as set out in the response below.

7. There are a number of points raised in the report that reference the Pension Fund, with an inference that the Fund should be contributing to the financing of Southwark's green transition. All investment decisions made by the Pensions Advisory Panel (PAP) and where relevant officers, are made within the broader risk management framework of the Southwark Pension Fund (SPF). This determines the Strategic Asset Allocation of the Fund which, in turn, is set to ensure that investment returns (combined with net contributions received into the Fund) are sufficient to pay pensions over the long-term.
8. As at March 2023, the SPF had a carbon footprint 60% lower than September 2017 – this has been achieved by managers being given clear mandates to enable the SPF to reduce the carbon footprint.
9. Since March 2023 the following changes to the SPF have been made:
 - i) Active global equity portfolio (total value c£260m or 13% of the total assets held by the fund): amendments to the manager's objectives that reduced the portfolio's emissions by 20%, with an expectation of further improvements to the emissions profile over time as the holdings in the portfolio have high net zero credentials, i.e. the manager is investing in companies with credible transition plans to reduce emissions and align with a credible emission reduction pathway.
 - ii) A multi-asset credit manager has been appointed for a £100m mandate which will invest in line with a Paris aligned benchmark and is expected to have a 7% year-on-year decarbonisation pathway. To do this, the manager will assess companies on their current and future impact on climate change, including the commitment to investing in the transition.
10. The SPF will continue to assess all opportunities to work collaboratively with third parties, including the London CIV. This will align to the government's expectations on the future direction of LGPS pooling (including investing to progress the levelling up agenda).

RESPONSE TO RECOMMENDATIONS

Recommendation 1

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.

Response to Recommendation 1

11. We welcome the work of GFI and will consider their expertise across a range of areas. We have already met with them, for example, to discuss Green Climate Bonds in Southwark. We are very open to partnering with GFI and others where work they are doing aligns with the climate action plan and the council's climate priorities.
12. While we are open to exploring opportunities, we do need to consider where to best allocate time and resource and where the involvement of Southwark or a council can have the greatest impact. In some of the examples here, while we would not oppose the work, we would be concerned about focusing resource on it, which would mean moving that same resource from another area of the council's climate work where we could have greater impact.
13. We are considering the idea of a local climate bond (see recommendation 2 below). If we do launch a bond in Southwark we would also make the GFI local bond pledge. With the other areas outlined, we are not considering partnering at this time. We expect to make an announcement on this later this year.
14. Some of these, such as Property Linked Finance are at a very early stage, where GFI are looking for banking partners. We do not consider it is a council priority to invest resources in supporting GFI and banking partners to develop this financial instrument, but if they are successful it is something we could consider promoting to support residents.
15. Similarly with the Green Mortgage Campaign we need to consider where to best allocate its lobbying and campaigning resources. While we do not disagree with the development of better green mortgage products, we do not think that we should divert campaign resources to this area as there are other campaigns where we consider our involvement can lead to a greater impact.

Recommendation 2

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.

Response to Recommendation 2

16. The Council has already met with GFI on this issue. The introduction of a green climate bond is an idea that we are actively considering. The council has a commitment in the council delivery plan to “launch Southwark Green Finance, to create new ways for local people and businesses to invest in making our borough net zero”. The Leader appointed a new Deputy Cabinet Member for Green Finance in May and she is considering Bonds, alongside other options to meet this commitment. While a final decision has not been made whether this will be a bond, we expect proposals to be published later this year.

Recommendation 3

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.

Response to Recommendation 3

17. The council is already working with 3Ci through London Councils. We have suggested projects for the national green projects pipeline and will continue to do so. We will also consider developing a forward-looking overview which addresses our potential climate and environmental projects and their possible future sources of green finance.

Recommendation 4

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

Response to Recommendation 4

18. Staffing is a matter for the Head of the Paid Service. Officers keep staffing under review, including whether we have the right skill set to deliver the council's climate ambitions. We are asking officers to note this recommendation in relation to any future discussions about the skills mix required in the climate team and wider council. As noted in recommendation 3, the council is already contributing to a green project pipeline. Within the council we will continue to develop projects to ensure a pipeline of deliverable climate change projects.

Recommendation 5

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.

Response to Recommendation 5

19. We note the recommendation. Officers are exploring this. We note that Westminster City Council have recently published their Green Finance Framework and officers in Southwark are in contact with them about how this has worked in practice to see if this is something which we should develop in Southwark.

Recommendation 6

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.

Response to Recommendation 6

20. We agree that we need to review the price per tonne of CO2 in the council's current offset policy. Officers are currently reviewing this as part of the climate emergency review of the Southwark Plan.

Recommendation 7

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.

Response to Recommendation 7

21. We note the recommendation. Officers have already started work on how a carbon offset initiative could work for Southwark. This includes officers speaking with colleagues in local BIDs which have already taken place. While there are many challenges to developing a successful local offset scheme, we do think this is an area that is worth exploring and will continue to do this with the hope of bringing forward a viable scheme which could include local partners. Scoping is taking place and officers will bring a paper to the Deputy Cabinet Member this year to explore options.

Recommendation 8

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.

Response to Recommendation 8

22. We are proud that Southwark is leading the way in decarbonising its pension fund.
23. LBS PF has been a member of the Local Authority Pension Fund Forum (LAPFF) since 2006. The LAPFF promotes the highest standards of corporate governance to protect the long-term value of local authority pension funds. Some £350bn of LGPS fund assets are under the advice of the LAPFF, which is a member of Climate Action 100.
24. Day to day management of the Pension Fund's assets is delegated to fund managers. These managers are members of multiple coalitions/initiatives. Examples:
- Climate Action 100: Blackrock, Comgest, Invesco, LGIM, (London CIV), M&G, Newton, Nuveen, Robeco – collectively, these managers cover 100% of all listed assets held by the Pension Fund and c 90% of all assets.
 - SBTi: this is a partnership organisation that encourages investee companies to set Science Based targets in line with their Net Zero commitments. Fund managers often reference the SBTi when evaluating a company's underlying value ahead of investing.
25. Officers regularly attend conferences and seminars which address broader ESG matters together with a specific focus on the decarbonisation of portfolios.
26. The London LGPS funds meet on a monthly basis to discuss areas of best practice and practical steps that can be made to progress the wider ESG agenda, including a Just Transition to Net Zero.

27. The LBSPF is one of only three LGPS funds with a 2030 Net Zero target. To the best of our knowledge, no corporate Defined Benefit schemes have such a challenging target in place.

Recommendation 9

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.

Response to Recommendation 9

28. As mentioned in the response to recommendation 8, the day-to-day management of portfolios is delegated to fund managers who use a variety of tools to assess the long-term viability of underlying investments in their portfolios, including an assessment of sector, country and macro risks. At a company level this will include the potential for company assets to become stranded, which is a detractor of long-term value.
29. LBS PF has been actively investing in the energy transition and growing green industries since 2019, when commitments were made to renewable infrastructure funds run by Temporis Capital and Glennmont Partners. As an example, the Temporis Operational Renewable Energy Strategy (TORES) invests in windfarms across the UK.

Recommendation 10

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.

Response to Recommendation 10

30. As in recommendation nine, the day to day management of portfolios is delegated to fund managers who use a variety of tools to assess the long-term viability of underlying investments in their portfolios, including an assessment of sector, country and macro risks. At a company level this will include the potential for company assets to become stranded, which is a detractor of long-term value.
31. Within the listed asset allocation (i.e. equities and fixed income), the majority of managers have performance benchmarks that either reference Net Zero, carbon reduction or the energy transition. To fail to take into account the risks to global markets that are high carbon would mean that managers risk failing to meet their performance objectives. In addition, managers also reference company specific risks when constructing a portfolio.

32. For example, the global equity mandate that has been managed by Newton since 2007 moved to the following objective in April 2023: “The Manager will seek to outperform the FTSE ALL World Index (net of fees) over rolling 5-year periods through investing only in companies assessed by the Manager as having credible transition plans to reduce emissions and align with a “below 2°C” or “net zero 2050” emission reduction pathway.”
33. In line with the Fund’s Zero Carbon investment strategy, any new managers that are appointed (either directly or via the London CIV) must result in an improvement in the Fund’s carbon footprint. In March 2023, the Pensions Advisory Panel agreed to invest in the Robeco Climate Global Credits fund, an active global credit strategy which is focused on delivering attractive, above benchmark, returns with a lower carbon intensity and investing in line with a Paris aligned benchmark.
34. In addition, private market funds that are added to the Fund’s ESG priority allocation are predominantly related to opportunities in the energy transition. For example, Temporis Renewable Energy Fund.

Recommendation 11

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.

Response to Recommendation 11

35. Officers of the Fund are in constant dialogue with their third party carbon data provider, investment consultant and fund managers about the potential to incorporate Scope 3 emissions within targets and mandates. A review of the data provider is currently taking place and we are discussing the potential to incorporate Scope 3 emissions in our carbon footprint calculations. We are, however, mindful of the global data challenges in sourcing this information on a consistent basis but will ensure that we can incorporate the data as and when it becomes available.

Recommendation 12

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.

Response to Recommendation 12

36. Any investment decisions made by SPF consider the offerings of the

London CIV, provided that the offerings enable SPF to meet the dual objectives of meeting the central Strategic Asset Allocation of the Fund and its Net Zero 2030 objective.

37. The Pension Fund will continue to evaluate all opportunities to invest via LCIV: this will include the opportunities to access investment products that invest in London/the UK. This is in line with government expectations, as articulated in the LGPS pooling consultation that was issued on 11 July 2023: that LGPS Funds will publish a plan on how they will invest up to 5% of assets in projects that support “levelling up” across the UK. Investing via LCIV may also help overcome the potential conflicts of interest associated with investing within the Fund geographic area, which is also referenced in the pooling consultation.
38. However, it should be noted that there are no barriers to the Fund’s investment managers investing within London and the UK, assuming that there is an investment case to do so.
39. Amongst the current suite of products available on LCIV we are aware of a renewable infrastructure fund but at the time that the LCIV was raising capital for this, SPF was fully invested in the ESG priority allocation to sustainable infrastructure.
40. As mentioned in the response to recommendation eight, The London LGPS funds meet on a monthly basis to discuss various issues of concern. Representatives of LCIV attend these meetings to update on future product launches and to receive feedback from the underlying funds on how the products are designed to meet their collective objectives.

Recommendation 13

Celebrate and publicise the success of Soutwark 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.

Response to Recommendation 13

41. The Pension Advisory Panel receives a quarterly report on the progress to implement the Zero Carbon strategy and a carbon footprint update. Both of these papers are in the public domain.
42. In recognition of the significant progress made in implementing the zero carbon investment strategy, officers made a submission to the LAMP Investment Awards (Sustainable Investment Strategy – Climate).
43. The entry covered:

- how LBS pension fund formally recognised climate related risks and opportunities in 2017 and subsequently set an ambitious and challenging target of Net Zero by 2030.
 - that LBS pension fund has reduced the carbon footprint of the portfolio by investing in new opportunities thus increasing diversification while achieving strong returns.
 - that the Weighted Carbon Intensity of the LBS pension fund reduced by 59% in the five years to 31 March 2022, and during this time it achieved an investment return of 5.8% p.a., ahead of the local authority average of 5.6%.
44. The Southwark Pension Fund has been shortlisted for this award together with Avon Pension Fund, Newham Pension Fund and Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC). The winner will be announced in September.

Recommendation 14

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.

Response to Recommendation 14

45. Southwark Council has a cabinet member with responsibility for tackling the climate emergency. This is not the case in many other councils. In addition, in May, the Leader appointed the borough's first Deputy Cabinet Member for Green Finance. This was in recognition of the importance of green finance within the climate change portfolio and means additional cabinet level engagement and leadership on this issue.

Policy framework implications

46. The council's response to the climate emergency is set out in the council climate strategy and action plan. This is updated annually and the actions reviewed. As set out in this report, some of these recommendations include action which is currently being undertaken as part of the climate strategy.

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

Community impact statement

47. The council recognises the need to continue to work with our local community on climate change, ensuring our work is developed in partnership with local residents, businesses and other stakeholders. The update to the climate strategy which was agreed by Cabinet in July 2023 strengthen our community engagement. As detailed in this report, some of the recommendations include greater collaboration with our community. Any proposals that are taken

forward will fully consider the wider impact on our community.

Equalities (including socio-economic) impact statement

48. While everyone is affected by climate change, the extent of that impact is not equal. Climate change has the biggest impact on those who are poorer or have underlying health conditions. Black, Asian and Minority Ethnic residents are disproportionately affected, and social justice must be at the centre of our approach. The council's climate action plan includes a full equalities impact assessment to ensure that our work considers equality. Any proposals taken forward will include further equalities impact assessment and will need to align with the principles set out in the climate strategy – particularly to support a just transition.

Health impact statement

49. There are no direct health implications from this report. However, as with equalities, people with poorer health are more adversely affected by climate change. Action towards climate change can promote improvements in health, for example by reducing pollution, mitigating against extreme temperatures, and encouraging active travel.

Climate change implications

50. This report directly addresses climate change and sets out the council's response to the scrutiny commission's recommendations. This will strengthen our climate change response and improve the work that the council does to tackle the climate emergency.

Resource implications

51. The work outlined in this report is being carried out within existing resources.

Legal implications

52. There are no legal implications from this report.

Financial implications

53. Some of the proposals in this report could lead to an increase in resources available for the council to support its work of tackling the climate emergency.

Consultation

54. There is no planned consultation associated with this report. However, any proposals that are developed will be subject to appropriate consultation.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive – Governance and Assurance

55. Not required

Strategic Director of Finance (FIN23/24)

56. The Strategic Director of Finance welcomes the Environment and Community Engagement Scrutiny Commission report that highlights the success of the Southwark Pension Fund divestment and decarbonisation to date. It is also noted in the responses to the recommendations that the Fund faces significant challenges in being able to reduce its remaining carbon-exposure as options become scarcer and accurate data is increasingly difficult to obtain.
57. The Strategic Director of Finance notes the gap between the council's commitment to make the borough carbon neutral by 2030 and the estimated cost of meeting this commitment of £3.92bn.
58. The Strategic Director of Finance agrees with the responses to the recommendations that seek to explore external funding sources to meet this commitment, together with keeping council staffing requirements under review

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Environment and Community Engagement Scrutiny Commission - Financing Southwark's Green Transition Scrutiny Review Report	Constitutional Team Southwark Council 160 Tooley Street SE1 2QH	Constitutional.team @southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s114681/Appendix%20A%20Climate%20Finance%20%20Financing%20Southwarks%20Green%20Transition%20scrutiny%20review.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency, Clean Air and Streets	
Deputy Cabinet Member	Councillor Emily Hickson, Deputy Cabinet Member for Green Finance	
Lead Officer	Chris Page, Climate Change and Sustainability Director	
Report Author	Chris Page, Climate Change and Sustainability Director	
Version	Final	
Dated	31 August 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive – Governance and Assurance	Yes	No
Strategic Director of Finance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

Item No. 13.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Environment and Community Engagement Scrutiny Review: Resident Participation Framework	
Ward(s) or groups affected:		All	
Cabinet Member		Councillor Stephanie Cryan, Homes, Communities and Finance	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOMES, COMMUNITIES AND FINANCE

The recommendations in the mini-review of the Residents' Participation framework by the Environment and Community Engagement Scrutiny Commission are timely and very helpful. Since the implementation of the new Resident Participation structures in 2020 there have been very significant changes in both the legal and regulatory framework in the way social housing. The Hackett report into building safety, the Social Housing White Paper, the Building Safety Act 2022 and the new Social Housing (Regulation) Act 2023 require landlords to put accountable structures in place to ensure the voice of residents is firmly embedded in the way landlord services are designed, delivered and managed.

The new structures were put in place during the COVID 19 Pandemic and whilst this meant the council could only hold online meetings, since we have come out of lockdown, we are seeing increased creativity in grass-root resident involvement and a more holistic approach in integrated service design and delivery. The creative use of WhatsApp by residents, Facebook live streams, interactive phone engagement, the acceleration of digital engagement via Microsoft Teams or Zoom all suggest the need to amplify the menu for resident involvement. The evidence also highlights the need for capacity building, training and co-creation with community leaders and residents to deliver a modern resident involvement framework fit for the 21st century.

There is now a need to review our resident engagement structures to reflect not only the values and objectives of Southwark Stands together, but also to harness the power of neighbourhood lead services,, narrowing the gap for those more vulnerable members of our community and to deliver genuinely resident lead outcomes to improve the quality of life and community for all.

I thank the Commission for their report and recommendations and for taking time and careful consideration for the way forward. The recommendations will form the basis for a much wider consultation with residents to evaluate the current resident involvement structures and how they will be delivered in the future.

RECOMMENDATIONS

1. That the Cabinet note the contents of this report and the response to the recommendations of the Environment and Community Engagement Scrutiny Commission mini-review report on the residents' participation framework.

BACKGROUND INFORMATION

2. In February 2017, Kaizen Partnership and Social Engine were commissioned to look at how the council as a landlord was engaging tenants and homeowners. The outcome of that review informed the cabinet decision in February 2020 to put in place the current resident involvement structures.
3. As these new structures were due to go live, the pandemic struck considerably delaying the start of the new forums and impacting on their effectiveness. The emerging evidence in the post-pandemic era suggests that the new formal resident involvement structures have not translated into the wider and inclusive resident involvement that was envisaged.
4. On the other hand, we have seen a significant increase in the number of residents attending themed community events and activities that bring tangible benefits for residents like repairs estate action days, repairs improvement residents' board, sports, gardening, music, arts, cultural festivals, health and well-being, career fares that bring employers together to support residents.
5. The recommendations of the commission are welcome and a review and evaluation exercise will now be undertaken with residents to probe any current issues with the existing resident involvement framework and offer solutions to design a resident involvement structure that resonates with residents.

KEY ISSUES FOR CONSIDERATION

6. The current resident involvement structure was put in place in 2020 and part of the aim was to give a much wider opportunity to all residents living in council housing to participate in the design, delivery and management of council homes. However, the pandemic interrupted the full implementation of the new structure.
7. There are ongoing attempts to embed the new structure in the post-pandemic era. The evidence to date suggests that the new structure has not delivered the wider and inclusive resident involvement that was anticipated and there is more work to be done to achieve this.
8. The 12 recommendations in the mini scrutiny review report into the resident participation framework by the Environment and Community Engagement Scrutiny Commission are welcome and will form the basis for a much wider consultation with residents to influence and shape what a modern, robust, flexible, dynamic and inclusive resident involvement framework fit for the 21st century should look like.

Addressing the recommendations from the scrutiny commission:

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.

9. This recommendation is accepted and the commission is thanked. The council will explore what can be learnt from the examples of successful residents' involvement. There is anecdotal evidence of successful and effective resident involvement activities in the Borough. It is critical that the tools used, the methodologies deployed are closely studied, the context clearly understood and the reasons for the successful implementation, including available resources, are clearly identified in order to replicate these successful resident involvement activities across the Borough.
10. In a face to face representative survey of 212 residents between September 2022 and July 2023 requested by the cabinet member for council housing, residents expressed varied preferences for resident involvement methods and the quest for community cohesion.
11. The survey data is not comprehensive and a much larger sample of residents is required to make any meaningful conclusion. Work is now underway to consult more widely as part of developing a new resident involvement strategy.
12. However, what this sample illustrates is the strong appetite for the growth and development of tenants and residents associations and themed events that bring tangible benefits for residents like repairs engagement days and other activities that promote inclusivity and diversity.
13. There is also evidence that residents want to be involved in the design and delivery of landlord services and are keen to engage in joint estate inspections, co-designed workshops and willing to act as community champions, resident scrutiny panels such as the repairs improvement residents' board, building safety residents' board. The findings are consistent with the underpinning principles of citizens' juries. The citizens' juries approach is an engagement mechanism that will be included in our future resident involvement strategy.

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.

14. This is a valuable recommendation. A review of the current resident involvement framework will be included in draft resident involvement strategy. The draft strategy will aim to capture the voice of all residents and deliver against their expectations.
15. The strategy will help to shape the conversation with residents, set out the bespoke options for residents to be involved in delivering landlord services as well as harnessing the knowledge, skill, lived and learned experiences of residents through the community power model to co-design and co-produce solutions to complex neighbourhood challenges.
16. The new social housing regulatory framework imposes a number legal obligations on social landlords to put the needs and aspirations of residents at the heart of landlord service design and delivery. The White Paper and the Social Housing (Regulation) Act 2023 strengthens the accountability of the council as a landlord for providing safe homes, quality services and treating residents fairly and with respect.

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.

17. A critical recommendation and again the commission is thanked for their work. The March 2021 census revealed that Southwark is a very diverse borough with 40% of residents born in a country that is not part of the UK, Ireland or the Channel Islands. Just over half (51%) of the population identified as being from

a White ethnic background and about 49% identified as other ethnic minority groups. Young people under the age of 16 represent 15.7% of the population and 39% of the population is between 20 to 39 years of age.

18. The Kaizen/Social Engine report highlighted, amongst other issues, the lack of diversity among members of the formal consultation bodies. The current cohort of chairs and vice chairs of the local housing forums does not reflect the demographic profile of all residents. 71.42% of the local housing forum chairs and vice chairs are White, 57.14% identify as White Male and 28.58% are Black with an average age of over 58.
19. The resident involvement team is working with existing and emerging TRAs and other community organisations to organise more grass root activities to encourage resident involvement and address the under-representation of minority ethnic representation in the leadership roles in local housing forums as well as encouraging age diversity.
20. This is in line with values of Southwark Stands Together and the aim is to address and prevent structural racial inequalities, listen to and amplify the diverse voices of all residents. The key driver is to nurture and create an inclusive, fair and representative voice at both the formal and informal levels of resident involvement and promote equality and diversity.
21. The proposal to set aside a budget for targeted engagement with diverse communities that have lowest turn outs using diverse providers will be part of the resident involvement strategy consultation.

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.

22. This recommendation is welcomed and the consultation on the draft resident involvement strategy would seek to moot the formation of a citizens' jury comprising a diverse and representative range of residents to discuss what a truly representative resident involvement structure should be and make recommendations to the cabinet.

23. The recommendation to seek a fresh perspective on resident involvement facilitated by a team of independent experts and the participation of a group of leaseholders and tenants is accepted.

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.

24. This recommendation is accepted and my gratitude again to the Commission for its work. It is important that the council continues to recognise and reward residents who volunteer their time to help improve landlord services. Rewards and incentives contribute to building a much stronger relationship with residents and facilitates more collaboration across a diverse range of landlord services.
25. This recommendation will need to be fully reviewed and costed; review will be carried out to inform both the resident involvement strategy and if necessary, the 2024/25 budget challenge sessions.

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.

26. This recommendation is welcome and the Commission is thanked again for this invaluable guidance. The resident participation fund is funded from the rents and service charges paid by tenants and homeowners. As these are public funds, it is important that all organisations including TRAs and other organisations in receipt and/or responsible for managing allocated resources, present verified accounts annually and those in receipt of substantial amounts provide fully audited accounts annually.
27. There is a key requirement in the Managing Public Money and other Treasury guidance across government and the public sector to promote efficiency, effectiveness and economy in the deployment and use of public money.
28. Accountability, integrity and selflessness are integral part of the Nolan principles in public life and this is in addition to openness, honesty, objectivity and

leadership which requires all those accountable for public funds to model the Nolan principles and hold themselves up to the highest level of scrutiny for managing public resources.

29. The resident involvement fund is part of the Housing Revenue Account and TRA office holders and committees as well as other community interest companies and other voluntary organisations must be held accountable for the funds disbursed to them.

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.

30. This recommendation is welcomed as it reinforces a key commitment in the council delivery plan to create thriving and sustainable neighbourhoods and empowering communities to shape the places they live in and make decisions about issues which affect their lives
31. An exercise to map all the estates with TRAs and estates without TRAs as well street properties without TRAs has started. The exercise will provide a comprehensive database which will help to inform and allocate resources for increasing the number of TRAs and support local people to deliver for their community.
32. There is ongoing work to hold repairs action days on none TRA estates to engage more residents and grow the number of TRAs and putting residents at the heart of everything we do.
33. The community gardening projects made of up residents who initially had a passion just for gardening has now led to the development of new TRAs on the Goschen, Dowles and Melford estates. There are plans to replicate this experience in the Great Estates offer.
34. There are a number of successful TRAs that only draw their membership from residents who live in street properties for example, Grosvenor TRA in Camberwell and Surrey Gardens TRA in Walworth. This model is being closely studied and work is now underway to replicate it across the Borough.
35. Part of the new resident involvement strategy review will further consider how to involve more residents who live in street properties in the design and delivery of landlord services.

Recommendation 8

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

36. There is a compelling need to include the digital offer in the menu for resident involvement and this recommendation is timely and welcomed.
37. The Council's digital inclusion strategy takes a digital-first approach and is a Borough where residents, businesses and staff are supported with digital skills, connectivity and devices, empowering them to participate in the online world. This includes improving resident experiences to allow them to have a seamless digital interaction with the Council.
38. The digital offer will spot and leverage social media trends and opportunities to broaden the reach of content and effectively use audience segmentation and targeting under-represented groups to ensure their views are captured in the design and delivery of landlord services in line with the pledges of Southwark Stands Together.
39. It is a key objective of the Resident Involvement Team to align future resources to ensure that digital engagement tools and offers are developed. The pandemic accelerated the need to make a digital offer to residents and post-pandemic, it is becoming more apparent that a digital offer is critical to adapting our approach to resident involvement in response to the changing needs and complex work patterns and lifestyles of our residents. This includes referring digitally excluded residents to support and training available from the digital inclusion team and acting as digital ambassadors to promote the online offer.
40. Part of the of the Council's digital inclusion strategy is to provide broadband internet connectivity to most TRA halls and upskill residents to be digitally engaged. There is a sharp recognition that with a rising cost of living, some residents may not be able to afford Wi-fi or data and if they do have data, they may prioritise usage for other activities over resident involvement activities with the council. The digital inclusion strategy is focused on optimising the digital offer so residents stay connected and this amplifies the menu of resident involvement options.

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.

41. This recommendation is welcome. The current resident involvement framework aims to put residents firmly in the leading role and the chairs of the local housing forums, tenant and homeowner forums currently set the agenda for all meetings.

42. Formal meetings are convened with the chair and various heads of services to formally discuss and agree the agenda for each meeting. The meetings are resident led and invited officers are required to talk to each agenda item and respond to questions from residents. The forums provide an accountable framework for residents to scrutinise the service.
43. Meeting minutes are now recorded for all formal meetings and action points are noted and assigned to each team or department to address.

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).

44. Working with the respective chairs and the cabinet member, officers of the council will convene a bespoke workshop during the consultation phase of the resident involvement strategy consultation period.

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.

45. This recommendation is welcomed and the work of the commission is very helpful. This recommendation reflects the need for proper governance, democratic accountability as well as probity and scrutiny of all those entrusted with the management of payments from the resident participation fund.
46. This recommendation is accepted and very timely. The resident involvement team will continue to work with TRAs and other voluntary groups who are in receipt of resources from the resident involvement fund to make the declaration of interests together with the completion of the register of interest forms as a standard business agenda.
47. The governance of resident participation will be fully reviewed over the coming year. Beyond declaration of interests there is also a need to ensure that all tenants involved in TRA's or other publicly funded involvement mechanisms conform to all expectations of those who work in community and spend public money. An example would be that TRA's, for example, have a code of conduct which will reflect the values of the community they represent and the council whose money funds a significant proportion of community engagement.

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.

48. The commission are thanked for this recommendation.
49. Empowerment and capacity building is at the heart of the social housing regulatory framework. Tenants are key partners in delivering landlord services. The Social Housing (Regulation) Act 2023 require landlords to assess their performance against the experiences of tenants.
50. The council will continue to put training and empowerment of residents at the heart of resident involvement to enable them to lead investigations and reviews of major landlord services and make the landlord services accountable to tenants.
51. Cabinet has already devoted over £100,000 to provide training for residents to equip them with the tools residents need to scrutinise the service and work collaboratively with officers and contractors to ensure the council as a landlord consistently delivers very good landlord services.
52. The resident involvement team will continue to partner with the tenant participation advisory service (TPAS), the chartered institute of housing (CIH) and the housing quality network (NQN) to provide bespoke training and support for residents.
53. Part of the review into resident involvement will look at how to promote more training and development opportunities for under-represented groups so they are able to be part of the formal and informal resident involvement structures to hold the council accountable for the management and delivery of landlord services in line with principles of Southwark Stands Together.

Policy framework implications

Community Equalities (Including socio-economic) and health impacts

54. Thorough consideration of equality issues has been and will continue to be a crucial part in the consultation process both for staff and residents to ensure that the council meets its public sector equality duty as set out in s149 of the Equality Act 2010.
55. The consultation exercise will also be informed by the principles and pledges of Southwark Stands Together to eliminate racism, promote equality, diversity and inclusion.

Community impact assessment

56. The council has made a commitment in the council plan to always work to make Southwark more equal and just and stand against all forms of discrimination. Views will be sought from all residents and additional measures such as working with community champions, targeted home visits and phone calls to under-represented residents, themed events will be employed to make the consultation process very inclusive.

Peopled powered Southwark impact assessment

57. Putting residents at the heart of everything we do and empowering communities to shape the places they live in and make decisions about issues which affect their lives is critical to the work of the resident involvement team.

Impact on neighbourhoods

58. A resident involvement framework that resonates with residents contributes to understanding the needs, priorities and aspirations of residents for their neighbourhoods and local community. It helps to develop a deeper understanding of the challenges faced by residents and how to work together to find practical solutions.

Closing the gap

59. The March 2021 census revealed multiple levels of deprivation in the borough and there is a need to work collaboratively with residents to address the indices of social and economic deprivation.
60. This includes empowering residents to hold landlord service providers accountable for the services they provide to residents such as repairs, grounds maintenance, estate cleaning to improve local neighbourhoods.

Health impact statement

61. The council as a landlord is required to provide decent, safe and well-maintained homes and to embed the views of residents in designing and delivering landlord services.
62. Resident empowerment and capacity building is key to holding the council as a landlord accountable for providing a customer-focused housing management service.

Climate change implications

63. Resident empowerment and capacity building is central to holding the council as a landlord accountable for providing effective landlord services.
64. The Great Estates programme is one of the many ways residents are involved in the environmental improvement of their estates. The gardening projects help to

reverse climate change. The new waste recycling bins installed on the pilot estates have helped to improve recycling which has a significant benefit for the environment.

Resource implications

65. The recommendations and their implementation will be delivered within the existing financial governance rules of the council. Until a review of resident engagement is carried out, it is unknown whether there will be an impact on the budget however officers expect that, with the possible exception of recommendation 5, all recommendations could be implemented within existing resource.
66. There may also be an implication on staffing resources, however, the implementation of changes would look to be funded from within existing resources.

Legal implications

67. See below concurrent from the Assistant Chief Executive, Governance and Assurance

Finance implications

68. See below concurrent from the Strategic Director of Finance.

Next steps

69. Once this report is approved and noted by cabinet, the resident involvement team, will, with the cabinet member for council housing, develop a draft resident involvement strategy to be consulted on in the coming months. Any of the recommendations above which need to be part of the consultation for that strategy will be reviewed, in compliance with the formal governance arrangements and implementation work will begin.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

70. This report requests cabinet to agree the proposed response to the recommendations of the Environment and Community Engagement scrutiny commission's report on the residents' participation framework. It is noted that the next step is for officers to develop a draft resident involvement strategy to be consulted on. The Assistant Chief Executive, Governance and Assurance her staff will provide advice to officers on any legal and governance issues arising during development of the strategy.
71. To meet legal requirements, consultation on the strategy must be undertaken when proposals are at a formative stage and include sufficient reasons for the proposals and time for interested parties to respond. The product of the

consultation must be carefully considered when finalising and agreeing the strategy.

72. The public sector equality duty (PSED) in the Equality Act 2010 must also be given conscious consideration. Specifically, regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The PSED general duty is a continuing duty and equality considerations should be considered at all stages of development of the strategy. Including where any disproportionate effects on groups sharing protected characteristics are identified, considering how this may be mitigated.
73. Under Part 3D of the Council's Constitution agreement to broad consultation arrangements is reserved to individual cabinet members in relation to their areas of responsibility.

Strategic Director of Finance

74. The Strategic Director of Finance notes the recommendation to the Residents' Participation Framework Mini-Review. There are no financial implications arising as a direct result of this report, however, a further review of resident engagement, the staffing structure as well as recommendation 5, which recommends the council should adopt a system of financial incentives for residents time needs to be completed and may have financial implications. However, at this stage, it is expected all changes will be funded within the existing annual budget for Resident Involvement.

BACKGROUND DOCUMENTS

No.	Title
Appendix A	Mini-Review of the Residents' Participation Framework by the Environment and Community Engagement Scrutiny Commission
Link (Please copy and paste into browser):	
https://moderngov.southwark.gov.uk/documents/s114679/Appendix%20A%20Resident%20Participation%20Framework%20mini%20scrutiny%20review%20report.pdf	

APPENDICES

No.	Title
None.	

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Homes, Communities and Finance	
Lead Officer	Cheryl Russell, Director of Resident Services	
Report Author	Nat. Stevens, Resident Involvement Manager	
Version	Final	
Dated	1 September 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Assistant Chief Executive, Governance & Assurance	Yes	No
Strategic Director of Finance	Yes	No
Cabinet Member	Yes	Yes
Date report sent to Constitutional Team	1 September 2023	

Item No. 14.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Housing and Community Safety Scrutiny Review: Housing Repairs Service, Council Leaseholders and Empty Homes	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Homes, Communities and Finance	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOMES, COMMUNITIES AND FINANCE

The review of the Housing Scrutiny Commission into the Housing Repairs Service, Council Leaseholders and Empty Homes is very timely and I want to thank the Commission for their recommendations and the time they spent looking at these issues. At the time of our response to the recommendations we will be agreeing the council's Repairs Improvement Plan which clearly responds to the recommendations made by the Commission. We will also be taking forward the recommendations for action on empty homes and we have already put in place measures that meet the recommendations in respect of leaseholder service charges.

RECOMMENDATION

1. That cabinet note the responses to 8 recommendations included in the report of the housing and community safety: housing repairs service, council leaseholders and empty homes.

BACKGROUND INFORMATION

2. On 13 June 2023 the Commission presented its report to cabinet setting out 8 recommendations and requested that the cabinet member for council homes and homelessness report back to cabinet. This report provides a response to these 8 recommendations.

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.

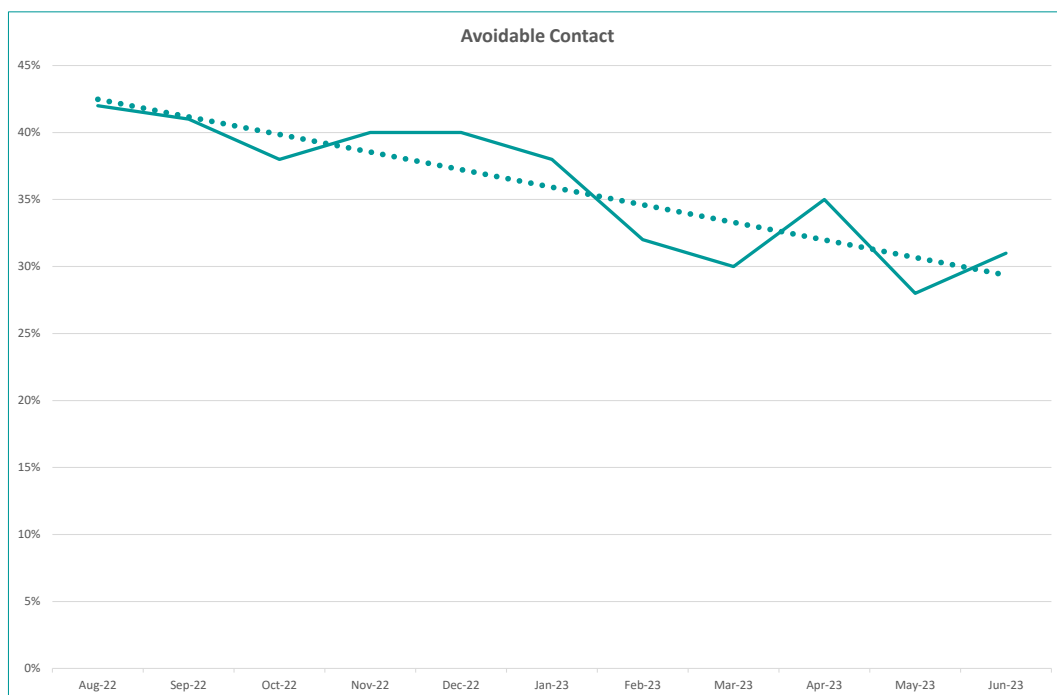
Response to Recommendation 1

3. The commission is right to be concerned about the high levels of calls to the contact centre that relate to existing repairs. This occurs when residents call repeatedly to chase or find out the status of their ongoing repair. Calls range from residents just wanting a simple update on a reported repair to missed appointments and repairs not completed. These calls are avoidable, and to date,

significant steps have been taken not only to identify the root causes but also to implement effective solutions to address these issues. It is anticipated the wider improvement plans the housing repairs service are implementing will help to reduce unnecessary contact.

4. However to prevent long waits or abandoned calls the contact centre has proactively worked to manage demand. Since March 2023, residents that call to chase their existing repairs no longer have to wait on the phone whilst the contact centre officers chase contractors for simple updates and information on the status of these repairs. A newly created team of officers (Tenants Liaison Service) now contact relevant contractors directly for updates. Tenant liaison officers contact the contractors directly to find out the status of the existing repair and call the residents back with real time updates. This means that residents do not now have to wait on the phones while contact centre officers try to find out the status of their repair.
5. In addition contact centre officers now leave digital messages about each call for contractors to directly follow up on existing repairs with the resident. Again, this eliminates the need for residents to wait on the phones. To date, approximately 98% of tenants with existing repairs have been contacted and provided with real time updates.
6. Whilst this joined up approach is already delivering noticeable improvements (see *fig 1.0 – Avoidable Contact; % of all calls which are avoidable*), it is recognised that long term and sustainable solutions are still required. We are continuing to work collaboratively with colleagues in the Repairs service to do this and help deliver an effective, efficient and consistent overall service to our residents and tenants.

Fig 1.0 – Avoidable Contact



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.

Response to Recommendation 2

7. As part of our broader Asset Management Strategy, when we carry out routine repairs or planned works, our operatives will report unrelated repairs to be remedied. Monthly inspections will be undertaken at all estates to proactively identify any required works. We have continued to expand our Repair Action Days across all housing areas, with dates communicated widely in advance.
8. Performance against our repair improvement targets will be reviewed monthly to ensure that improvement actions implemented are delivering the expected improvements.

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.

Response to Recommendation 3

9. We, are in the process of reviewing resources across all service areas, and the approach to use of technology as part of the repairs improvement programme. The service will work closely with customer services to determine the most effective use of technology to provide real time information, ease of access for scheduling works and longer term online access for tenants.

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.

Response to Recommendation 4

10. The process of communication is set out by The Putting Residents First commitment regarding consultation and communication. The formal legal process of consultation is by the Section 20 process where justification and challenge of scope and costs takes place Leaseholders are invited to make observations as part of the Section 20 process.

11. Residents can also lodge complaints directly or via their ward Cllrs or MP and finally with the First Tier Tribunal, which can also be through a mediation framework.

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.

Response to Recommendation 5

12. Home Ownership Services is committed to ensuring that all documents produced by the service continue to comply with Plain English standards. Officers that are employed in Home Ownership Services are assessed on their ability to communicate effectively.. Each officer is comprehensively trained before they begin carrying out consultation with homeowners and all communication, both statutory and not, will be reviewed before release until we are confident that the standards are met by each officer.
13. We have engaged with homeowner groups and working parties and reviewed our invoices, notices, notifications, statements and accompanying literature to improve our communications with homeowners and ensure that information sent out is clear and understandable.
14. There are certain unavoidable legal and contractual requirements where information is required to be included in a specific format and where this is the case we would look to explain further in accompanying literature. An example of this would be instances such as First Tier Tribunals setting directions directing the Council to release information in a prescribed manner.

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.

Response to Recommendation 6

15. The major works scrutiny board looks at the needs across Asset Management to ensure that not only asset renewal information is captured but that day to day repairs form part of the presented scope.
16. Also the client Quantity Surveyor as part of a new addition to the Major Works Delivery reviews costs for best value which takes place monthly on project reviews. Each quarter there is a Partnering Board where costs are reviewed across the borough with Partnering Contractors, Client and the Partnering Advisor. Competency, Quality, Value for Money, timely completion will be part of Resident Project Group agenda as a monthly review. These are available on request, as part of the Partnering Advisor role for the Term Contracts Quarterly

Reviews are undertaken and these documents can also be made available as part of any FOI request.

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.

Response to Recommendation 7

17. Resident Project Groups have access to view the scope, costs and Leaseholders upon request have access to view all documentation related to their bills. As part of Putting Residents First (PRF) Policy this information is readily available and can be readily available on request to any TRA or ward Cllrs.

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.

Response to Recommendation 8

18. We will ensure that empty homes are added to agendas for formal meetings with Housing Associations.

Equalities (including socio-economic) impact statement

19. This report is not considered to contain any proposals that would have a significant equalities impact.

Health impact statement

20. This report is not considered to contain any proposals that would have a significant health impact.

Climate change implications

21. This report is not considered to contain any proposals that would have a significant impact on climate change.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet scrutiny commission report 13 June 2023	Online	Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): Report Scrutiny Commission Review of Housing Repairs Services Council Leasholders and Empty homes.pdf (southwark.gov.uk)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan Homes, Communities and Finance		
Lead Officer	Dave Hodgson, Director of Asset Management		
Report Author	Chris Wood, Interim Assistant Director of Repairs		
Version	Final		
Dated	1 September 2023		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments included	
Assistant Chief Executive, Governance & Assurance	Yes	No	
Strategic Director of Finance	Yes	No	
Cabinet Member	Yes	Yes	
Date report sent to Constitutional Team	1 September 2023		

Item No. 15.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Housing and Community Safety Scrutiny Review: Violence Against Women and Girls, Hate Crime and Domestic Abuse	
Ward(s) or groups affected:		All	
Cabinet Member:		Councilor Dora Dixon-Fyle, Community Safety	

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

I welcome the recommendations made in the Housing and Community Safety Scrutiny commission report: Violence Against Women and Girls (VAWG), Hate Crime, and Domestic Abuse.

Domestic abuse and violence against women and girls has been a council priority for a number of years. During this period the sector has experienced a number of challenges including the Covid pandemic; and enforced lockdowns making it more difficult for victims of domestic abuse to access help. Women's safety has very much come into the forefront highlighted by a number of high profile tragic incidents whereby women have lost their lives, this includes the murder of Sarah Everard, for which the ramifications were felt locally. We are now living in a cost of living crisis, which is not only impacting our residents; for financial reasons making it more difficult for domestic abuse survivors to leave their abuser and gain financial independence, but also impacting our service providers; with increased utility costs in supported refuge accommodation. For these reasons domestic abuse and VAWG remain a priority for the council with a commitment to deliver improvements as seen in our Council Delivery Plan.

We are currently in the process of reviewing our current domestic abuse and violence against women and girls service offer in line with changing service need, with a view to developing a new transformational service to be in place for August 2024. This work will include a strategic needs assessment and widespread consultation with stakeholders, local VAWG delivery agencies, the local community and service users to ensure that the new service is fit for purpose; accessible to all members of our community. This work will also support our statutory responsibilities in relation to the new Serious Violence duty which requires specified authorities to work together to prevent and reduce serious violence including domestic abuse, and develop a local strategy.

I am confident with the priority focus given to VAWG by the council and other statutory partners that we have the tools to really make a change in this area and improve the lives of individuals and the community blighted by this issue. Building

on the strong community foundations that we already have in place. I am confident that together we can make Southwark a safer place for all.

RECOMMENDATION

1. That the cabinet notes the response to the VAWG, hate crime, and domestic abuse scrutiny recommendations as set out in Table 1.

BACKGROUND INFORMATION

2. The housing and community safety scrutiny commission report - Violence Against Women and Girls (VAWG), Hate Crime and Domestic Abuse, was discussed at the cabinet meeting in June 2023 (agenda item 21).
3. Three recommendations were made. This report sets out a response to each recommendation and details whether, when and how the recommendations will be taken forward.

KEY ISSUES FOR CONSIDERATION

4. The review put forward 3 recommendations. These are detailed in Table 1. below with the considered response.
5. Table 1. Response to Violence Against Women and Girls (VAWG), Hate Crime and Domestic Abuse Scrutiny Recommendations

<i>Recommendation</i>	<i>Response</i>
<i>Recommendation 1</i> - 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.	<p>The council is committed to delivering a ground-breaking women safety provision by 2026. This recommendation is supported.</p> <p>The women's safety centre is an option identified as part of our VAWG transformation work currently taking place. This includes a review of our current services and local needs A key part of this process includes the development of an engagement plan including consulting with stakeholders (including the community and voluntary sector).</p> <p><u>Stakeholders</u> Some initial stakeholder engagement work took place during 2022, on the concept of a Women's Safety Centre. This included speaking with local senior Police colleagues and key VAWG providers from the CVS in the</p>

<i>Recommendation</i>	<i>Response</i>
	<p>borough. This stakeholder engagement work will be extended during 2023.</p> <p>Longer term we will be developing with the CVS an Expert By Experience Panel which will continue to inform and shape the direction of our VAWG work in Southwark.</p> <p><u>Young People</u> As part of the engagement plan we are working with young people and young adults to ensure their voices and views are heard.</p> <p>The responses from our engagement and consultation will feed into the Strategic Needs Assessment, which will help form the strategic transformation governance board procurement decisions and development of new integrated services.</p>
<p><i>Recommendation 2</i> - 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.</p>	<p><i>Tackling misogyny and violence against women and girls</i> is a priority for the council, included as an objective in the Council Delivery Plan.</p> <p>Misogyny is not currently recognised as a criminal offence, the Metropolitan Police do not respond to misogyny incidents (unless in relation to another offence). Data is not collected and therefore not available to the council to analyse and review.</p> <p>The Law Commission undertook a review of Hate Crime Laws in 2021. This included consideration of whether misogyny should be criminalised and made a hate crime. The Law Commission concluded in its 'Hate Crime Laws: Final Report (PDF, 3.2MB)' (published 7 December 2021) "that making misogyny a hate crime would not be an effective solution to the very real problem of violence,</p>

<i>Recommendation</i>	<i>Response</i>
	<p>abuse and harassment of women and girls in England and Wales, and may in fact be counterproductive in some respects.”</p> <p>Without the legal recognition of misogyny as a hate crime there is no requirement on organisations including the Metropolitan Police Service to respond or collect data in relation to misogyny.</p> <p>The Mayor’s Office for Policing and Crime in July 2023 recently (July 2023) launched their ‘Say Maaate to a mate’ campaign empowering men to challenge misogyny by saying ‘maaate’ to their mates when they cross the line. This campaign builds on the Mayor’s ‘Have A Word’ campaign, which launched last year, calling on men to “have a word” with themselves and then their friends in order to tackle violence against women and girls.</p> <p>The council has taken steps locally to raise awareness of misogyny; In November 2022 we launched an anti-misogyny campaign ‘Through Her Eyes’ aimed at young males. During 2023 working with the Southwark Young Advisors we will be delivering sessions to youth groups and schools as part of behavioral change programme.</p> <p>In relation to data collections the Council’s Community Safety Team are taking steps to collect local data on misogyny. In 2021 a Women’s Safety Survey was undertaken, to improve our understanding of how safe women feel in the borough; living, working, going to school and travelling in Southwark. The survey will be repeated during late 2023 and then annually, extended to include questions relating to misogyny. This</p>

<i>Recommendation</i>	<i>Response</i>
	will be collected alongside demographic data, including protected characteristics, to understand how this intersects with experiences of misogyny. The survey will run alongside a number of focus groups with voluntary sector providers enhancing the overall picture for misogyny in the borough.
<p><i>Recommendation 3</i> - 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.</p>	<p><i>Work with the Metropolitan Police to tackle male violence against women, and challenge them to work with women to rebuild their trust and confidence</i> is a council delivery plan commitment. The Leader of the Council and the Cabinet Member have formally written to the Commissioner, Sir Mark Rowley outlining our endorsement of all of the Baroness Casey Review recommendations. This commitment also offers support from the local authority to the MET to deliver action which includes enhanced support for victims of domestic and sexual violence.</p> <p>As part of restoring trust and confidence locally we will be working closely with the local Police Command Unit to ensure that victims feedback is used to shape and drive local standards and improvement. An example of this is through jointly funding a role with police to oversee this work. This recommendation is supported.</p>

Policy framework implications

6. The new Domestic Abuse Act came in to force in 2021. Key measures include:
- A new statutory definition of domestic abuse which includes economic abuse and coercive control and defines children as victims
 - Strengthened responses to perpetrators through the introduction of new civil orders
 - Establishment of a Domestic Abuse Commissioner in Law
 - A duty on Tier 1 Local Authorities (the GLA in London) to provide

support to domestic abuse survivors in safe accommodation.

7. In July 2021, the government published The Tackling Violence against Women and Girls Strategy. The strategy reiterated the framework of prevention, provision of services, partnership working and perpetrators as the model to tackle VAWG.
8. In 2018, The Mayor's Office for Policing and Crime (MOPAC) published its strategic vision in "A Safer City for Woman and Girls". The London Tackling Violence against Woman and Girls Strategy, 2018 – 2021 which detailed a framework for London to be at the global forefront of tackling VAWG. The consultation process for the new Strategy from 2022 onwards is currently underway.
9. Southwark's five year VAWG strategy was approved by cabinet in July 2019. An associated five year delivery plan is being implemented which includes a commitment to review and redesign our local VAWG service offer.
10. The Police, Crime, Sentencing and Courts Act 2022 contains a Serious Violence Duty on public bodies. It requires specified authorities to work together to prevent and reduce serious violence and domestic abuse, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area. The Duty also requires the specified authorities to consult educational, prison and youth custody authorities for the area in the preparation of their strategy.

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

Community impact statement

11. An equalities analysis was undertaken in January 2022 as part of the developmental work for the recommissioning of VAWG services. The equality analysis demonstrates that the policy shows no potential for discrimination.

Equalities (including socio-economic) impact statement

12. Pursuant to section 149 of the Equality Act 2010, due regard has been given to the Council's decision making processes to the need to:
 - a) Eliminate discrimination, harassment, victimisation or other prohibited conduct.
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - c) Foster good relations between those who share a relevant characteristic and those that do not share it

13. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equality Duty also applies to marriage and civil partnership, but only in relation to (a) above.
14. Officers have taken steps to ensure compliance with the Public Sector Equality Duty imposed by the Equality Act 2010 as set out in the Community Impact Statement section above in particular:
 - In 2016/17, a Joint Service Needs Assessment (JSNA) was undertaken by Public Health of the wider health needs of victims/survivors of domestic violence and abuse. Needs analysis was also conducted to inform the development of the VAWG Strategy 2019-2024.
 - In the development of a new VAWG service an Equality Impact Assessment (EQIA) was undertaken in January 2022. The recommendations within this report have been judged to have no or a very small impact on local people and communities.

Health impact statement

15. Domestic abuse and other VAWG related crimes have an enormous impact on the physical and mental health and wellbeing of survivors and their children. Both current service provision and future proposals are focused on providing trauma-informed support with the aim of reducing short, medium and long-term harm and aiding long-term recovery.
16. Health impact has been considered and included in the revised EQIA of January 2022.

Climate change implications

17. None applicable

Resource implications

18. There will be additional short-term resource implications in the implementation of some of the recommendations, and these will be costed by the lead organisation/department.
19. Longer term there are plans to develop and procure a new transformational VAWG service to be in place from August 2024 are underway. This will take into consideration the recommendations contained within this report. The new service will be subject to a separate report for consideration by cabinet and any relevant implications will be set out in this report.

Legal implications

20. There are no legal implications arising from this report. Plans to develop and procure a new transformational VAWG service to be in place from August 2024 are underway. This will take into consideration the recommendations

contained within this report. The new service will be subject to a separate report for consideration by cabinet and any relevant implications will be set out in this report.

Financial implications

21. There will be additional short-term financial implications in the implementation of some of the recommendations, and these will be costed by the lead organisation/department.
22. Longer term there are plans to develop and procure a new transformational VAWG service to be in place from 1 July 2024 are underway. This will take into consideration the recommendations contained within this report. The new service will be subject to a separate report for consideration by cabinet and any relevant implications will be set out in this report.

Consultation

23. The Housing and Community Safety Scrutiny Commission in undertaking their review undertook widespread consultation and evidence gathering from council services, other statutory services, and community groups.
24. A comprehensive consultation is already underway in relation to developing a new VAWG service.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

25. Not applicable

Assistant Chief Executive, Governance and Assurance

26. Not applicable

Strategic Director of Finance

27. Not applicable

Other officers

28. Not applicable

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet agenda 13 June 2023	160 Tooley Street, London, SE1 2QH	Paula.thornton@southwark.gov.uk
https://moderngov.southwark.gov.uk/documents/g7676/Public%20reports%20pack%20Tuesday%2013-Jun-2023%2011.00%20Cabinet.pdf?T=10		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Dora Dixon-Fyle, Community Safety	
Lead Officer	Caroline Bruce, Strategic Director of Environment, Neighbourhoods, and Growth	
Report Author	Sharon Ogden, Safer Communities Team Manager	
Version	Final	
Dated	17 August 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
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	17 August 2023	

Item No. 16.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Health and Social Care Scrutiny Review: Care Contributions	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Evelyn Akoto, Health and Wellbeing	

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

The number of people requiring support to manage their social care needs is increasing year on year and the financial cost of meeting the social care needs of residents continues to rise.

The council spends close to £142m on adult social care. The council receives £9.4m in means-tested contributions from 35% of residents in receipt of care and support, who have been deemed liable for contributions under the council’s Fairer Contributions policy. Whilst we wish adult social care was funded from general taxation, like the NHS, sadly it isn’t, and the gap between what the council receives from Government and what it costs to provide safe, high quality care and support is significant.

This means the council has had to use adult social care precept powers and means-tested charging powers to cover the gap in Government grant. The fact that 65% of our residents in receipt of care and support pay NIL contributions towards their care demonstrates that we take means-testing seriously and are committed to ensuring residents have sufficient funds via Minimum Income Guarantee (MIG) and that disability related costs are disregarded as part of means-testing.

The 35% of residents in receipt of care and support who do make contributions towards their care costs have been means-tested and they have sufficient income, savings and assets to do so. The Government reforms which were due to be introduced in 2023 have been delayed, again, until 2025 and we await the detail from Government to fully understand what their reforms will mean for our residents. In the interim, we are committed to being ethical and fair in our approach, and to supporting our residents as best we can.

The responses to the five recommendations made by the Health and Social Care Scrutiny Commission to cabinet on 13 June 2023, are listed in paragraphs 17-29 of this report are consistent with Southwark Council’s Fairer Contributions Policy.

RECOMMENDATION

1. That the Cabinet note the response of the Lead Member to the recommendations of the Health and Social Care Scrutiny Commission cabinet report, 13 June 2023 in paragraphs 17-29 of this report.

BACKGROUND INFORMATION

2. Local authorities provide and fund adult social care services under the Care Act 2014. Section 9 of the Care Act 2014 provides local authorities with a duty to complete an “assessment of an adult’s needs for care and support” and Section 14 of the Care Act gives local authorities a power “to make a charge for meeting needs”.
3. Southwark Council adopted a Fairer Contributions Policy in 2015, which outlines the way the Council uses the powers granted to local authorities under the Care Act 2014 to financially assess recipients of social care services. The Fairer Contributions Policy was further reviewed in 2021.
4. The principle of fairer contributions is that all services, with the exception of reablement services and services provided to people subject to Section 117 of the Mental Health Act 1983 or to people experiencing Creutzfeldt-Jakob disease (CJD), are included within a “personal budget” calculation. This means that previously ‘flat-rate’ charged services (such as a day centre, and respite care) are now included within the personal budget and not charged separately.
5. A financial assessment is undertaken to determine the ability of the client to contribute towards the cost. The financial assessment of a person’s circumstances review the income, capital and savings of those receiving support in the community and in care placements.
6. The Health and Social Care Scrutiny Commission is a sub-committee of the Overview and Scrutiny Committee. It was established in July 2021 to examine and monitor the performance of services provided by the council and other agencies in matters regarding health and social care. In addition to examining matters regarding the council, the Commission’s responsibilities include the local NHS and health provision in Southwark.
7. The Health and Social Care Scrutiny Commission undertook a review of the Council’s policies towards charging for services for people with disabilities and presented a report to Cabinet on 13 June 2023. The report’s recommendations were as follows:

Recommendation 1

“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 2

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

Recommendation 3

“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 4

“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 5

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

8. At its meeting on 13 June 2023, Cabinet was resolved that:
- I. *That 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 be noted.*
 - II. *That the recommendations from the commission be considered and that the relevant cabinet member reports to cabinet on the recommendations, as set out in the report.*
 - III. *That it be noted that overview and scrutiny procedure rule 15.3 requires Cabinet to consider and provide a written response to the report within two months.*
 - IV. *That it be noted that it is for cabinet to decide whether or not to accept the Scrutiny Commission’s recommendation.*

KEY ISSUES FOR CONSIDERATION

9. The number of people requiring support to manager their social care needs is increasing year on year. The financial cost for local authorities to meet the social care needs of their residents continues to increase. These cost increases locally have been exacerbated by the increase in the London Living Wage and the rate of inflation experienced in both 2022-23 and 2023-24.
10. Southwark council is proudly a member of the Ethical Care Charter and is committed to ensuring that carers are paid at least the London Living Wage.
11. The council spends close to £142m on adult social care and in 2022-23 raised £9.4m in client contributions income. Were the Council not to receive this income, it would have a direct impact on the affordability of services which have been assessed as necessary to meet need, and to ensure safe, high quality care and support for our most vulnerable residents. In 2021/2022, Southwark council raised 6.1% income from client contributions as a proportion of gross expenditure on Adult Social Care, in comparisons to 9.3% as the London average and 11.9% for the national average for England. (See Appendix 1)
12. In Southwark, 35% of people in receipt of statutory adult social care services have been assessed as liable for a contribution towards the cost of their care and support. The mean average charge for community care services is £16 per week, and the mean average charge for residential care services is £212 per week. The average cost of a residential placement for an older person is £960 per week.
13. To ensure that the council can meet the needs of adults who are eligible to receive statutory support, the Adult Social Care Directorate works with individuals to identify what their needs are, how they would like their needs met, and how much if anything, they can afford to contribute towards the costs their care. In order to determine whether the adult is able to make a contribution towards their care costs, a financial assessment is undertaken.
14. Following their financial assessment, the adult is left with sufficient funds (the Minimum Income Guarantee MIG) to meet their housing (rent, council tax etc.), and other basic needs, such as food, and utility costs. Minimum Income Guarantee (MIG) thresholds are set by Government but local authorities are able to set higher MIGs if they wish. The council reviews its MIG figure at least annually to ensure that any adjustments to the nationally set MIG are reflected in the Council's practices. The UK Government has raised the rates of the MIG in response to inflation for this financial year 2023 to 2024.
15. The council reviews the person's income and savings, but will also consider whether the person is encountering "Disability Related Expenditure (DRE)". The person's "Disability Related Expenditure" will be deducted from the person's maximum ability to pay and the Council must ensure that each

person has a Minimum Income Guarantee [MIG]. This ensures that the person has sufficient funds available to meet their daily needs.

16. Southwark council is a member of the National Association of Financial Assessment Officers and follows its national guidelines when it comes to the assessment and application of disability related expenditure. In doing so, the council considers a broad range of expenses in the context of disability related expenditure and are open to exploring expenses outside of national guidelines, which are unique to a person's needs and disabilities.
17. To view comparisons with other Local Authorities, Disability Related Expenditure (DRE), disregards, please see Appendix 2, which is an extract from analysis of Freedom of Information requests, undertaken by Inclusion London, referred to as the Barnet Analysis.
18. The UK Government's, Adult Social Care Charging Reforms scheduled for October 2023 have been delayed until 2025. Under the reforms many more residents will be eligible for council support towards the cost of their care, with the proposed upper limit in savings being lifted to £100k from £23k. These reforms will likely bring an increase in the number of residents who have previously, or would otherwise, meet the full cost of their care, seeking to have social care and associated financial assessments. This will further increase the council's spend on adult social care.

Response to recommendation 1

19. Whilst the council recognises the financial pressures being faced by residents, means-tested contributions are a central part of the funding model for adult social care delivery in England so any increase in the MIG would lead to a reduction in the income received by the council to fund adult social care services. To increase the MIG by 50 per cent would result in an approximate reduction in the Adult Social Care Directorate's budget of £3 million. Given the budget impact, any change to the council's MIG would need to be considered through the council's Policy and Resources Strategy process, which is being developed for the next three years in the context of continuing pressures on council budgets.
20. The Adult Social Care Charging Reforms, which are now planned for 2025, will see an increase in the number of residents requesting contributions from the Council to adult social care services. Therefore, any proposed changes to the MIG, should be considered in the context of UK Government reforms, when the detail of these reforms become available and the impact can be fully assessed.
21. To support residents facing financial pressures, the council continues to support residents to maximise benefit income. The council's "Local Support" team provides support to residents with benefit applications, including benefits that are allocated to fund care and travel.

Response to recommendation 2

22. The council provides social care services to adults with a range of needs, from mental health needs, adults with learning disabilities, adults with physical disabilities and to older adults.
23. The council assesses adults on the basis of their needs and aims to ensure equal access to council resources for all adult social care service users. Similarly, trained officers financially assess adults in a fair and transparent way by ensuring that all service users are assessed on their levels of income, savings and assets.
24. The impact of removing care contributions from disabled adults would not be fair, ethical or legal. The Council would be considered discriminatory if it prioritised financial support to one cohort of adult social care users over another and would be at risk of legal challenge.

Response to recommendation 3

25. Yes, it is accepted that the communication with service users and families in regards to the financial assessments process has not been as clear as it might have been. This is in partly due to the complexity and changing eligibility criteria of the welfare benefits system. Adult social care has upgraded and improved the pages relating to financial assessments on the council's website and the Adult Social Care Directorate has updated information online and in print.
26. The council has produced refreshed guidance leaflets, explaining the financial assessment process and is providing in-person consultations to services users and their carers. Copies of Southwark's leaflets can be found in Appendices 3 to 5 of the report.
27. As part of this review, the council has introduced a new online financial assessment calculator and assessment form. The online financial assessment calculator enables service users and their carers to understand their possible care contributions based on their unique circumstances. <https://southwark.mycostofcare.com/OFA/>
28. The council is working with local voluntary and community sector organisations to help increase the understanding of adult social care contributions. For example, officers met with staff at Bede Café to provide information about the contributions process and has subsequently met with service users and family carers to provide advice and support with person-centered and accurate completion of financial assessments.
29. In-person support for financial assessments is now offered on a fortnightly basis at the council's offices at Queens Road, which once embedded, will be advertised widely. Since undertaking this work carers have reported feeling far more confident and reassured about the financial process.

Response to recommendation 4

30. The Government sets different rates of Minimum Income Guarantee (MIG), dependent on age, entitlements and calculated needs. Further details of how this is calculated can be found in Appendix 6 of the report.
31. The council considers it to be fair that if a service-users' income increases then they have their client contributions reassessed to ensure that those with higher incomes contribute more. This approach is also followed if a client's income decreases.
32. The Department of Work and Pensions varies benefit entitlement in the context that claimants will need to fund elements of their care. Therefore it is important that service users who are concerned that assessed contributions will place them in financial difficulty, are encouraged to contact the council so that they can be supported to obtain their maximum benefit entitlement.

Response to recommendation 5

33. The council welcomes this recommendation and agrees to work with stakeholders, service users and carers on any future review of the Council's Fairer Contributions Policy. The council engages widely on policies in this area and will continue to do so.

Policy framework implications

34. Southwark Council adopted a Fairer Contributions Policy in 2015, which outlines the way the Council uses the powers granted to local authorities under the Care Act 2014 to financially assess recipients of social care services. The Fairer Contributions Policy was further reviewed in 2021.
35. The responses to the five recommendations made by the Health and Social Care Scrutiny Commission to Cabinet on 13 June 2023, are listed above and are consistent with Southwark Council's Fairer Contributions Policy.

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

Community impact statement

36. Section 149 of the Equalities Act 2010 lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carry out their day to day work - shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. The council's Approach to Equality commits the council to ensuring that equality is an integral part of our day to day business.

37. The Equalities Act 2010 defines the following as protective: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race religion or believe and sex and sexual orientation,
38. Adult Social Care works closely with all relevant stakeholders and partners across the sector and collectively are committed to upholding the responsibilities towards advocating the PSED and complying with the Equalities Act 2010.

Equalities (including socio-economic) impact statement

39. It is acknowledged that there is a disproportionate (unequal) impact on the health of those who have a lower socio-economic status and often for those who have a social care need. Through all of our work, we aim to achieve equality of outcomes for those supported by Adult Social Care.

Health impact statement

40. Adult Social Care works closely with the NHS and Public Health colleagues to roll out initiatives and campaigns that relate to vulnerable adults.

Climate change implications

41. There are no climate change implications for consideration.

Resource implications

42. The number of people requiring support for their social care needs is increasing year on year. The financial cost for Local Authorities to meet the social care needs of their residents continues to increase. These rising costs have been exacerbated locally by the increase in the London Living Wage and the rate of inflation in 2022-23 and 2023-24.

Legal implications

43. There are no legal implications for consideration.

Financial implications

44. There are no financial implications for consideration.

Consultation

45. There were no consultation matters for consideration.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

46. No supplementary advice from other officers were required.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet Agenda and Minutes dated 13 June 2023 see Item 16 Report of the Health and Social Care Scrutiny - Care Contributions	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=7676&Ver=4		
Southwark's Health and Social Care Scrutiny Commission	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=519		
Care Act 2014	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted		
Mental Health Act 1983	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.legislation.gov.uk/ukpga/1983/20/contents		
Creutzfeldt-Jakob disease (CJD)	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.nhs.uk/conditions/creutzfeldt-jakob-disease-cjd/		
Personal budget calculation	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582

Background Papers	Held At	Contact
Link (copy and paste into browser): https://www.nhs.uk/conditions/social-care-and-support-guide/money-work-and-benefits/personal-budgets/		
Financial Assessment (means tested) for social care	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://www.nhs.uk/conditions/social-care-and-support-guide/help-from-social-services-and-charities/financial-assessment-means-test/		
London Living Wage	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.gov.uk/national-minimum-wage-rates		
Southwark's Ethical Care Charter	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s52528/Appendix%201%20Southwark%20Ethical%20Care%20Charter.pdf		
Disability Rated Expenditure (DRE)	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.gov.uk/financial-help-disabled		
National Association of Financial Assessment Officers	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.nafao.org.uk/		

Background Papers	Held At	Contact
Adult Social Care Charging Reforms	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://www.gov.uk/government/consultations/adult-social-care-charging-reform-distribution-of-funding-2023-to-2024		
Southwark's Policy and Resources Strategy	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://moderngov.southwark.gov.uk/mgDelegatedDecisions.aspx?XXR=0&&DR=22%2f08%2f2008-22%2f08%2f2023&ACT=Find&RP=0&K=0&V=0&DM=0&HD=0&DS=0&Next=true&T=9227822&NOW=22082023112937&META=mgdelegateddecisions		
Southwark's Local Support	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://myforms.southwark.gov.uk/localsupport/launch		
See For Yourself - Contribution Calculator	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://southwark.mycostofcare.com/OFA/		
Bede Café	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://bedehouse.org.uk/programmes/learning-disabilities/		
Department of Work and Pensions	Adult Social Care Directorate 4 th Floor	Pauline O'Hare 020 7525 0582

Background Papers	Held At	Contact
	160 Tooley Street, London, SE1 2QH	
Link: https://www.gov.uk/government/organisations/department-for-work-pensions		
Equalities Act 2010	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link: https://www.legislation.gov.uk/ukpga/2010/15/contents		
Public Sector Equality Duty	Adult Social Care Directorate 4 th Floor 160 Tooley Street, London, SE1 2QH	Pauline O'Hare 020 7525 0582
Link (copy and paste into browser): https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty		

APPENDICES

No.	Title
Appendix 1	Care contributions as a percentage of gross expenditure – Greater London ADASS comparison
Appendix 2	Local Authorities which allow Disability Related Expenditure (DRE) Disregards (Barnet Analysis)
Appendix 3	Charging and paying for your social care – Non-Residential Care
Appendix 4	Charging and paying for your social Care – Residential Care
Appendix 5	Paying for your care and support (Easy Read)
Appendix 6	Minimum Income Guarantee

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Pauline O'Hare, Director of Adult Social Care	
Version	Final	
Dated	31 August 2023	
Key Decision?	Yes	
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
List other officers here	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

Item No. 17.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title		Response to Health and Social Care Scrutiny Review: Access to Medical Appointments (key worker homes)	
Ward(s) or groups affected:		Borough wide	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

FOREWORD – COUNCILLOR HELEN DENNIS, NEW HOMES AND SUSTAINABLE DEVELOPMENT

The council is more mindful than ever of the need to retain and support sustainable communities in the borough, and to ensure it is a place where front line workers will choose to live. The challenges that we are currently seeing in the Private Rented Sector (PRS) in particular, underline the need for the council to secure genuinely affordable housing for residents – both social housing and other “intermediate” forms of housing that meet the needs of individuals and families. This is why our council plan includes a target to see 500 Key Worker Homes (KWH) started in the next 4 years. Given the state of the housing market, build-cost inflation and the wider difficulties in the construction industry, this will not be without challenge. However it is an area that we are determined to prioritise and we will be working closely with our health partners, as well as those in social care and other vital sectors, to ensure the pipeline does its best to support the health & social care system in Southwark.

RECOMMENDATION

1. That cabinet note the response to the recommendation.

BACKGROUND INFORMATION

2. This report sets out a response to recommendation 9 to the Health and Social Care Commission’s scrutiny review report on access to medical appointments submitted to cabinet on 13 June 2023.
3. The response deals specifically with recommendation 9 of the report, to do with taking forward the council’s 2022 commitment to deliver 500 Key Worker Homes in the next 4 years. (Whilst there are a number of recommendations contained in the scrutiny report, the only recommendation that cabinet is required to respond to is recommendation 9; hence only recommendation 9 is addressed in this paper).

KEY ISSUES FOR CONSIDERATION

Response to report Recommendation 9

Recommendation 9: The Commission recommends that:

- the cabinet member for council homes and homelessness work 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.

Response

4. We thank the Commission for this recommendation and agree with the need to deliver Key Worker Housing (KWH) which is linked to the housing needs of GPs and other local Primary Care practitioners, as well as those working in social care and other vital sectors.
5. The Cabinet Member for New Homes and Sustainable Development will have responsibility for taking the Key Worker Housing programme forward, working across two directorates: Planning & Growth (P&G) and Housing.
6. The focus of the housing directorate is to establish a list of potential KWH tenants; the focus of planning and growth is to progress Supplementary Planning guidance specifically for KWH and to progress emerging KWH developments with potential development partners. As of the current date, all work-streams are at a stage of work-in-progress.
7. The Planning Policy team (within P&G) is currently developing a new Supplementary Planning Document (SPD) for Affordable Housing and this will include KWH. It is expected that this SPD will set out a definition for KWH in Southwark, provide guidance on what the council means by KWH in terms of the housing model and set out the eligibility criteria including priority jobs.
8. The Housing and Modernisation team (within Housing) has developed its tenancy strategy and the tenancy policy for KWH, as set out in its Housing Intermediate Rent policy cabinet paper in March 2021. The paper sets out the intention to develop a list of eligible tenants, how the list would be applied, its eligibility criteria and the proposed priority system. The primary function of the eligible tenant list would be for any landlord delivering KWH schemes in the borough to draw upon. Within the five professions cited in the eligibility criteria table, are those related to the health sector: *'Nurses, doctors, and other clinical staff employed by NHS'*.
9. The Sustainable Growth Team (within P&G) has concluded the feasibility stage a pilot KWH scheme on General Fund land; this scheme is serving to spearhead a number of considerations for KWH partnership-led developments, including viability stress testing, grant allocation and tenure mix options. In parallel, the Sustainable Growth Team is in discussions with potential development partners,

including Guys and St Thomas' Trust (GSTT). Discussions with GSTT have focussed on nominations opportunities for its employees to KWH, given that GSTT already has a pipeline of eligible health practitioners who meet the eligibility criteria. So far GSTT has expressed interest in the possibilities of a 'soft-nominations' agreement to the council's pilot scheme (in close proximity to Guy's Hospital) and also to potential opportunities via developer British Land at Canada Water.

10. The Sustainable Growth Team regularly attends the Southwark Local Estates Forum, NHS SE London Clinical Commissioning Group; it is envisaged that, once the Affordable Housing SPD is formalised, KWH will be a regular agenda item on that forum and, through this, further connections can be made with the council KWH delivery programme and nominations from the health sector. It is also envisaged that future discussions will address where health partners may consider mixed-sector KWH within the Health estate portfolio. The Sustainable Growth Team is making good progress in identifying a potential delivery pipeline to meet our council plan target of starting 500 keyworker homes by 2026. It is anticipated that once the Affordable Housing SPD is published, even more developers will come forward with proposals for KWH.

Policy framework implications

11. As above, further detailed policy guidance will be enshrined in the Affordable Housing SPD to the Southwark Plan 2022. The SPD does not set new policy but, rather, expands on existing policy; accordingly, the KWH guidance will come under existing Policy as an Intermediate tenure at rent levels equivalent to London Living Rent (LLR).

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

Community impact statement

12. KWH for health-sector workers within the borough and near to their place of work, is in line with the objective of fostering community in local neighbourhoods.

Equalities (including socio-economic) impact statement

13. KWH for capped-level income health-sector workers, is in line with equalities objectives.

Health impact statement

14. KWH, with one of its characteristics being to enable key workers to live near to their place of work, supports a model of live/work balance and the implicit health benefits associated.

Climate change implications

15. KWH, with one of its characteristics being to enable key workers to live near to their place of work, facilitates walking and travelling from home to work and a consequential reduction of car and transport usage.

Resource implications

16. None

Legal implications

17. None

Financial implications

18. None

Consultation

19. Non applicable.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Assistant Chief Executive, Governance and Assurance**

20. Non applicable.

Strategic Director of Finance

21. Non applicable.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Health and social care commission report to cabinet 13 June 2023	Online	
Link (please copy and paste into browser):		
modern.gov.southwark.gov.uk/documents/s114677/Appendix A Access to medical appointment scrutiny review report.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Stephen Platts, Director of Planning and Growth	
Report Author	Catherine Brownell, Programme Manager	
Version	Final	
Dated	31 August 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	Yes	No
Date final report sent to Constitutional Team		31 August 2023

Item No. 18.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Education and Local Economy Scrutiny Review: Mitigating Falling Pupil Numbers in Schools	
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

The following report is a response to the Local Economy Scrutiny Commission’s timely review of our work to mitigate the impact of falling school rolls in Southwark.

I would like to thank Cllr Ochere, Cllr Tomlinson and all of their team for their excellent work in this area. It was most helpful to go through this work with them as we responded to this challenging issue.

The scrutiny review interviews of the Greater London Authority (GLA), a selection of school leaders, our education team and the independent consultants have already added value to this work. I am pleased to report we support all eight of the recommendations and are doing much of what they propose already.

Background

Following our £200m investment in schools, education in Southwark has never been stronger, with 97% of schools Ofsted-rated as good and outstanding. Taken together the impact of the dramatic fall in births, Brexit, the pandemic, the cost of living crisis, the national housing crisis and inflated housing costs in the borough constitute a demographic earthquake. The result has been a significant fall in pupil numbers in primary schools.

Keeping Education Strong Strategy

We have documented our approach in our Keeping Education Strong strategy.

This work is the product of close partnership working between the council and schools.

The work of the scrutiny team (between July 22 and April 23) has been especially helpful. Their interviews with the GLA and local schools have already added value to our work in this area. It was reassuring that the commission “acknowledges that Southwark is one of the boroughs in London that have a clear strategy in place for tackling falling pupil numbers”.

Scrutiny Commission Recommendations and Response

The report makes eight helpful recommendations which are set out below, along with our responses.

1. This calls for further strategic relationships across the council including housing.

We welcome this recommendation and aim to get on with it.

2. This calls for us to look at the current working process of the GLA and its data on school rolls. The GLA is set to review its own work on falling school rolls in 2024.

I will write to the GLA to ensure our thoughts are considered in their review.

3. This requests that officers explore the different mechanisms for schools to temporarily reduce their Pupil Admission Numbers before any proposed action on closures or amalgamations take place.

There is already a process to change the capacity of a school at short notice (under the Office of the Schools’ Adjudicator). So we can agree this straight away.

4. This calls for all closed schools to be re-provisioned for pupils with special educational needs and or disabilities.

We can confirm that plans are already underway to repurpose closed schools for children and young people with SEND needs.

5. This calls for 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.

We have put clear policies in place as agreed with the Schools Forum to assist this as a result of the strategy on Keeping Education Strong. Our officers will now further explore with Schools Forum how we can work together to support schools with falling rolls.

6. This recommends a council ‘school staff redundancy policy’ that proactively supports school staff.

We acknowledge that each school is responsible for setting its own restructure and redundancy policies. However the council HR team provide clear advice and guidance for school leaders in any restructure or redundancy situation as a result of falling rolls.

7. This calls on the council to monitor and report on the impact that ongoing falling rolls has on Global Ethnic Majority pupils, pupil premium pupils and pupils on Free School Meals (FSM).

The Equality Impact Assessment are produced for each school going through changes will detail potential impact of reducing PAN, amalgamating or closing a school and mitigations on pupils from Global Ethnic Majority background, those attracting a Pupil Premium and/ or eligible for Free School Meals, as well as those with SEND. In addition, each report will also consider the impact on staff. Officers will revise the current Equalities Impact Assessment template to fit in all of the necessary information. To provide greater transparency.

8. This asks for a strategy for unused and closed school buildings. *We are happy with this as the Council's policy has is for ex-school buildings to be used for education, training, employment, recreation or community activities. Council officers will now explore the benefits and dis-benefits of supplementary planning guidelines.*

RECOMMENDATIONS

1. That the Cabinet note the response to the Education and Local Economy Scrutiny Commission report and recommendations.
2. That the Cabinet approve the agreement to deliver recommendations 1, 4 and 8.

BACKGROUND INFORMATION

3. On 19 April 2023, the Education and Local Economy Scrutiny Commission met to consider and agree its recommendations to Cabinet following nine months of meetings, discussions and reports on the strategy to manage falling pupil numbers in schools.
4. Between July 2022 and April 2023, in addition to hearing from the Cabinet Member for Children, Education and Refugees, and the Director of Education, the Scrutiny Commission heard from the head teachers of Ivydale, Victory and St George's primary schools; the planning policy manager from the Council; a representative from the Church of England diocese; the Demography and City Modelling Manager of the GLA; and the London Regional Officer of the National Association of Head Teachers (NAHT).

5. The Commission also received reports from the Director of Education on the Keeping Education Strong strategy and from an independent consultancy (Isos) who reviewed the strategy and provided further recommendations to deliver on it. An annual Place Planning report also comes to cabinet in October. This report provides detailed analysis of pupil numbers, future projections and mitigations in place to manage capacity.
6. Work across the wider council continues in promoting the growth of pupil numbers. There is a focus on building and enabling housing which supports families with children to stay in Southwark and attend Southwark schools.
7. Whilst there has been decline in available and affordable stock in the private rented sector (PRS), Southwark Council continues to be the largest social landlord in London with 55,000 homes lived in by 40% of Southwark residents (tenants and leaseholders),
8. Southwark's council-house building programme is delivering more family sized homes and is continuing to promote the delivery of larger homes with a requirement in the Southwark Plan (P2) for residential developments to provide minimum percentages of larger units. The draft Old Kent Road Area Action Plan (AAP) also emphasises the need for family homes with a target of at least 4,000 family homes with 3 or more bedrooms. We will continue to promote further dialogue between directorates to develop further planning strategies to meet current and future need for family homes."
9. The recommendations of the Scrutiny Commission were published and shared in a report (Report of the Education and Local Economy Scrutiny Commission: Review of mitigating falling pupil numbers in schools) on 13 June, 2023, and a request was made for Cabinet to respond within eight weeks.
10. This report is the response from Education to those Scrutiny Commission recommendations.

KEY ISSUES FOR CONSIDERATION

11. Responses to the recommendations from the Scrutiny Commission:

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.

Response to Recommendation 1 - Cabinet agrees this recommendation and will promote further dialogue in strategy development between directorates.

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.

Response to Recommendation 2 - As detailed in the Scrutiny Commission report dated 13 June, 2023, the Demography and City Modelling Manager from the GLA attended the Scrutiny Commission in Autumn 2022 to explain the methodology used by the GLA to produce projections on pupil numbers and the process the Council follows to provide the GLA with data. These projections are based on a number of factors, including housing trajectories and planning permissions, which are provided to the GLA by the Council as required, and in a timely manner, to allow the GLA to model its projections.

It is our understanding that any inaccuracies in these projections have been caused by external factors (such as Brexit, Covid, welfare reforms, housing rent levels) rather than data provided by the Council. In such instances these external factors could not have been predicted or modelled for.

The GLA's modelling methodology is developed in conjunction with all 32 London local authorities and the processes are agreed together. These processes are reviewed and refined annually and the next review is scheduled to take place in Spring 2024. The Deputy Leader and Cabinet Member will write to the GLA to ensure they take our views into consideration before the next review.

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.

Response to Recommendation 3 - Yes, there already exists a process to change the capacity of a school at short notice (under the Office of the Schools' Adjudicator). A school can reduce its PAN and then increase it at a later stage, or admit bulge classes, and in every case under the Keeping Education Strong strategy, reduction of PAN was and will be explored before proposal of amalgamation and/ or closure.

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.

Response to Recommendation 4 - Yes, where school buildings have become vacant as a result of closure or amalgamation of a mainstream school, plans are actively underway to re-provision these schools for SEND purposes.

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.

Response to Recommendation 5 - We have put in place clear policies and procedures, agreed with Schools Forum to mitigate this and council officers will further explore with Schools Forum how we can work together to support schools with falling rolls. There are number of points in the year where we can review our strategy and its effectiveness – through the annual Place Planning report which comes to cabinet each October and provides detailed analysis of pupil numbers, future projections and mitigations in place to manage capacity; numbers of pupils actually taking up places each September; the October census which is a data capture of numbers of children in school on a given day; and registration for reception places each January/February.

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 180 6 redundancy levels do not disproportionately affect Global Ethnic Majority staff and low-income support staff.

Response to Recommendation 6 - Each school is responsible for setting out its own restructure and redundancy policies ratified by the governing body. As part of its Keeping Education Strong Strategy the council has ensured that all affected staff in maintained schools receive one to one support in exploring options should their school be in scope for closure or amalgamation. A re-deployment process was presented to Schools Forum in September 2022 which set out the offer of options of employment in other settings as a first course of action to affected school staff. The schools HR team provide clear advice and guidance for school leaders in any restructure or redundancy situation as a result of falling rolls.

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.

Response to Recommendation 7 - The Equality Impact Assessment are produced for each school going through changes will detail potential impact of reducing PAN, amalgamating or closing a school and mitigations on pupils from Global Ethnic Majority background, those attracting a Pupil Premium and/ or eligible for Free School Meals, as well as those with SEND. In addition, each report will also consider the impact on staff.

Where any changes (PAN reduction, amalgamation or closure) are made in a school, we can say what percentage of pupils in a school have each of those characteristics before any changes are made and after any changes have been made and use this analysis to support the decision making.

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.

Response to Recommendation 8 - Yes, the Council's policy has been shared with stakeholders and in every case we ask for ex-school buildings to be used for education, training, employment, recreation or community activities. Council officers will explore the benefits and dis-benefits of supplementary planning guidelines.

Policy framework implications

12. There are no additional policy framework implications attached to these recommendations.

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

Community impact statement

13. We know that our schools are the heart of our communities and that changes can have a far reaching impact on those communities. However, having full, well-resourced schools that can provide an excellent education is best for children, families, staff and communities.

Equalities (including socio-economic) impact statement

14. A full Equalities Impact Needs Analysis (EINA) has been completed for the Keeping Education Strong Strategy, for the recommendations made by the independent consultancy and an individual EINA will be completed for each school proposed for PAN reduction, amalgamation or closure.

Health impact statement

15. The implementation of the Keeping Education Strong strategy has considered the impact on the mental health of school staff at every stage, and reference to support available has been made explicit in communications.

Climate change implications

16. There are no climate change implications to these recommendations.

Resource implications

17. There are no additional resource implications to these recommendations.

Legal implications

18. There are no specific legal implications to these recommendations.

Financial implications

19. There are no specific legal implications to these recommendations.

Consultation

20. Extensive consultation was undertaken at every stage of developing the Keeping Education Strong strategy and will also be undertaken in the event of any school amalgamation or closure, both in line with and in addition to the statutory requirements.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

21. No supplementary advice from other officers were required.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Education and Local Economy Scrutiny Commission: Review of mitigating falling pupil numbers in schools	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712 545090
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s114684/Report%20Mitigating%20falling%20pupil%20numbers%20in%20schools.pdf		
Keeping Education Strong: Strategy for future proofing primary schools and protecting the quality of education in Southwark	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712 545090
Link (please copy and paste into browser): Report Keeping Education Strong - Strategy for future proofing primary schools and protecting the .pdf (southwark.gov.uk)		

Background Papers	Held At	Contact
Equalities Impact Needs Analysis	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712545090
Link (please copy and paste into browser): https://www.gov.uk/government/consultations/emergency-evacuation-information-sharing/equality-impact-assessment		
PAN reduction, amalgamation or closure	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712 545090
Link (please copy and paste into browser): https://www.gov.uk/government/publications/pre-16-schools-funding-local-authority-guidance-for-2023-to-2024/schools-operational-guide-2023-to-2024		
National Association of Head Teachers	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712 545090
Link (please copy and paste into browser): https://membership.naht.org.uk/become-a-member/?gclid=EAlalQobChMIIntPa1ZbwgAMVwIdQBh3BigXZEAAAYASAAEgLCmfD_BwE		
isos consultancy	Education Directorate 4 th Floor Southwark Council London SE1P 5LX	Poppy Charlton 07712 545090
Link (please copy and paste into browser): https://www.isospartnership.com		

APPENDICES

No.	Title
None	

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	Poppy Charlton, Service Development Manager - Performance and Strategy	
Version	Final	
Dated	31 August 2023	
Key Decision?	Yes	
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
List other officers here	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

Item No. 19.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Response to Education and Local Economy Scrutiny Review: Impact of Cost of Living Crisis on Businesses	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Martin Seaton, Jobs, Skills and Business	

FOREWORD - COUNCILLOR MARTIN SEATON, CABINET MEMBER FOR JOBS, SKILLS AND BUSINESS

It is vitally important that we support businesses across the borough during this time of need, and we are committed to investing in our town centres and high streets to do just that. We welcome the recommendations of the Education and Local Economy Scrutiny Commission, which emphasises the need to support local businesses through the cost-of-living crisis.

We are very proud of our flagship Southwark Pioneers Fund (SPF), which is helping those wishing to start or grow their business. The next strand of the SPF will help our everyday high street businesses to reduce CO2 emissions and become more efficient with their resources.

Thriving Town Centres and High Streets are key to our Economic Strategy ambitions and we will continue to invest in relationships with large and small businesses, both directly and through key business networks including our successful Business Improvement Districts.

We launched our Thriving High Streets Fund to invest in all of Southwark’s high streets and we recently awarded more than £135,000 to six projects in the first phase. These projects will make a positive contribution to help local small and medium-sized enterprises thrive and to make our high streets more inclusive, particularly for low income and Black, Asian and minority ethnic communities.

We will continue to provide support for innovation in our borough and improvements to our local areas, securing new affordable workspace for start-ups and small businesses where it is most needed.

I am proud of the work we have done so far and look forward to working with the team to support our business further and let them know that the council is on their side and has so much to offer for helping our local economy to thrive.

RECOMMENDATION

1. That the cabinet approves the response to the Education and Local Economy Scrutiny recommendations on the review of the cost-of-living crisis on business, as set out in paragraphs 4 to 35.

BACKGROUND INFORMATION

2. The Education and Local Economy Scrutiny Commission report - Review of the cost-of-living crisis on businesses, was received by cabinet on 13 June 2023 (agenda item 23). Seven recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

3. The recommendations set out in the *Report of the Education and Local Economy Scrutiny Commission: Review of the cost-of-living crisis on businesses* impact on various departments of the council. As such, relevant service areas have contributed to the response set out in this report.
4. **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.
5. **Response to recommendation 1** - In line with the Council Delivery Plan (CDP) commitment to “Back Southwark residents to start more businesses, co-operatives and social enterprises,” the council launched the Southwark Pioneers Fund (SPF) in September 2022. The SPF offers business advice, guidance and financial assistance to anyone with a business idea, through to founders with an established micro enterprise, to reach their full potential. Support includes workshops and networking events to help businesses to develop and connect with each other.
6. Officers regularly review our business support offer on the council website, and we also send a monthly e-newsletter to over 12,000 businesses and community groups, providing a wealth of up-to-date information on business support programmes available both locally and pan-London. All support programmes are communicated to the Federation of Small Businesses and Southwark Chamber of Commerce so that their members can access appropriate opportunities.
7. As part of our Town Centres and High Streets programme, the council is organising a series of local business engagement events to find out what local businesses want and need to survive and thrive. These events are also an opportunity to showcase the wider business support on offer to SMEs generally.
8. Southwark has five Business Improvement Districts (BIDs) and numerous

local networks that work together to support their local area. The council is working hard to encourage and support local networks in town centres and help businesses to work collaboratively to boost local activity. By way of example, we are currently supporting the Elephant & Castle business forum to explore a Business Improvement District (BID) which includes Walworth, and we are working alongside Tree Shepherd to launch a new Peckham business forum in autumn 2023.

9. **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.
10. **Response to recommendation 2** – As a central-London borough, Southwark is home to a diverse and thriving hospitality sector, catering to a wide range of tastes and enjoyed by residents and visitors alike. Despite continued strong employment growth in the sector, large recruitment and skills gaps still exist. The sector also has a poor reputation, with many citing low pay, long hours and a lack of opportunities for progression as reasons not to pursue a career in hospitality. Despite this negative perception, many good jobs and careers exist within the sector, but awareness of these and of the pathways into them is lacking. These issues of reputation and awareness sit alongside an issue of provision, with the local skills offer currently unable to meet the sector's demand for skilled labour.
11. The need for intervention within the hospitality sector is something that has been identified as a priority by the Southwark Skills Partnership and is recognised within the Southwark Skills Strategy delivery plan. Our objectives are to: raise the profile of the hospitality sector locally; increase awareness of the employment and training opportunities available locally and of the pathways to them; improve and increase capacity for hospitality skills provision locally to provide new pathways to hospitality jobs locally.
12. To do this, we are looking to establish a Hospitality Skills Centre in Southwark (a CDP milestone), designed and delivered in partnership with sector specialists, to improve and increase capacity for good quality hospitality skills provision within the borough. A potential site has been identified and we are currently in the process of assessing the viability of the skills centre at this venue.
13. In the interim, we will continue to work alongside Lewisham Council to support the Mayor's Academies Hospitality Hub at Lewisham College with the design and delivery of its activities, working with employers to formalise the regional skills response, provide work-based training and employment opportunities, and inspire residents to work in the hospitality sector.
14. **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.

15. **Response to recommendation 3:** The council is not responsible for setting business rates, which is done centrally via the Valuation Office Agency (VOA). In lieu of any potential changes to portfolio remits, the respective portfolio holders (and local economy and business rates teams in particular) will continue to work together to provide wider support to local businesses, signposting to relevant programmes or business rate relief schemes to help them with economic challenges including business rate rises.
16. **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.
17. **Response to recommendation 4** - We are committed to delivering the CDP target of encouraging the expansion of street markets across Southwark. To achieve this the Council's in house markets and street trading service is already supporting market traders whether it be the work being undertaken in collaboration with Big Local Works/Bermondsey BID in relation to the Blue market or working with Southwark Association for Street Trading (SAST) to develop East St. market. We have been supporting the Blue market to enable them to deliver a variety of events and are supporting East St. Community/SAST in developing a thriving high streets fund bid focused on governance, branding and promotion through continued engagement and events. The service has also supported the introduction of a market at Maddock Way through working with the tenant resident's association. The service also supports community event organisers through the licensing of market stalls, for example the Queer Arts Fair held in Peckham last summer which was a great success and the more recent Akwasidae Festival on Camberwell Green which was well attended this summer.
18. **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. **Response to recommendation 5** - The strategy for future rounds of CIL allocations is currently under discussion and a delivery programme has not yet been determined. Any future CIL strategy will consider the allocation criteria, community engagement, process for developing projects and decision-making processes. Officers will be bringing forward a report to cabinet towards the end of 2023 that will make proposals on aligning the approach to the CDP commitment on thriving neighbourhoods. Any

application for CIL for Local Street Markets will need to follow the process and timeframes approved through the future cabinet report.

20. **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.
21. **Response to recommendation 6** – The Southwark Local Access Partnership (LAP) is a partnership led initiative steered by a Partnership Board that includes the council as part of the strategic decision-making committee. The LAP has a budget of £1.4m to be used for enterprise development support (for socially minded enterprises), commencing in autumn 2023. A further £4.4m (£2.625m repayable capital, £1.85m grant capital) is available for investment and proposals are being developed in relation to an Asset Trust model to ensure that the funding delivers the most appropriate long-term investment solution for Southwark’s social economy.
22. Key next steps to be taken in the coming months include: (1) Asset Trust Workshop - working with a facilitator to determine the key requirements, governance, organisations and board members required to register an asset trust. Following this, we will be able to begin registration of the community asset trust. (2) Recruit Fund Manager - engagement with Resonance social impact property fund manager for advice and potential ongoing support in line with their 'impact labs' initiative through which they develop community assets. Securing a fund manager to support the alignment with our LAP funding providers is another key step. (3) Asset Identification - working with our Users and Influencers and Enterprise Development Partners to prioritise the key assets required by Southwark's minoritised and female-led organisations. Identify potential assets through our community partners & stakeholders, working with our fund manager to review, plan and secure potential assets.
23. Officers will ensure that the commission is kept updated on LAP progress in regard to the Asset Trust development and a more detailed action plan will be provided once fully developed by the LAP coordinator.
24. **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.

25. **Response to recommendation 7** – The motivation behind the recommendation to establish a charter on heritage business status is recognised. However, a wide range of support mechanisms for protecting local businesses from the possible impacts of development already exist. These include:
- Planning policy protections set out on the Southwark Plan
 - Provision for affordable workspace
 - Safeguards for tenants of the council commercial properties
 - Support for businesses through council initiatives such as the SPF
 - Support for arts and culture organisations
 - Support for community based organisations.
26. The Southwark Plan 2022 (P33) recognises that small and independent businesses and small shops are a vital part of the prosperous local economy in Southwark and are made up of a wide range of innovative and inspiring enterprises, helping to boost local employment and the distinctive character of local neighbourhoods.
27. Where existing small or independent businesses or small shops may be displaced by development a business relocation strategy, written in consultation with affected businesses, must be provided. The business relocation strategy must set out viable relocation options to ensure that any existing businesses are carefully considered in redevelopment schemes, either to be re-provided where phasing allows, or to be relocated in Southwark to ensure the borough retains its local talent, culture and commercial creativity.
28. Ongoing Area Character studies will identify local landmarks, many of which are local community/cultural assets. The consultation undertaken as part of the study often reveals which local community/cultural spaces are of particular importance to local people. The study also highlights where there are potential improvements (such as to transport and public realm) that if invested in (e.g. via CIL funds), would be of benefit to local businesses. Current policy means that CIL funds cannot be targeted at businesses specifically as such funds can only be used for wider infrastructure purposes.
29. The Southwark Plan also contains various provisions in regard to Affordable Workspace (P31). For example, where existing small and independent businesses are at risk of displacement from a development there should be full consideration of the feasibility of providing affordable and suitable space for existing occupiers in the completed development. In developments proposing 500sqm GIA or more employment floorspace must, among other things:
- Prioritise affordable workspace for existing small and independent businesses occupying the site that are at risk of displacement. Where this is not feasible, affordable workspace must be targeted for small

- and independent businesses from the local area with an identified need; and
- Collaborate with the council, local businesses, business associations relevant public sector stakeholders and workspace providers to identify the businesses that will be nominated for occupying affordable workspace.
30. Whenever regeneration plans are being developed in respect of properties owned by the council, we would always consider existing commercial tenants and their historical and cultural heritage to ensure they are retained locally wherever possible. An example is Peckham Palms, which was created by the council to accommodate displaced local businesses impacted by redevelopment.
31. Aside from redevelopments, we aim to be flexible with council tenants where appropriate and help local businesses which are deemed to add community or cultural benefit. Part of this is to refer them to relevant business support programmes, such as the SPF or LAP. However, we have policies in place (see para 38) which dictate that market rents are charged, and the council is under a fiduciary obligation to collect those rents. Leaving failing or unviable businesses to continue in premises presents risks and, amongst other things, blocks up churn in the portfolio, which might act to exclude the very tenants who run the 'heritage' businesses of tomorrow.
32. In terms of wider business support, the Southwark Pioneers Fund is targeted at underrepresented groups in business and those with less than 10 employees (micro businesses). The SPF Growth programme is open to any existing business wishing to develop their business for future viability and growth – this includes businesses struggling with the current extreme economic circumstances. Grants of up to £10,000 are available to a small number of businesses who would benefit most, including those with a historical or cultural heritage.
33. Support for the borough's creative sector businesses is available via the council's Culture Together Grants programme: grants can include an allocation of funding towards core costs, such as business overheads associated with project activity. Creative and cultural businesses seeking premises can register their requirements on the council's Space Register, which is consulted by Sustainable Growth officers when opportunities for meanwhile or longer-term tenancies arise in developments. The council's culture team has recently launched the [Southwark Creatives Directory](#), offering creative freelancers based in the borough the chance to promote their work and serving as a resource to encourage businesses to employ local talent. Leaders of creative organisations are also supported with networking opportunities in the form of the Creative Network Southwark and quarterly roundtable meetings with the Cabinet Member for Leisure, Parks, Streets & Clean Air to ensure the needs and challenges of creative businesses are understood
34. For Voluntary and Community Sector (VCS) organisations, the council's

Common Purpose grants offer funding for services that support Southwark's diverse communities to be more resilient, resourceful, happier and healthier. Grants are available to VCS organisations to meet the overarching aims of the Common Purpose programme to bring Southwark's diverse communities together, tackle social exclusion and promote a greener borough.

35. The adoption of a charter is therefore not recommended as it would create an additional administrative burden while doing little to add to these existing protections and support mechanisms.

Policy framework implications

36. The Council Delivery Plan (CPD) has the following related commitments and milestones:
- i. Back Southwark residents to start more businesses, co-operatives and social enterprises.
 - ii. Provide extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people.
 - iii. Grow a network of start-up hubs rooted in our communities
 - iv. Establish a new Hospitality Skills Centre.
 - v. Encourage the expansion of street markets across Southwark.
37. The Southwark Plan (2022) is our Local Plan. It was adopted by the Council Assembly on 23 February 2022. It sets out the vision, strategic objectives and policies for development in Southwark for the period 2019 to 2036.
38. The Asset Management Plan for the Commercial Property Estate (2016) and the Corporate Asset Management Plan (2021) outline the central strategy for the management of the council's non-dwellings property holdings.
39. The council's forthcoming economic strategy 2023-30 sets out how we will shape a greener, fairer and more resilient economy. Among other things it will also be an economy where our high streets are supported to continue providing the essential goods and services residents rely on, and smaller established businesses are better able to face current and future economic pressures, such as rising land values and costs.
40. The Voluntary and Community Strategy for Southwark sets out a vision of thriving community organisations that better meet the needs of our residents. It was developed in partnership with the local VCS and Southwark Clinical Commissioning Group in 2016.

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

Community impact statement

41. The Education and Local Economy Scrutiny Commission report recognises the impacts of the cost-of-living crisis on local businesses. There are no community impacts arising from this report, but consideration will be given to any specific recommendations to be taken forward.

Equalities (including socio-economic) impact statement

42. The Education and Local Economy Scrutiny Commission report acknowledges the impacts of the current extreme economic circumstances, especially for Global Ethnic Majority-led businesses. The council is committed to tackling the inequalities experienced by people in business and our business support programmes are designed to be accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people. Monitoring is in place to ensure that this support is targeted accordingly.

Health impact statement

43. There are no direct health impacts arising from this report.

Climate change implications

44. None applicable.

Resource implications

45. There are no additional resource implications arising from this report.

Legal implications

46. None applicable.

Financial implications

47. There are no new direct financial implications arising from this report. Responses to the recommendations set out current council processes and activities which are contained within existing budgets. Any new actions required as a result of the recommendations will be explored, developed and appropriate funding identified. Further reports will be put forward as required for approval.

Consultation

48. The Education and Local Economy Scrutiny Commission consulted a range of stakeholders including market traders, businesses, BIDs, Federation of Small businesses (FSB) and the LAP, as part of their cost-of-living review.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

49. Not applicable

Assistant Chief Executive, Governance and Assurance

50. Not applicable.

Strategic Director of Finance (FC23/003)

51. This report is requesting the Cabinet to note the response to the Education and Local Economy Scrutiny recommendations on the review of the cost-of-living crisis on business, as set out in paragraphs 4 to 34.
52. The strategic director of finance notes that there are no new immediate financial implications arising from this report and notes other comments in the financial implications.
53. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Education and Local Economy Scrutiny Commission: Review Impact of the cost-of-living crisis on businesses	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Cabinet report template 2012 (southwark.gov.uk)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Martin Seaton, Jobs, Skills and Business	
Lead Officer	Caroline Bruce, Strategic Director of Environment, Neighbourhoods and Growth	
Report Author	Matthew Little, Principal Strategy Officer	
Version	Final	
Dated	31 August 2023	
Key Decision?	No	
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
Director, Planning and Growth	Yes	Yes
Director of Environment	Yes	Yes
Head of Sustainable Growth	Yes	Yes
Head of Culture	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2023

Item No. 20.	Classification: Open	Date: 12 September 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 12 July 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 12 July 2023, 7.00 pm - Southwark Council		

APPENDICES

Number	Title
Appendix 1	Health and wellbeing in Southwark
Appendix 2	Support the #LiftTheBan Campaign
Appendix 3	A Clean Southwark
Appendix 4	Tackling Damp and Mould

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer	
Version	Final	
Dated	15 August 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 August 2023	

APPENDIX 1**Health and wellbeing in Southwark**

1. This council notes:
 - a. 5 July 2023 marked 75 years of the National Health Service (NHS).
 - b. Treating over a million people a day in England, the NHS touches all of our lives. When it was founded in 1948, the NHS was the first universal health system to be available to all, free at the point of delivery. Today, nine in 10 people agree that healthcare should be free of charge; more than four in five agree that care should be available to everyone, and that the NHS makes them most proud to be British.
 - c. Labour created the NHS. Our values are built into the NHS's founding principle that everyone, wherever they live, whatever they earn, should get healthcare that is free at the point of use.
 - d. The NHS is facing both an unprecedented immediate crisis and a long-term challenge. Right now, the NHS is not working. 13 years of Conservative and the Conservative and Liberal Democrat coalition governments has run the service into the ground.
 - e. The immediate crisis is that the NHS is no longer there for people when they need it: Month long waits to see a GP, ambulances that can't get to people in time to save lives, dangerously long queues in A&E, over 7 million on the waiting list for hospital treatment – a system at breaking point.
 - f. The NHS crisis has widened health inequalities, created barriers to access to healthcare and resulted in a disparity in outcomes.
 - g. Everyone should be able to access the support and services they need to lead healthy lives. A Labour Government will tackle health inequalities, support mental wellbeing and help residents to be fit and active.
 - h. Southwark Council have established a new in-house Active Southwark Service designed to help our residents stay healthy and fit. Giving access to a wide range of activities across our pools, leisure centres, outdoor gyms, parks and sports facilities.
 - i. Southwark Council is working to ensure quality care in Southwark for those who need it, and look after people who care for others too.
 - j. We are rolling out our new Residential Care Charter to ensure all Southwark residential and nursing homes have high standards of care and fair pay for care home staff. This includes every home

having a Family Forum so people have a place to raise any concerns about a loved one's care.

- k. The employers of five of our biggest care homes have signed up to the Residential Care Charter, equating to nearly 70% of our care worker staff working in homes that are fully compliant and will be paid at least the London Living Wage. They will also be paid for the time it takes to carry out a proper handover between shifts, ensuring safety and continuity of care for residents. Zero hour contracts will not be used in place of permanent contracts unless requested by staff and training must be free and carried out in work time. These steps mean that our most vulnerable residents receive the best care from carers whose work is respected.
- l. We have opened a new state of the art nursing home, so all older Southwark residents who need care can continue to have a home in our borough, and we are identifying another site to open another home in the next few years.
- m. Southwark is part of the Integrated Care System a partnership that brings together the organisations responsible for health and care services in south east London, to make the greatest possible contribution to the health and wellbeing of people living in South East London.
- n. Since 2019, Partnership Southwark has been working to better join up services and support, tackle the causes of inequality, and improve the health and wellbeing of Southwark residents. Partnership Southwark is our Local Care Partnership within the overall South East London Integrated Care System, working with other health, care and non-statutory organisations and local communities to bring together services and support at a neighbourhood level so that they do a better job of keeping people healthy and meeting their needs.
- o. The Conservative cost of living crisis has plunged many families into food poverty and food related health inequalities. Access to healthy and nutritious food impacts us at every stage in life, affecting development, wellbeing and life chances. Inequalities in diet result in inequalities in health.

2. The Council believes:

- a. This NHS crisis is leading to a two-tier system, with creaking NHS care for those who can't afford to pay, and timely care only for those with the money to go private.
- b. Our health system faces a long-term sustainability challenge. The NHS is still designed for the world of 1948, where people needed short-term treatment for infectious disease or injury. Now, we are

looking to the same system to provide more care for people with chronic long-term conditions and it is simply not set up for this.

- c. Alongside the NHS crisis, 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 Conservative-led government. We want a sustainable food system in Southwark to improve health and wellbeing for our population, to reduce inequalities and to protect the planet.
- d. 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.
- e. 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.

3. The Council resolves to:

- a. Support the election of a Labour government that can fix the immediate crisis and address the long-term challenge the NHS now faces after years of underfunding by the Conservatives and the Liberal Democrat governments, so that future generation can benefit from the NHS for the next 75 years and long beyond.
- b. Support the election of a Labour Government with a strong ambition to create a National Care service that will resolve the crisis in the adult social care system.
- c. Work with our communities and NHS to reduce inequalities in access to healthcare, including those faced by Black, Asian and ethnic minority people. Expanding our Community Health Ambassadors network to empower more people to work with their community to increase the uptake of life saving vaccinations and cancer screening and holding local health services to account for the work they need to do to make sure care is accessible and high quality for all.
- d. Ensure all Southwark residents can access mental wellbeing support if they need it. The Council is already rolling out support for all children and young people. We will also launch innovative new support for adults, designed and delivered with and for people from across Southwark's diverse communities. Including support for parents delivered by parents.
- e. Continue to work to provide the highest possible care for residents who need it, and increase nursing home capacity in the Borough.

- f. Provide a defibrillator (AED) for every school and in public buildings to ensure all residents have access to these lifesaving pieces of equipment.
- g. Confirm that Labour will ensure quality care in Southwark for those who need it, and look after people who care for others too.
- h. Introduce more support for all unpaid carers, regardless of whether the person they care for gets funded care.
- i. Continue to look for opportunities to bring social care services in house, under the control of user led groups or into cooperative ownership and will campaign to keep our NHS in public ownership
- j. 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.
- k. Continue to increase access to affordable food models (such as pantries) in the borough, and ensure more convenience stores provide an affordable, healthy food offer to residents. We will provide much needed support to local organisations that are tackling food poverty to embed cash-first approaches and provide a culturally appropriate food offer.

APPENDIX 2**Support the #LiftTheBan Campaign**

1. Council assembly notes that:
 - a. in Southwark there are 1,002 people seeking asylum in receipt of Section 98 support and 1,273 people in receipt of Section 95 support.
 - b. since 2002, people seeking asylum have only able to apply for the right to work
 - c. after they have been waiting for a decision on their asylum claim for over a year, and only if they can be employed into one of the narrow, highly-skilled professions included on the Government's Shortage Occupation List.
 - d. people seeking asylum are left to live on £5.84 per day, struggling to support themselves and their families, and left vulnerable to destitution, isolation, and exploitation.
 - e. the potential foregone economic gain for the UK economy of allowing people to work is estimated to be £97.8 million via increased taxable income and reduced payments of accommodation/ subsistence support.
 - f. 71% of people polled agreed with the statement: "when people come to the UK seeking asylum it is important they integrate, learn English and get to know people. It would help integration if asylum-seekers were allowed to work if their claim takes more than six months to process."
2. Council assembly believes that:
 - a. people seeking asylum want to be able to work so that they can use their skills and make the most of their potential, integrate into their communities, and provide for themselves and their families.
 - b. restrictions on right to work can lead to extremely poor mental health outcomes, and a waste of potentially invaluable talents and skills both for the economy of Southwark and the UK.
 - c. allowing people seeking asylum the right to work would therefore lead to positive outcomes for those seeking asylum in Southwark and for the local and national economy.
3. Council assembly resolves to:

- a. join the Lift the Ban Coalition, which is campaigning to restore the right to work for everyone waiting for more than 6 months for a decision on their asylum claim.
- b. call on the UK Government to give people seeking asylum the right to work unconstrained by the shortage occupation list after they have waited six months for a decision on their initial asylum claim or further submission.

A Clean Southwark

1. Council Assembly notes:
 - a. That fly-tipping and litter have increased across the country after the pandemic, and nationally costs councils millions to address.
 - b. Waste on the streets causes significant environmental and health hazards, and worsens the aesthetics of where we live.
 - c. Whilst changes in national legislation would help to tackle the issue, there is room for councils to act within the current framework.
2. Council Assembly notes the Council's record on fly-tipping:
 - a. The Council removed flytipping within 24 hours in 98.6% of cases in 2021/22, beating the target of 98%.
 - b. According to the national Flycapture database, Southwark has the fewest incidents of flytipping reported by the public of all London boroughs who provided figures.
 - c. 81% of flytipping collected is done so proactively, without the public even needing to report it.
 - d. It is notoriously difficult to find evidence for flytipping. Nonetheless, the Council's CCTV Team currently has four active cameras deployed to support enforcement activity in areas of concern for fly tipping, and since April the CCTV team have provided the Environmental Enforcement Team with 46 example of evidence.
 - e. Despite a tough financial climate, the council has not removed any funding from flytipping and instead invested £500k into improving street cleanliness in 2022/23. This includes additional resources for graffiti removal, fly-tip removal and enforcement, and litter bins to increase recycling from street cleaning.
3. Council Assembly notes the Council's record on litter and street cleaning:
 - a. The resources deployed for cleaning of high profile locations such as town centres has been maintained in 2022/23 therefore no reduction in frequency.
 - b. The Council provides litter picking on residential roads between twice and six times per week, based on need. This will help maintain acceptable levels of cleanliness for litter on residential roads.
 - c. The most recent figures show the council meeting its targets for both littering and street detritus.

4. Council Assembly notes the Council's record on pest control:
 - a. Reporting figures detail the total number of visits, not infestations, and for all rodent infestations not just rats
 - b. Almost 100% of pest related works involve a treatment programme which requires multiple visits to an individual property for a single infestation
 - c. All council tenants receive a free service for the most common pests including rat treatments
 - d. Those residents who pay for our service and are in receipt of benefits or state pension receive a 50% reduction in costs.
 - e. The council contracts the service to the London Borough of Croydon
5. This Council resolves to:
 - a. Sustain the cross council approach of services working collaboratively to resolve the issue of fly-tip at hotspot locations. These services include Waste Management, Cleaning, Environmental Enforcement, Housing, CCTV and Markets.
 - b. Maintain the Council's high standards of removing fly tipping within 24 hours and continue to aspire to beat the target of 98%.
 - c. Keep up the council record of keeping Southwark streets clean, town centres and residential roads clean, with regular sweeping as well as targeted cleaning.
 - d. Continue to offer all council tenants receive a free service for the most common pests including rat treatments and maintain the high standard of pest control that all residents receive from the council.
 - e. Uphold the work of the enforcement team dealing with commercial waste compliance and fly-tipping and continue to provide a responsive service to our residents.
 - f. Use the additional funding available in 2023/24 to address fly-tipping to enhance the fly-tipping removal service as well as to increase the level of enforcement action taken against those who are responsible for fly-tipping.

Tackling Damp and Mould

1. Council assembly notes that:
 - a. Damp and mould is a blight on housing in the UK and is putting lives at risk.
 - b. The tragic death of Awaab Ishak resulting from toxic mould has rightfully made damp and mould a top priority when tackling housing disrepair.
 - c. Southwark Council recognises the importance of addressing the problems damp and mould can cause and the need for a robust system and processes, both proactive and reactive, to ensure that measures are in place to tackle and reduce issues surrounding condensation in its properties.
 - d. In October 2021 the Housing Ombudsman Spotlight Report was published, this made 26 recommendations for improvements across the industry. The key items for inclusion were:
 - i. Taking a zero tolerance approach to interventions with mould; meaning to take all reasonable measures to help resolve damp
 - ii. Avoid blaming the resident – The Ombudsman felt landlords were too quick to lay the blame of the problem with residents use of the property
 - iii. It's not lifestyle – The Ombudsman case studies highlighted a number of cases had underlying issues which were not identified or addressed. The council responded by reviewing the damp and mould strategy and implementing a new approach.
 - e. Since 2022 the council has:
 - i. Delivered a Major works scheme to address the damp mould and piloted the use of smart home technology on Kingswood Estate
 - ii. Consulted with residents at Area Forums and set up a resident online workshop
 - iii. Implemented a new policy which sets out how Southwark Council will respond and manage damp, mould and condensation, as well as its proactive approach to identify and remediate potential causes of future damp and mould
 - iv. Created a new Damp & Mould team in November 2022 within the repairs function who take ownership of the end to end process of a resident making an enquiry through to completion and follow-up of the works
 - f. The Council has also introduced enhanced IT and additional ways a resident can contact the service. This includes:

- i. Providing a dedicated phone number with direct access to the Damp & Mould team
 - ii. A dedicated email contact, again, direct to the team
 - iii. A new online reporting form with the ability to upload pictures and videos
 - iv. Targeted action days on estates
 - v. Posters with QR codes on display within our estates informing residents on how to report D&M
 - vi. Updated web-site with key information
 - vii. Produced a new resident facing damp pack brochure
- g. Triaging for damp and mould works are now applied. An urgent priority, which is based on residents' vulnerability and severity of hazards & risks. Routine damp and mould cases are raised on a separate priority. The dedicated team communicate with the resident, checking that they are happy at the end of the process and returning if needed for further advice or works.
- h. As part of our initial inspection process, our trained inspectors provide guidance and a damp pack to all residents when on site. Every resident receives a Hygrometer to measures the humidity and water vapour in the air, which helps identify factors that cause damp and mould.
- i. The Damp & Mould team have been selected on the basis of their experience of damp and across the repairs spectrum, are trained in HHSRS (housing health and safety rating system), and can flag where a property is category one and doesn't meet decent home standard
2. Council assembly welcomes:
- a. The creation of the Southwark damp and mould taskforce and hopes this team can be put to effective use in improving Southwark's response to damp and mould in the borough.
 - b. The success of the repairs action days held throughout the borough that facilitated direct engagement between council officers and residents and saw proactive repairs carried out with effective follow-ups from the repairs team.
3. Council assembly resolves to:
- a. Ensure that keeping people safe in their homes remains the number one priority for our housing teams.
 - b. Continue to use a data-led approach, with a Power BI dashboard which allowing us to accelerate our response to damp and mould. This allows the council to pull together and automate the reporting of data that is held on a separate database.

- c. Ensure that this data is available to Overview and Scrutiny Committee, the Housing Scrutiny Commission and the Cabinet.
- d. Use newly created heat maps to identify repeat visits and flag blocks which could have recurring environmental, mechanical or structural issues
- e. Build on the success of the repairs action day, by creating a calendar for future repair action days, to the benefit of residents in all wards.
- f. Continue to insure that an inspector attends every report of damp within 20 days, taking the resident through a booklet on managing damp in the home and providing each resident with a hygrometer as well as inspecting for airflow, leaks or any other issues that may be causing damp.
- g. Call on the Government to support local authorities in tackling damp and mould by providing the necessary extra resources, ensuring the council continue to keep people safe in their homes.
- h. Continue enforcement on private landlords, who do not tackle or take action to solve damp and mould issues.
- i. Offer advice and support residents raising a complaint where housing associations are failing to tackle damp and mould, as well as signposting residents on how to report them to the Ombudsman if necessary.
- j. Remain committed to working with government, the GLA and other partners to ensure we continue to eradicate damp and mould across our council homes, and work with the GLA on the development of any 'gold standard'.

Item No. 21.	Classification: Open	Date: 12 September 2023	Meeting Name: Cabinet
Report title:		Appointment to Outside Bodies 2023-24 - Board of Southwark College Corporation	
Ward(s) or groups affected:		Not applicable	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet agree that Councillor Jasmine Ali be appointed as the council's representative to serve on the Board of Southwark College Corporation for the 2023-24 municipal year.

BACKGROUND INFORMATION

2. Each year the council makes appointments/nominates individuals to outside bodies.
3. Cabinet appointed to a number of outside bodies at 13 June 2023 meeting. Councillor Martin Seaton was appointed as the council's representative on Board of Southwark College Corporation and this report seeks to update that nomination to Councillor Jasmine Ali.

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.

Legal implications

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

Consultation

6. The political group whips have been consulted on appointments to outside bodies 2023-24 and were invited to submit nominations.

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

Community impact statement

7. 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

8. There are no specific implications arising.

Health impact statement

9. There are no specific implications arising.

Climate change implications

10. There are no specific implications arising.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services		
Report Author	Paula Thornton, Constitutional Officer		
Version	Final		
Dated	24 July 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			24 July 2023

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