

Cabinet

Wednesday 6 March 2024

11.00 am

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

Membership

Councillor Kieron Williams (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor Stephanie Cryan
Councillor Helen Dennis

Councillor Natasha Ennin
Councillor Sarah King
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
Communities, Democracy and Finance
New Homes and Sustainable
Development
Community Safety
Council Homes
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: 26 February 2024



Cabinet

Wednesday 6 March 2024
11.00 am
Rooms GO2A, B and C, 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
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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 dispensations in respect of any item of business to be considered at this meeting.

Item No.	Title	Page No.
5.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt public questions is midnight Thursday 29 February 2024.	
6.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Thursday 29 February 2024.	
7.	MINUTES	1 - 8
	To approve as a correct record the minutes of the open section of the meeting held on 6 February 2024.	
8.	MARIE CURIE - RESIDENT REHOUSING	9 - 19
	To note the ongoing resident engagement to date and the progress on the rehousing of the remaining secure council tenants within Southwark.	
9.	CLOSURE OF ANN BERNADT NURSERY SCHOOL	To follow
	To agree to close Ann Bernadt Nursery School from the 31 August 2024 onwards.	
10.	DRAFT HOMELESSNESS AND ROUGH SLEEPING STRATEGY	20 - 30
	To approve the re-drafted homelessness and rough sleeping strategy for formal consultation and that the strategy should be brought back for consideration by the decision maker with the consultation outcome.	
11.	FRAMEWORK FOR STRATEGIC COMMUNITY INFRASTRUCTURE LEVY FUNDING	31 - 70
	To agree the framework for allocation of strategic community infrastructure levy (CIL).	

Item No.	Title	Page No.
12.	DIGITAL AND TECHNOLOGY STRATEGY 2024-2026	71 - 132
	To agree the draft refreshed Digital and Technology Strategy 2024-2026.	
13.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL TEMPORARY ACCOMMODATION	133 - 151
	To approve the procurement strategy to undertake a procurement exercise for the establishment of a Dynamic Purchasing System (DPS) for the supply and management of temporary accommodation (TA).	
14.	GATEWAY 2 - CONTRACT AWARD APPROVAL - INTEGRATED SEXUAL AND REPRODUCTIVE HEALTH SERVICE	152 - 169
	To approve the use of a contract for the delivery of an integrated sexual and reproductive health service, let by Lambeth Council on Southwark Council's behalf to King's College Hospital NHS Foundation Trust for a period of up to seven years.	
15.	S106 AND COMMUNITY INFRASTRUCTURE LEVY (CIL) SUPPLEMENTARY PLANNING DOCUMENT (SPD)	170 - 179
	To approve the new Section 106 (S106) and Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD) for consultation.	
	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**16. MINUTES**

To approve as a correct record the closed minutes of the meeting held on 6 February 2024.

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

Date: 26 February 2024



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 6 February 2024 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 Stephanie Cryan
Councillor Helen Dennis
Councillor Natasha Ennin
Councillor Sarah King
Councillor James McAsh
Councillor Catherine Rose
Councillor Martin Seaton

1. APOLOGIES

All members were present.

ANNOUNCEMENT - CABINET MEMBERSHIP

Councillor Kieron Williams welcomed Councillor Sarah King, cabinet member for council homes to cabinet.

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

The chair gave notice of the following late items:

Item 8: Policy and Resources Strategy Report: 2024-25 Budget and Medium Term Financial Strategy (MtfS) Update including Capital

- Programme Refresh
- Item 10: Southwark coordinated admission schemes for primary, junior, secondary and year 10 2025
- Item 11: Admission arrangements for community primary, junior and secondary schools - September 2025
- Items 13 /17: Freehold acquisition of an operational property asset for key service provision and subsequent leasing arrangements.

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

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

None were received.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

None were declared.

5. PUBLIC QUESTION TIME (15 MINUTES)

None were received.

6. DEPUTATION REQUESTS

The leader confirmed that a deputation request had been received from a local business and that a separate meeting was being arranged to address their concerns.

7. MINUTES

RESOLVED:

That the minutes of the meeting held on 17 January 2024 be approved as a correct record and signed by the chair.

8. POLICY AND RESOURCES STRATEGY REPORT: 2024-25 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) UPDATE INCLUDING CAPITAL PROGRAMME REFRESH

It was not possible to circulate the report five clear days in advance of the meeting. The chair agreed to accept the item as urgent because the cabinet was required to prepare a budget proposal for submission to council assembly. This was the last

cabinet meeting before council assembly on 21 February 2024 and the council tax setting committee on 23 February 2024. The Local Government Act 1992 requires that billing authorities complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April 2024.

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

RESOLVED:

That the following recommendations be agreed for council assembly:-

1. The balanced general fund budget proposals for 2024-25.
2. The general fund budget options proposed to achieve a balanced budget for the period 2024-25 and to significantly close the budget gap for the period 2025-26 to 2026-27 (Appendices B to E of the report).
3. The refreshed general fund capital programme for the 10 year period to 2033-34 (Appendix J of the report) and the refreshed housing investment programme (HIP) for the 10 year period 2024-24 to 2033-34 (Appendix K of the report).
4. In accordance with Sections 30 and 36 of the Local Government Finance Act 1992, the local council tax amounts shown in table 3 of the report.

That the following be approved:

5. The housing revenue fund budget for 2024-25 (paragraphs 72-83 of the report).
6. The final fees and charges schedule at Appendix F of the report.
7. The proposed amendment to Section 3C, paragraph 13 of the council's constitution to increase the threshold at which cabinet approves disposals of leasehold or freehold interests in property and land from £750k to £3m, noting that officers will review the governance arrangements within our existing policy framework.

That the following be noted:

8. That the final Local Government Finance Settlement has not been published at the time of writing, any changes from the provisional settlement published on the 18 December 2023, will be set out in the 2024-25 budget report to council assembly on 21 February 2024.
9. The update to the medium term financial strategy 2024-25 to 2026-27, and the current expected cumulative funding gap of £5.4m and £10.8m for 2025-

26 and 2026-27 respectively.

10. That the December 2023 cabinet report and budget option schedules were considered by the overview and scrutiny committee on 22 January and 23 January 2024 and that the recommendations arising and officer responses are included at Appendix I of the report.
11. The departmental narratives and equality impact assessments at Appendix A of the report.
12. The climate report and budget equality analysis report 2024-25 (Appendices G and H of the report).
13. That the Mayor of London draft budget for 2024-25 includes a proposal to increase the GLA Council Tax precept by 8.6%, equivalent to a £37.26p increase for a band D property.
14. The GLA council tax precept is due to be set on the 22 February, one day after council assembly sets the budget for Southwark, therefore (as in prior years) a council tax setting committee will be convened for 23 February 2024.
15. The strategic director of finance comments on the adequacy of the reserves and the robustness of the estimates in the budget in paragraphs 117-119 of the report.

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

9. CLIMATE RESILIENCE AND ADAPTATION STRATEGY

RESOLVED:

1. That the adoption of the Climate Resilience and Adaptation Strategy which will tackle climate risk in the borough be approved.
2. That the scale of challenge and ambition in the Climate Resilience and Adaptation Strategy be noted and that officers deliver the action plan.
3. That the Climate Resilience and Adaptation Strategy be incorporated with the Climate Change Strategy as part of the 2025 Climate Change Strategy refresh.
4. That the investment already made to support tackling climate change in the borough be welcomed, but the need for further action be recognised and that an initial £1m of funding from the Climate Change Capital Fund be allocated to start delivery of the action plan.

10. SOUTHWARK COORDINATED ADMISSION SCHEMES FOR PRIMARY, JUNIOR, SECONDARY AND YEAR 10 2025

It was not possible to circulate the report five clear days in advance of the meeting. The chair agreed to accept the item as urgent because the consultation on admission arrangements must run for a period of at least six weeks and be completed by 31 January in the year preceding the year the change is to be effected (i.e. 31 January 2024 for September 2025 admissions).

RESOLVED:

1. That the coordinated admission schemes for Primary (Reception), Junior (Year 3), Secondary (Year 7) and 14-19 University Technical College (UTC) transfer (Year 10) have worked effectively for Southwark residents during the last academic year and have not been changed for the 2025-26 admissions year be noted.
2. That the 2025-26 coordinated admission schemes for Primary (Reception), Junior (Year 3), Secondary (Year 7) and 14-19 UTC transfer (Year 10) admissions attached as Appendix 1, Appendix 2, Appendix 3 and Appendix 4 of the report be agreed.

11. ADMISSION ARRANGEMENTS FOR COMMUNITY PRIMARY, JUNIOR AND SECONDARY SCHOOLS - SEPTEMBER 2025

It was not possible to circulate the report five clear days in advance of the meeting. The chair agreed to accept the item as urgent because the consultation on admission arrangements must run for a period of at least six weeks and be completed by 31 January in the year preceding the year the change is to be effected (i.e. 31 January 2024 for September 2025 admissions).

RESOLVED:

1. That the Southwark Community Primary Schools Admission Arrangements ("the Arrangements") for September 2025 onwards as set out in Appendix 1 of the report be agreed.
2. That the published admissions numbers (PANs) for primary community schools for September 2025 onwards as set out in Appendix 2 of the report be agreed.

12. GATEWAY 1 - PROCUREMENT STRATEGY FOR NURSING CARE PROVISION

RESOLVED:

1. That the procurement strategy for nursing care provision in Tower Bridge

Care Centre by advertising the contract opportunity on the Find a Tender Service (FTS) using a negotiated approach for a single contract for a period of ten years with an option to extend for a further five years (2+2+1) commencing 1 October 2024 be approved.

2. That the approval of the award of the contract, following the conclusion of the tender be delegated to the strategic director for children and adult services, in consultation with the cabinet member for health and wellbeing for the reasons set out in paragraph 39 of the report.
3. That it be noted that this procurement strategy will require separate negotiations with individual bidders resulting in a single contract award which will be approved through a gateway 2 report.
4. That it be noted that the procurement strategy is subject to the approval of the cabinet report titled: 'Freehold acquisition of an operational property asset for key service provision and subsequent leasing arrangements'.
5. That it be noted that the total estimated maximum figure for the contract is in the region of £4.3m per annum, £64.5m over the term of the contract.

13. FREEHOLD ACQUISITION OF AN OPERATIONAL PROPERTY ASSET FOR KEY SERVICE PROVISION AND SUBSEQUENT LEASING ARRANGEMENTS

It was not possible to circulate the report five clear days in advance of the meeting. The chair agreed to accept the item as urgent because the opportunity to purchase the property arose in late 2023 with negotiations continuing to the Christmas break. The primary heads of terms including purchase price, transaction structure and other terms were not agreed until 22 December 2023.

A condition of the transaction is that the council makes a formal decision on the 6 February 2024 and transacts shortly thereafter.

RESOLVED:

1. That the circumstances leading to the proposed acquisition of the freehold asset and actions and due diligence being undertaken by officers and their professional advisers be noted.
2. That the acquisition of the freehold interest as detailed in the closed report including noting the agreed heads of terms, price and acquisition costs supported by the valuation and building survey statements be approved.
3. That authority be delegated to the director of planning and growth, advised by and in consultation with the strategic director of finance to:
 - a) Complete the purchase of the freehold interest and subsequent lease

arrangements

- b) Agree detailed transaction terms
- c) Agree the financing structure to be adopted to fund the acquisition of the asset.

14. LEDBURY ESTATE PHASE A - APPROPRIATION FOR PLANNING PURPOSES

RESOLVED:

1. That the land shown outlined on the plan at Appendix A of the report known as Phase 1 of the Ledbury Estate that is currently held for housing purposes, be confirmed as no longer required for those purposes and the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That following completion of the appropriation at paragraph 1 of the report, the land shown outlined on the plan at Appendix A of the report be confirmed as no longer required for planning purposes, and the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

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

15. POLICY AND RESOURCES STRATEGY REPORT: 2024-25 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) UPDATE INCLUDING CAPITAL PROGRAMME REFRESH (CLOSED APPENDIX)

No closed report (appendix) was required.

16. GATEWAY 1 - PROCUREMENT STRATEGY FOR NURSING CARE PROVISION

The cabinet considered the closed information relating to this item. Please see item 12 for the decision.

17. FREEHOLD ACQUISITION OF AN OPERATIONAL PROPERTY ASSET FOR KEY SERVICE PROVISION AND SUBSEQUENT LEASING ARRANGEMENTS

The cabinet considered the closed information relating to this item. Please see item 13 for the decision.

18. LEDBURY ESTATE PHASE A - APPROPRIATION FOR PLANNING PURPOSES

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

The meeting ended at 12.30pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 14 FEBRUARY 2024.

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: 6 March 2024	Meeting Name: Cabinet
Report title:		Marie Curie – Resident rehousing	
Ward(s) or groups affected:		St Giles	
Cabinet Member:		Councillor Sarah King, Council Homes	

FOREWORD - COUNCILLOR SARAH KING, CABINET MEMBER FOR COUNCIL HOMES

Keeping our residents safe is of paramount importance to us as a landlord.

In September 2022, and in March 2023, Cabinet received two reports on resident engagement, progress with rehousing and highlighting fire safety issues found at the Marie Curie on the Sceaux Gardens Estate in Camberwell.

At the time of writing, 13 residents remain at Marie Curie, this includes 7 Secure Council tenants and 4 Leaseholders (all of whom are non-resident Leaseholders, with private tenants in occupation).

This report updates Cabinet Members on the latest position in respect of resident engagement and rehousing residents. It was decided by the Interim Strategic Director of Housing to separate out this rehousing report from any major works and/or new home options following the pause of some new home developments. This report therefore solely focuses on the rehousing element.

This report sets out how the council has acted to ensure Marie Curie remains safe, progress with rehousing the remaining residents from Marie Curie, and the overall progress made to date.

The council's Cabinet is recommended to have an update on progress against these recommendations in 4 months (July 24), as the ongoing cost of maintaining the building on account of the Waking Watch is considerable and any ongoing delays will not represent best value.

I want to thank the members of the Resident Project Group, the Sceaux Gardens Tenants and Residents Association and the St Giles ward councillors for their continued support of residents, all of who have advocated for residents at key times.

RECOMMENDATIONS

That cabinet:

1. Notes the ongoing resident engagement to date and thanks the Sceaux Gardens T&RA (comprising resident volunteers that meets at key stages) for their continued work and engagement with the council to date.
2. Notes the progress on the rehousing of the remaining secure council tenants within Southwark and the buy-back of properties owned by non-resident leaseholders.
3. Agree that any remaining Marie Curie secure tenant(s) beyond 1 May 2024, are afforded pre advert, Direct Offer status to allow rehousing to be completed at pace and no later than the end of the first quarter of 24-25.
4. Instructs officers to report back in 4 months, in July 2024 on the progress of rehousing all the remaining residents and ultimately confirming a date when the building will be decommissioned.
5. Note that the ongoing cost of maintaining the Waking Watch do not represent best value for money, as the WW costs are circa £400,000 per annum (for a building with 7 remaining tenants and 4 non-resident leaseholders).

BACKGROUND INFORMATION

6. Cabinet received reports at its meeting on 14 September 2021, 13 September 2022 and on 7 March 23 on the safety works and resident rehousing offers at Marie Curie. This report seeks to update Cabinet Members on the progress with rehousing of the remaining residents.
7. Marie Curie is a 16 storey block of 98 two bedroomed maisonettes built in or around 1958 by the London County Council. It is a sister block to Lakanal. Both blocks are part of the Sceaux Gardens estate that transferred to the Greater London Council in 1965 and then to Southwark Council in 1982. Of the 98 properties, 11 have been sold on a leasehold basis.
8. The block is described as a scissor block, which means that instead of the internal floors of a maisonette property being directly above each other, the floors cross under the communal access corridor that runs through the block and as a result one floor is on one side of the block and the other floor is on the other side of the block.
9. As the building is above six storeys it is subject to an annual fire risk assessment (FRA). On consideration of the FRA, which showed that there was a possibility of the compartmentalisation of the homes being breached, a 24 hour waking watch was introduced in the block on 27 November 2020, this has remained in place since. A more intrusive void survey that included

removing floating floors, penetrating solid walls, removing partition walls & fixtures and fittings such as kitchen units and bathroom components was received, and recommendations agreed by officers in May 2021.

10. The overall works required to the building are extensive in terms of disruption to residents. It was intended that these be delivered in two phases to minimise as far as possible disruption to residents. Phase 1 can be reasonably carried out with residents in occupation as is similar in nature to the type of work normally delivered through major works programmes. Phase 2 includes more intrusive works and could not be reasonably delivered with residents in situ.
11. Previously, Tenants have been able to choose to either move permanently to a new home or move temporarily in order to move back to Marie Curie when the works are complete. All the secure tenants to choose to move out permanently. Leaseholders have similarly had the same choice to move either permanently or temporarily. The permanent move option for leaseholders is that we offer to buy back their properties for them to find a property elsewhere to buy. It is now envisaged that the remediation costs will be too prohibitive and other developments options are therefore currently being considered.
12. The summary offer to tenants and leaseholders were reported to Cabinet at their meeting on 14 September 2021. This has not changed since.
13. A team of two resident services officers (RSO) were seconded to the Ledbury Team to support the Marie Curie residents in 2021. Following the successful rehousing of half of the residents, this was reduced down to one RSO with a caseload of 24 residents (18 tenants and 6 leaseholders) from March 2022. By June 2023, there had been a lack of progress in rehousing the remaining residents. To make further progress in 2023, the Director of Major Estates, increased the level of support afforded to residents, and divided the remaining caseload across 3 RSOs, with one RSO dedicated for Leaseholder enquiries and the remaining two RSOs dedicated to the remaining 18 Tenants equally. This has helped in reducing the number of tenants and to complete 2 Leaseholder buybacks in the last 6 months.
14. Good progress has been made over the last year. Currently, at the time of writing there are 9 Council Tenants remaining, a reduction of 50% (down from 18), and 4 Leaseholders remaining, a reduction of 33% (down from 6).
15. Out of the 9 remaining secure tenants, a further 2 tenants have been successful and supported in securing properties. They are due to move in February 24. This will leave 7 secure tenants remaining (see table below).

Remaining Secure Tenants that require rehousing	Remaining Non Resident Leaseholders buy backs
7	4 (3 have agreed to buy backs by the Council)

16. As the number of remaining residents has reduced, the WW provision was reduced accordingly from 3 WW Wardens to 2 WW Wardens from mid-January 2024.
17. It was expected of the remaining tenants (as at October 23), 45-50% will bid for homes in a new development of 13 new homes (at 18 Crimscott Street, SE1 5TE), especially purchased by the council for Marie Curie residents. Handover of this new scheme took place in October 2023, and the new homes were advertised from 2nd – 5th November 2023, at which point, interested Tenants bid for the new homes. However, only 2 tenants choose to move to Crimscott Street. Understandably, although new homes were made available for nearly all of the remaining Marie Curie tenants, not all of the current Marie Curie Tenants indicated they wished to move to Crimscott St. This is for a variety of reasons, including the lack of parking associated with new developments and the higher Council Tax costs associated with new builds.
18. In October 2023, Officers also ensured that those Marie Curie residents who do not select Crimscott Street, could also bid for properties at a separate new development on Commercial Way (a very short distance from Marie Curie), where 6 homes had been reserved for Marie Cure residents. It was envisaged, the remaining Tenants who do not select Crimscott St, may select Commercial Way. Viewings took place for Commercial Way in November and December 2023. However, only 2 tenants choose to move to Commercial Way.
19. Residents Choosing to Move to New Developments:

Crimscott Street	2
Commercial Way	2

20. The low take up of new developments is partly due to lack of parking, higher rents, higher council tax and higher utility costs at the new developments.
21. Originally, the surgeries for Marie Curie residents at the Sceaux Gardens TRA Hall continued to be held weekly on Tuesdays between 11am and 1pm. A new evening surgery from 6pm – 8pm was introduced in June 2023. Due to low take up, and to make best use of RSO resources, the morning surgery was discontinued in Q3 23/24, with the evening surgery seeing more take up. In addition residents of Marie Curie can speak to Officers using the 24/7 facility of the Major Estates Team who are based at the Ledbury TRA Hall.
22. A fortnightly newsletter is produced for Marie Curie residents by the Major Estates Team and is circulated to all Marie Cure residents and the local TRA.
23. Open Communities were appointed to the major works project (QHIP – quality homes improvement project) in early 2020 to provide residents with

independent advice and support. Open Communities have been working with the wider estate since 2014 when the Lakanal refurbishment works began. This service includes organising and chairing the monthly resident project group (RPG) meetings and attending the monthly T&RA meetings. This work continues and they are available for Marie Curie residents.

KEY ISSUES FOR CONSIDERATION

Resident Rehousing

24. Many residents have sought to bid for advertised properties in the weekly HOMESearch magazine, but often are disappointed as they are not the 1st successful bidder, even when they are in Band 1 and where they have the appropriate Medical priority, Voluntary or Working Stars and Statutory Overcrowding status. This causes a level of frustration for residents, especially as the council has asked the residents to move, inevitably delaying the rehousing and the emptying of the block, at an ongoing significant cost to the Council.
25. To address the issues in point 23 above, it was agreed by Senior Officers (Director of Resident Services and the Director of Major Estates) in November 23, that Marie Curie residents are afforded maximum priority to place bids for pre advert properties, and where they choose to view and choose to select a suitable property, a Direct Offer for the property is made. This approach will remedy the frustration residents have experienced and the lack of successful bidding to date. It is envisaged, this new approach which is supported by residents and the T&RA, will apply to less than 3-5 residents, those who have not been rehoused at either Crimscott St or the Commercial Way new builds or by way of bidding.
26. The Director of the Major Estates continues to Chair a monthly and weekly Officer meeting with representatives from Residents Services and Asset Management colleagues to share information and discuss the rehousing needs of residents and the progress with emptying the block.
27. The Director of Major Estates attends the monthly Sceaux Gardens T&RA meetings to keep residents updated.
28. Of the 4 leasehold properties, all are non-resident leaseholders.
29. A number of leaseholders were originally awaiting the outcome of the work being undertaken and for the council to specify the works that are required to the block. The decision awaited by Leaseholders related to what works will be recharged to leaseholders before they make a decision on whether they want to be rehoused temporarily whilst the works are undertaken, or move permanently and sell their property to the council. On a positive note, of the 4 remaining Leaseholders, 3 have indicated to the council, they wish to sell back their Leasehold interest to the council. 1 leaseholder is currently undecided, but further discussions will take place.

Policy framework implications

Rehousing

30. The existing housing allocations scheme takes into considerations circumstances where residents are required to move to enable essential works to be completed within the property. This entitles tenants to the highest priority band 1 and has been applied to Marie Curie residents. Households would generally be rehoused into new properties based on their bed need, however in order to facilitate moves, we have agreed households who are under occupying can bid for the same size property. Where a household decides to downsize, we will offer the incentive payment in addition to any other payment to residents set out in the previous report.
31. It must be said, that the rehousing of Marie Curie residents has not been a smooth or quick process from the perspective of residents. There are lessons to be learned for both future urgent rehousing projects, and in order to ensure the remaining Marie Curie secure tenants can be rehoused smoothly, this includes:-
- 1) Ensuring a 'one council' approach to all rehousing matters, with all teams working towards one shared objective at pace and with urgency.
 - 2) Where residents have viewed and selected properties, there have been some delays in completing repairs or providing paint packs, which serves to delay residents moving. It is anticipated, that these issues can be avoided in future, with a 'one council' approach.
 - 3) Consideration be given to offering residents an enhanced void repair standard, to speed up the rehousing process. There have been some delays, as residents have queried the quality of the re-let properties and the re-let standard.
 - 4) Allowing residents to put in a maximum number of bids and specifying a reasonable time frame (say 6 months in cases of urgent rehousing). 'Unlimited bidding' over an open ended timeframe, as originally envisaged, serves to cause delays in the building becoming empty, costing the council money.
 - 5) Earlier consideration of a pre advert, direct offer approach, would have assisted residents and avoided frustration in them placing bids, and residents not coming first.
 - 6) Earlier identification and intervention of residents who could benefit from medical priority, voluntary or working stars, and statutory overcrowding status; and their housing applications reflecting these priorities as this can make the difference between successful or unsuccessful bids.

32. Fire Safety

In November 2020, Council Officers and the LFB were called to flat 54 in Marie Curie House. The resident reported smoke present in the bathroom, which caused their domestic smoke detection to activate. Compartmentation surveys were undertaken in November 2020, as a result

of the reported issues. Following the recommendations of the Compartmentation Report a Waking Watch was implemented in December 2020. In addition a communal fire alarm system was installed to support the Waking Watch. The Waking Watch is still in place as building has residents within the block.

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

Community impact statement

33. As well as the 98 homes at Marie Curie there are two community projects and the Sceaux Gardens TRA that are based in the block.
34. Understandably these are much valued community assets and the council is committed to working with the TRA, the Bike Project and Makerspace to keep the organisations going during any future development options. The council will work with both Projects to provide alternative space.

Equalities (including socio-economic) impact statement

35. Section 149 of the Equality Act, lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The council's Approach to Equality ("the approach") commits the council to ensuring that equality is an integral part of our day to day business.
36. As most of the residents have chosen to move, the main equalities issue centres on their rehousing opportunities. The council's allocations scheme was approved following detailed consideration of its impact on equalities, and all residents moving permanently will be rehoused through this scheme. However, some residents could be disadvantaged through a lack of access to IT, a lack of understanding of English or any residents who have difficulties with literacy. The Marie Curie team has an understanding of each resident's needs and are supporting those residents who could be disadvantaged because of these circumstances. Personal Rehousing Plans were completed with all residents from June 2023. Rehousing of residents should not have any negative impacts in relation to any of the protected characteristics under the Equality Act.

Health impact statement

37. The rehousing of Marie Curie is aimed to address the health and safety issues identified by the annual fire risk assessment(s) of the building. The remaining residents must be rehoused at pace to mitigate any residual health and safety issues.

38. The opportunity to be rehoused on a permanent basis (some in new builds) that the vast majority of Marie Curie residents have chosen, will enable those residents with health issues and those who are overcrowded to be rehoused in much more suitable homes. This will have a positive health impact on all households, especially overcrowded households.

Climate change implications

39. On 18 June 2019, the council's Cabinet agreed the resolution passed by the council assembly on 27 March 2019 to "declare a Climate Emergency and do all it can to make the borough carbon neutral by 2030." The Cabinet noted "that there are considerable financial savings to be made by 'going green', whether it be more energy efficient lighting, smart meters at council properties, or piloting energy generation schemes such as installing solar panels on council properties".
40. The government estimates that residential buildings account for 27% of Southwark's carbon emissions. The Council's direct emissions account for 12% of the borough's emissions and council housing is the second largest contributor to carbon emissions at 14%. The council therefore plans to take targeted actions across energy supply and usage and to retrofit council buildings including council homes to make them greener.
41. In line with the council's climate emergency declaration and its climate action plan, the future plans for Marie Curie will make any new housing provision significantly more energy efficient and reduce carbon emissions.

Resource implications

42. The RSOs dedicated to Marie Curie House, are seconded into the Major Estates Team.
43. There were originally 85 tenants to be rehoused. At an average of £10k per tenant which includes: the lump sum payment of £6,500 agreed by Cabinet; the cost of the removal company; reasonable costs related to soft furnishings such as curtains and carpets; the disconnection and connection of services such as phones, TV; and the redirection of post.

Legal Implications

44. The comments of the Assistant Chief Executive, Governance and Assurance are set out in the supplementary advice section of this report.

Financial implications

45. This report focuses solely on the rehousing of element of Marie Curie, of which there are both revenue and capital implications. The current revenue cost to the HRA is a loss of rent and services charges, as well as council tax on voids, although an exemption for council tax is currently being applied for.

46. The cost of the waking watch on Marie Curie to date is detailed below and has recently reduced from three wardens to two wardens, a saving c. £150k per annum, however, increases in the London Living Wage and inflation in 2024-25 will offset some of this reduction. The expected cost for 2024-25 is £400k for the year.

Waking Watch Costs by Year (From Finance Outturn report on 09/02/24):

	£
2020/21	124,122
2021/22	327,752
2022/23	573,033
2023/24 (up to Feb)	421,679
	1,446,586

47. There are a further 7 secure tenants to rehouse and at an estimated average of £10k per tenant including: the lump sum payment of £6,500 agreed by Cabinet and the cost of the move, expected to cost £70k overall over the coming months.
48. Marie Curie has a further four properties owned by non-resident leaseholders that the council will need to purchase. The cost of acquiring these leasehold properties is estimated to be in the region of £1.24m (based on each buy back on average costing circa £310k) and are included within the capital programme.

Consultation

49. A Resident Project Group has been established for Marie Curie, separate from that of Sceaux Gardens, to ensure the Marie Curie issues are dealt with directly with Marie Curie residents. The Resident Project Group meets on a monthly basis.
50. All residents have had a one to one with a Resident Services Officer to discuss their particular needs, and to help residents to move. The one to one conversations will continue with residents until they move. Updated Personal Rehousing Plans were completed with residents during the Summer of 2023. There is ongoing one to one support for all remaining residents.
51. A fortnightly newsletter is distributed to both the remaining residents of Marie Curie, to keep residents informed and to address issues of concern raised by the Resident Project Group that can be shared with all residents.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (14/02/2024 DG)

52. Cabinet endorsed the approach to the rehousing of council secure tenants and the acquisition of leasehold interests in properties at Marie Curie on 14 September 2021. The legal implications of this approach were provided in the report presented to cabinet at the time.
53. This report does not identify any significant changes to that approach, though recommends the council make use of its ability to make direct offers to the small number of remaining council secure tenants in occupation at Marie Curie. The council's housing allocation scheme makes provision for direct offers of accommodation.
54. As the recommendation will apply to only a small number of council tenants who remain in occupation of accommodation at Marie Curie, the impact on the overall system of priorities in the council's allocation scheme is likely to be insignificant.
55. Cabinet members are reminded that the public sector equality requirement to give active consideration to the impact of the proposals on residents and where any disproportionate effects on groups sharing protected characteristics are identified, to mitigate, if possible, is a continuing one and due regard must be given to it throughout the programme. Members are referred to the community impact and consultation sections of this report that references the consideration given and action taken.

Strategic Director of Finance

56. The strategic director of finance notes the contents of the report and the costs arising as outlined in the financial implications section above.
57. The additional revenue cost and rental loss has been and will continue to be met from contingency sums within the Housing Revenue Account and/or reserves as required. With capital costs largely accounted for in previous years. However, given the ongoing financial difficulties the Housing Revenue Account (HRA) is facing, the rehousing of the remaining tenants remains an urgent priority to reduce the reliance on Waking Watch and decrease costs.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet reports: Marie Curie – Safety works and resident rehousing offers. 14 September 2021	Constitutional Team, 160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395
Web link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7420 (Item 10)		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Sarah King, Council Homes	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services covering the role of Strategic Director of Housing	
Report Author	Sarfraz Hussain, Director of Major Estates	
Version	Final	
Dated	22 February 2024	
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
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	22 February 2024	

Item No. 10.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		Draft Homelessness and Rough Sleeping Strategy	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

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

We are in the midst of an escalating crisis in housing and homelessness, with a record number of households, including children, in temporary accommodation in England, and rough sleeping also on the increase across London. An increase in S21 no-fault evictions, the cost of living crisis, insufficient Local Housing Allowance (LHA) and challenges around Home Office cases have been fuelling an increase in homelessness applications, whilst at the same time it is becoming increasingly difficult for the council to procure accommodation in a timely manner that meets the needs of local people. The financial implications of this for local authorities are well documented, and in some local authorities, it is also leading to the use of Bed & Breakfast accommodation for extended periods of time, and out of area placements, which are further and further way from a person or family’s support networks. This is being fuelled by factors outside of local authority control, but we remain committed in Southwark, to providing the best possible service to those who find themselves in housing need and using our limited resources in the most effective way possible.

In order to achieve this, our draft Homelessness Strategy which is published here for statutory consultation, sets out our overarching goal, *“to work to end homelessness through the delivery of timely, effective and collaborative support which enables Southwark residents to address their housing insecurity”*. This goal underlines the importance of partnership – in Southwark facilitated by our Homelessness Forum – and of early intervention, to support residents before they reach crisis point. The draft Strategy sets out three underpinning objectives and organises our response under five priority headings. Firstly, we want to be **data-led**, and this draft Strategy is informed by a comprehensive Data Review which examines the challenges and trends specific to Southwark. As an example, we continue to have a much higher number of homelessness presentations from single men, and applications that result from eviction from friends and family. Secondly, we want to ensure that advice and support is **effective** and **timely**, and thirdly, we want to be **outcomes-focused**, always learning and open to how we can improve the quality of our support.

Our five proposed priorities as set out in the draft Strategy are to:

- 1) Prioritise Homelessness Prevention
- 2) Deliver High Quality Advice and Support
- 3) Work to End Rough Sleeping
- 4) Achieve Quality Outcomes through Housing Provision
- 5) Tackle Systemic Housing Insecurity.

These priorities are supported by an Action Plan which we will work through with partners in our Homelessness Forum and also through a recurring roundtable, chaired by myself as the lead Cabinet Member to support delivery. Among other things, we want to strengthen the referrals process, develop a bi-monthly prevention forum, and explore co-location and outreach for early advice in the community. We are actively exploring options for a post-COVID service delivery model, for expanding the Housing First team, to improve pathways through supported housing, and as a demonstration of our commitment to service improvement, we want to establish ways in which service users can provide further feedback and insights to the council.

Delivering a successful strategy is not just about our Housing Solutions team. It is about the many partners that we work with on a daily basis to address homelessness, and also about a cross-departmental approach. Our ambitions here are supported by our Exchequer Team who continue to provide Cost of Living support and administer Discretionary Housing Payments, by Adults' and Children's who commission our specialist services and support our care leavers, by a Housing Department which continues to manage the largest stock of council housing in London, and ultimately by a Council which is committed to delivering as many homes at social rent as possible, including through our council house-building programme which to date has delivered 3000 new homes either completed or on site. In the end, efforts to end homelessness will only succeed when all branches of government pull in the same direction. We had a glimpse of what is possible via the 'Everyone In' initiative, and it is our hope that through this strategy, supported by wider policy changes, we will see an end to this crisis and better outcomes for everyone in housing need.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That Cabinet note the re-drafted Homelessness and Rough Sleeping Strategy (Appendix 1), re-drafted supplementary data review (Appendix 2), re-drafted engagement and consultation plan (Appendix 3), equalities impact and needs analysis (Appendix 4) and re-drafted action plan (Appendix 5.)
2. That Cabinet agree actions and priorities arising from the draft Homelessness and Rough Sleeping Strategy.
3. That Cabinet approve the re-drafted Homelessness and Rough Sleeping Strategy for formal consultation and the Strategy should be brought back for consideration by the decision maker with the consultation outcome.

BACKGROUND INFORMATION

4. The Homelessness Act 2002 places a duty on housing authorities to conduct a review of homelessness in their area every five years and develop a homelessness strategy based on the findings of that review.
5. Southwark Council's homelessness statutory duties are primarily set out in the Housing Act 1996 (as amended.) Part 7 of the Housing Act (1996) sets out the definition of homelessness, and the duties that local authorities owe to applicants who are accepted as being homeless or threatened with homelessness.
6. The Council has an interim duty to provide accommodation while it makes inquiries, if there is reason to believe that an applicant may be eligible, homeless and in priority need. Accommodation is arranged for the applicant until a decision has been reached on their application.
7. If the Council decides that it owes the 'main homelessness duty' to an applicant, they will be offered temporary accommodation until they find their own accommodation or are made a final offer of accommodation, or the duty ends in another way.
8. **The Localism Act (2011)** also amended the 1996 Housing Act by allowing local authorities to discharge their homelessness duty by arranging a suitable offer of accommodation in the private rented sector.
9. **The Homelessness Reduction Act (2017)** made significant changes to the Housing Act (1996) and placed a number of new duties upon local authorities. These include:
 - To assess the cause of homelessness, circumstances and needs of all household members, including children.
 - To develop and agree with applicants a personalised plan of the steps that will be taken to prevent or relieve homelessness.
 - Extending the time frame a household is threatened with homelessness from 28 days to 56 days, meaning that local authorities have a duty to prevent homelessness from an earlier stage.
 - New duties to assess all eligible applicants (not just those unintentionally homeless and in priority need), and new duties to take reasonable steps to prevent and relieve homelessness.
 - A duty on public authorities to refer service users who may be homeless or threatened with homelessness to the housing authority (with the consent of the individual.)
 - Services must be designed to meet the needs of specific groups including care leavers, people leaving hospital / prison and victims of domestic abuse.
10. **The Domestic Abuse Act (2021)** places a duty on local authorities in

England to provide support to victims of domestic abuse and their children. It makes provision that all eligible homeless victims of domestic abuse automatically have 'priority need' status for homelessness assistance.

KEY ISSUES FOR CONSIDERATION

11. Southwark's existing Homelessness and Rough Sleeping Strategy of 2018-2022 set out an overall aim to deliver an innovative, leading and accessible service to prevent homelessness and assist homeless households in finding long term, affordable and sustainable housing.
12. Southwark has achieved a number of key objectives to fulfil its strategic aims through the course of the subsequent years, most notably changes implemented to its procedures, in order to meet the requirements of the Homelessness Reduction Act 2017.
13. Since the implementation of our last Homelessness & Rough Sleeping Strategy, there has been significant change in the way our services are provided as a result of the pandemic. The needs of our residents have also been affected by the UK's departure from the European Union, the cost of living crisis, the energy and housing crises and global uncertainty from the war in Ukraine.
14. Through the course of 2022, 2023 and so far this year, Housing Solutions has gathered a wide range of data to help understand the changing needs of our residents, our performance to meet these needs effectively between 2018-2022 and to highlight the legal and policy changes that have affected both. Our current review document can be found in appendix 2. Since the bulk of the Data Review was undertaken, we have observed challenging trends affecting the number of homelessness approaches, the availability of affordable properties in the private rented sector and as temporary accommodation, and leading to an increase in rough sleeping. Our response to the latest data is integrated into our strategy and action plan.
15. From our data review, we formed 5 draft priorities to address the existing and emerging needs within the borough. These have been presented and reviewed throughout a period of informal consultation with over 30 partners spanning the Council, statutory and voluntary partners and service users. From this, a great wealth of insight and feedback has been collected and grouped thematically to arrive us at a point of a draft strategy.
16. The initial draft strategy was agreed at Housing Board and supplementary papers were agreed on 25 October 2023. Following this, the item was reviewed at Cabinet and Housing and Community Safety Scrutiny Commission in December 2023. From these reviews, we have made further revisions to the draft strategy, data review, engagement and consultation plan and action plan.
17. Aligning with Southwark's wider strategic aims and commitments we have re-defined the following strategic aim:

To work to end homelessness through the delivery of timely, effective and collaborative support which enables Southwark residents to address their housing insecurity.

18. From this aim, we have identified 3 overarching objectives:
1. ***To use a data-led and joined up approach with our partners to identify and support those at the earliest stages of housing difficulty.***
 2. ***To ensure effective and timely advice and support is provided to help make real and lasting change for our residents.***
 3. ***To improve the outcomes for residents in the quality of our support and work together to tackle the root causes of homelessness.***
19. To achieve these objectives, we have identified the following 5 priorities, that seek to both deliver many elements of our last strategy and focus efforts and resources to overcome the challenges we've seen and are likely to see in the next 5 years:
1. **Prioritise Homelessness Prevention** – *Using a data led and joined up approach to prevent homelessness and sustain existing accommodation arrangements where possible.*
 2. **Deliver High Quality Advice & Support** – *Ensuring high quality, tailored, trauma-informed, effective advice and support is delivered promptly to address the diverse needs of our residents.*
 3. **Work to End Rough Sleeping** – *Expanding Southwark's off the street provision for rough sleepers and those with complex needs, prioritising Housing First, and working with partners to address the causes of rough sleeping.*
 4. **Quality Outcomes Through Housing Provision** – *Making best use of accommodation available that meet the needs of our residents, supports their health and wellbeing, and continue to drive up standards.*
 5. **Tackling Systemic Housing Insecurity** - *Working with partners to address the wider determinants of housing insecurity including through advocacy, and empowering residents to make informed decisions in resolving their housing issues.*

Policy framework implications

20. The proposed strategy takes account of the existing overarching Council policies:

- Contribute to the delivery of the Council's Fairer Future Promises, particularly the promise to deliver 11,000 new council homes by 2043, as well as investment plans for the council's housing stock.
- Provide clear leadership and management to ensure the council is able to deliver commitments as set out in the Housing Strategy 2013 – 2043 and the action plans contained therein.
- To align and support Southwark's existing Allocations Policy of 2013 and its next iteration in 2024.
- To align and enhance the Council's commitments of Southwark Stands Together to ensure systemic inequality experienced by our Black, Asian and minority ethnic residents is addressed.
- To align and enhance the Southwark 2030 strategy and its 7 goals. Specifically to ensure the themes of improving access to suitable homes, connected neighbourhoods, access to employment and skills and improving health and wellbeing are all underpinned by our draft aims and activities.
- To align and support the Council's Temporary Accommodation Placement and Procurement Policies.
- To deliver Southwark's homelessness services within its budget and grant streams.

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

21. Section 149 of the Equality Act, lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The council's Approach to Equality ("the approach") commits the council to ensuring that equality is an integral part of our day to day business.
22. An Equality Impact Assessment (EIA) is attached at Appendix 3. The EIA identifies that certain groups are more likely to be affected by the policies, as they are more likely to present themselves to the council as homeless, these groups are:
 - Black, Asian and minority ethnic groups
 - The 25-44 age group (this group is also more likely to have children)
 - Women
 - Households with children/pregnant women
 - Children

- Lone parents
 - Low income households.
23. The strategy's focus on preventing homelessness and access to high quality and accessible advice generally will benefit these groups. Improvements to the access of advice around debt and entitlements for residents will likely mitigate the risks of housing insecurity or loss of homes. Improvements in the coordination of agencies through prevention forums, the better use of data to target interventions and expanding the network of the homelessness forum will help align and enhance prevention work for families in the Borough.
 24. We will be improving additional assessments to identify eligibility for supported accommodation and improving the move on plans of residents. We will improve the timeliness of access to specialist accommodation such as sheltered and extra care so the needs of those with disabilities can be met more quickly.
 25. We will also reintroduce a twice yearly Homelessness Roundtable, Chaired by our Cabinet Member, to bring partners together to assess the progress of all stakeholders' work against the strategy and our action plan. In conjunction with our strategic roundtable, Southwark will be initiating insight sessions through an expert panel of residents with lived experience of homelessness and housing insecurity to help inform and develop out work further.
 26. We understand that households disadvantaged by low income, physical and mental health problems and those of Black, Asian and Ethnic minority backgrounds will be at higher risk of housing insecurity. Our draft strategy and activities aim to provide effective high quality advice and support earlier to help residents avoid homelessness and improve their access to services, including improved support around employment and skills training.
 27. Overall the EIA concludes that where potentially negative impacts on households have been identified, not all of these can be mitigated, but that equality implications have been fully considered. It is required to consider the potentially negative impacts on protected groups and whether these impacts are justified by the council's wider objectives in implementing these strategic actions by using its resources to provide the best outcomes for the residents of the borough. The impact of the strategy and in particular the equality impact of the strategy will in any event be kept under regular review.

Equalities (including socio-economic) impact statement

28. In the course of our development and delivery of our strategy, we will be completing in-depth equalities analyses and our finalised strategy will be one that has equality of opportunity and outcome at its core.

Health impact statement

29. We will ensure our strategy promotes healthy outcomes for our residents and staff.

Climate change implications

30. We will ensure that wherever possible in the course of our strategic and underpinning operational objectives are consulted upon and agreed, developments to new ways of working will be considered to achieve our commitment minimize climate change.

Resource implications

31. The actions and activities set out in the strategy will be delivered within existed resources of the Council.

Legal implications

32. Legal implications are set out in paragraphs 40 - 46 below.

Financial implications

33. The actions and activities set out in the detailed strategy will be delivered within the agreed base budgets for Temporary Accommodation and Housing Solutions. The council also has many grant streams to support homelessness predominately to foster prevention and expand the offer for rough sleeping.
34. The service is seeing rising numbers of homeless, exacerbated by the cost of living crisis and the streamlined asylum process. 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, availability issues and rental costs to landlords are escalating. The council is taking practical steps to increase the supply of appropriate housing solutions including the use of empty housing stock and increase void turn-round times. The council is also actively reviewing its procurement strategy, use of its own council stock and examining alternative investment models to help increase supply as well as looking at how the allocations policy could assist with additional local provision.
35. It should be noted with the growing pressure on homeless demand, particularly with the result of streamlined asylum processing, this may result in increased pressure on rough sleeping. Expanding Southwark's off the street provision may need to be reviewed to ensure the offer can be met from existing resources or the grant offer from government departments. Further details of the available resources for tackling homelessness are outlined in Appendix 2.

Consultation

36. To help with reviewing and shaping the strategy, the service has presented the data review and draft potential priorities to key stakeholders to gain feedback in the homelessness forum held on 27th April 2023. The service also undertook an online informal consultation exercise on 5th, 11th and 19th July 2023 with over 30 internal and external partners working in the areas of housing, health, justice and welfare rights.
37. The service also held a housing solution service-wide conference on 26 July 2023 to present the draft priorities and activities and seek feedback. Finally, the service also held an in-person meeting with ex-service users with complex needs on 10 August 2023.
38. A formal engagement and consultation plan can be found in Appendix 3.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

39. Not applicable.

Assistant Chief Executive Governance & Assurance (KM 2/2/24)

40. Legislation concerning homelessness reviews and strategies is set out in sections 1 to 3 of the Homelessness Act 2002 (“the 2002 Act”). Additional information about what is to be addressed in a homelessness strategy is set out in section 3 of the 2002 Act. The scope of what homelessness review should cover is set out in section 2 of the 2002 Act and section 2(3) of the 2002 Act, requires that the outcome of the Council’s homelessness review must be available for public inspection after its completion.
41. Section 1 of the 2002 Act provides that local housing authorities may from time to time carry out a homelessness review for their district and formulate and publish a homelessness strategy based on the results of that review. They must publish a new homelessness strategy within five years of the date of publication of their last homelessness strategy.
42. Section 3(7A) of the 2002 Act, stipulates that in formulating or modifying a homelessness strategy, a local housing authority shall have regard to—
 - a) its current allocation scheme under section 166A of the Housing Act 1996
 - b) its current tenancy strategy under section 150 of the Localism Act 2011 and
 - c) in the case of an authority that is a London borough Council, the current London housing strategy.
43. Section 188(1) of the Housing Act 1996 provides that, if a local housing authority has reason to believe that an applicant may be homeless, eligible

for assistance and have a priority need, the Council must secure that accommodation is available for the applicant's occupation until the homelessness application is processed and a decision is made by the Council regarding the application.

44. A local authority will owe a full homelessness duty to provide temporary accommodation if it is satisfied that a homeless applicant is homeless, eligible for assistance (this usually means not excluded on immigration grounds), in priority need of accommodation, and not intentionally homeless. The applicant will be required to have a local connection with the borough.

Rough Sleeping

45. The Council's strategy will also set out its approach to and commitments for addressing and eliminating rough sleeping. This includes details about how the council will work with other agencies and stakeholders in order to ensure that rough sleeping in the borough is addressed.
46. The Council will be carrying out consultation on the strategy. Consultation must take place at a time when proposals are still at a formative stage. Sufficient reasons must be provided for any proposal to allow time for review and feedback, and adequate time must be given for consideration and response. The outcome of consultation must be conscientiously taken into account in finalising then council's proposals.

Strategic Director of Finance

47. The Homelessness strategy aims to improve the effectiveness of service and there are no direct financial implications from this. It should be noted the council is seeing unprecedented pressure within the service due to the cost of living crisis and other external factors. The council remains fully aware of its statutory homeless duties and is taking a number of actions to increase supply to ensure they deliver this within the agreed resources and in the most cost effective and sustainable way.
48. The Rough Sleeping strategy is based on known funding streams and current numbers of rough sleepers but these may be liable to reduce or cease over time. In the event of changes to either of these factors the strategy may need to be reviewed and updated with further consultation if necessary.

Other officers

49. Not applicable.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Draft Homelessness and Rough Sleeping Strategy
Appendix 2	Data Review
Appendix 3	Draft Engagement and Consultation Plan
Appendix 4	Draft Equalities Impact and Needs Analysis (EINA)
Appendix 5	Draft Action Plan

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Cheryl Russell, Director of Resident Services	
Report Author	Jerome Duffy, Programme, Policy and Change Manager	
Version	Final	
Dated	22 February 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Strategic Director of Finance	Yes	Yes
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	22 February 2024	

Item No. 11.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		Framework for Strategic Community Infrastructure Levy funding	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

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

Southwark is an ever-changing borough and we know that residents want to be assured that we have a plan for managing growth in a sustainable way that impacts positively on local communities, capturing as much value as we are able through the development process. Through our planning policies we are always seeking to strike the right balance between growth, which helps us to achieve our wider ambitions through the delivery of new homes and jobs, along with increased business rates and council tax, and our prioritisation of the climate emergency, the celebration of heritage assets, and our mission to address inequalities.

Empowered by the Planning Act 2008, we introduced Southwark CIL in 2014 to ensure that developers in our borough rightly contribute to the infrastructure needs that flow from growth, with 70% of CIL dedicated to Strategic projects. To date, we have been able to invest over £70m via this route in the Elephant & Castle tube upgrade, providing a new step-free station and integrating the Northern line with the Bakerloo Line and its anticipated extension. Having met our commitments to this project, we are now proposing an expanded framework for the use of Strategic CIL moving forward, focusing on strategic, borough-wide infrastructure, including wider transport projects that will bring huge benefits to existing residents and support our targets on house-building which are set out in the Southwark Plan. These include the Bakerloo Line Extension, which will benefit from 50% of our SCIL payments going forward, but also priority projects such as Peckham Rye station, the Elephant & Castle overground station, and boroughwide social infrastructure commitments set out in our Council Delivery Plan. Delivering these projects will require partnership and funding from all parties, including from central government. Southwark is committed to making the strategic investment required to deliver sustainable growth and we very much hope that others will join us to deliver our ambitious plans.

RECOMMENDATIONS

1. To agree the framework for allocation of Strategic CIL as set out in paragraphs 12 and 13 of this report.
2. To agree the allocation of Strategic CIL of £350,000 towards the Elephant and Castle overground station.
3. To agree the allocation of Strategic CIL of £250,000 towards the Bakerloo Line Extension.

BACKGROUND INFORMATION

4. Community Infrastructure Levy (CIL) is the sum of funding collected from major development sites across the Borough to pay for the implementation of new infrastructure to support the growth of communities. CIL is split into strategic CIL (70% of receipts) which is spent on Borough-wide infrastructure projects such as the construction of new tube stations. The remainder is made up of neighbourhood CIL (25% of receipts) and administration CIL (5% of receipts).
5. CIL is used to mitigate the impact of new development, and is a key tool to manage growth arising from increased population on a local area. CIL can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities as set out in section 216(2) of the Planning Act 2008, and regulation 59 Community Infrastructure Levy Regulations 2010 (as amended) ("CIL Regulations"). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives councils the opportunity to choose what infrastructure is needed to deliver their local plan. It should be noted that charging authorities may not use the levy to fund affordable housing.
6. Local authorities must spend the levy on infrastructure needed to support the development of their area. The levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. CIL is for capital expenditure rather than revenue expenditure and any revenue requirements from delivering capital projects must be met from existing budgets.
7. To date the council has opted to use Strategic CIL to support the funding of major transport infrastructure, which is needed to support the targets for new homes and employment in the recently adopted Southwark Plan. The principle investment to date has been a total of £71.5m to provide a new step free tube station at the Elephant & Castle which will integrate

the Northern Line with the Bakerloo Line extension. Work on this project is now underway.

8. The council has now received sufficient CIL receipts to meet the costs of its full commitment to the new tube station at Elephant and Castle. Strategic CIL is continuing to be generated from developments across the Borough and a small surplus is now available to support projects. The amounts received are likely to grow significantly over the next few years allowing the council to invest further in transport infrastructure to support growth, including the Bakerloo Line Extension. On an annual basis, the council produces an Annual Infrastructure Funding Statement showing how it is proposed to spend CIL and how CIL has been spent (see Appendix 1 for 22/23 report).
9. In July 2023 Cabinet agreed to allocate £1m of Strategic CIL to the Southwark Pensioners Centre for refurbishment of the property at 201-203 Camberwell Road which includes design, construction and fit-out, with match funding expected from Southwark Pensioners fund raising events.

KEY ISSUES FOR CONSIDERATION

10. Following investment in the Elephant and Castle tube station, there are a number of borough wide infrastructure projects requiring investment which include:
 - Bakerloo Line Extension
 - Peckham Rye Station
 - Elephant and Castle overground station.
11. The current balance of Strategic CIL funds available for allocation is £12.345m.
12. It is proposed that the criteria used to allocate Strategic CIL is as follows:
 - 50% of the fund to be allocated for investment in the Bakerloo Line Extension
 - Match funding of investment by bodies such as Network Rail and TfL in key transport projects such as Peckham Rye Station and Elephant and Castle overground station
 - Match funding of investment by bodies such as TfL in active travel routes
 - Infrastructure as identified in the Council Delivery Plan that meets the legal definition of infrastructure and benefits the community.
13. These criteria are focused on infrastructural interventions which are key to both supporting and stimulating the social and economic growth of the borough. In addition the enhancement and provision of public transport to car travel supports the council response to the climate emergency. The offer of match funding of transport infrastructure investment would be on

the basis that there are tangible benefits such as improved design, increased speed of delivery and increased social value impact. The level of match funding would not exceed 25% of the overall scheme cost. The framework proposed above is in accordance with the Southwark Plan policies ST1, ST2, SP1, SP4 and SP5 as well as London Plan policies GG1, GG2, GG4, GG5, SD1, SD2, SD3, SD7, SD10, H1, E1, HC6, T1 and T3. This framework would govern both the existing and future Strategic CIL funds.

14. In addition to the criteria set out above, the potential to allocate Strategic CIL for strategic infrastructure at a local level will be considered and form part of a future report.
15. In accordance with this framework, it is proposed to allocate £350,000 of Strategic CIL as a grant to Network Rail to invest in design work for Elephant and Castle overground station. This forward funding would help ensure that the design is developed in parallel with the implementation of the proposals for Elephant and Castle town centre. Due to the expected increased footfall at the station Network Rail are looking to improve the station facilities by improving accessibility to all four platforms whilst also creating a larger station concourse and installing ticket gates. The entrance will be made fully accessible. This will be of great benefit to local residents, allowing passengers with mobility issues and those with heavy luggage or prams to access the station from both the north and south sides. The estimated total scheme cost is £18m.
16. In accordance with this framework, it is proposed to allocate £250,000 of Strategic CIL as a grant to TfL to invest a station design study for the Bakerloo Line Extension. It is anticipated that this study will cost £750,000. LB Lewisham have agreed to contribute £250,000 from CIL towards the cost of this study.
17. A running total of Strategic CIL allocations will be maintained within Planning and Growth in order to ensure the 50% limits are not exceeded. The Annual Infrastructure Funding Statement will set out any allocations proposed and those made.

Policy framework implications

18. The allocation of Strategic CIL as proposed will support the delivery of key strategic projects.

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

Community impact statement

19. By their very nature, the projects supported by Strategic CIL such as investment in transport interchanges have a major positive impact on the community in a wide geographical area.

Equalities (including socio-economic) impact statement

20. Section 149 of The Equality Act 2010 imposes a general equality duty on public authorities (the Public Sector Equality Duty) (“PSED”) in the exercise of their functions, to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it.
21. For the purposes of the PSED the following are “protected characteristic” considerations:
- Age
 - Marriage and civil partnership
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation.
22. The PSED duty and implications for groups with protected characteristics will be considered further as the projects are developed and delivered.
23. The investment of Strategic CIL in the manner set out above will not have an adverse impact on those with protected characteristics.

Health impact statement

24. The investment of Strategic CIL is likely to have a positive impact on health through improvements in air quality as a result of the reduction in vehicular traffic by expansion and improvement of public transport.

Climate change implications

25. The proposed allocation of Strategic CIL will contribute towards the response to the climate emergency through for example the introduction of sustainable energy solutions as part of the any new public transport infrastructure.

Resource implications

26. The allocation of Strategic CIL is managed by resources in Planning and Growth.

Legal implications

27. Set out in paragraphs 34 – 43.

Financial implications

28. The proposal is to allocate £250,000 of Strategic CIL as a grant to TfL to invest a station design study for the Bakerloo Line Extension. It is anticipated that this study will cost £750,000. LB Lewisham have agreed to contribute £250,000 from CIL towards the cost of this study.
29. It is also proposed to allocate £350,000 of Strategic CIL as a grant to Network Rail to invest in design work for Elephant and Castle overground station. The estimated total scheme cost is £18m, and it is anticipated that the council contribution to the overall scheme costs will be minimal as network rail and partners (i.e. TfL) will be expected to be major contributors.
30. Both proposals can be accommodated from existing Strategic CIL balances as indicated above. Future reports will need to be brought to Cabinet to cover any further costs for later stages of the major projects.
31. Detailed work and reconciliation will be carried on an on-going basis to ensure that there are sufficient CIL finance available to fund the project against the latest expenditure projections.
32. Any staffing and other costs connected with this report will be contained within existing revenue budgets.

Consultation

33. The individual allocations will be subject to consultation with relevant parties.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive (Governance & Assurance) – NST220224

34. The report seeks approval for the allocation of Strategic CIL for the BLE and E&C overground station. Alongside these specific allocations, approval is sought for a framework to allocate Strategic CIL set out in paragraphs 12 and 13 of the report.
35. The recommendations as set out in this report fall within the powers of Cabinet in accordance with paragraph 27 Part 3B of the council's constitution which sets out that Cabinet is responsible for all cabinet matters even if not expressly set out in that part of the constitution.
36. Council Assembly on 14 July 2021 approved a change to the council's Constitution to confirm that all decisions made by the council will consider the climate and equality (including socio-economic disadvantage and

health inequality) consequences of taking that decision. This has been considered at paragraph 24 above.

37. The Public Sector Equality Duty (“PSED”) is set out at section 149 of Equality Act 2010 and requires the council to have due regard in the exercise of its functions (including decision making), to the need to:
 - a. Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - b. Advance of equality of opportunity between persons who share a relevant protected characteristics and those who do not share it;
 - c. Foster good relations between those who share a relevant characteristic and those that do not share it.

38. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

39. Officers have considered the council’s PSED under section 149 of the 2010 Act at paragraphs 19-22 of this report. Officers have concluded that, at this stage, the allocation of Strategic CIL and the framework for allocation of Strategic CIL is not considered to have any adverse impacts on persons with protected characteristics.

40. The report outlines at paragraphs 6 the purpose of CIL and that it is used to mitigate the impact of new developments and needs to be spent on the infrastructure needed to support such developments.

41. Regulation 59(1), Community Infrastructure Regulations 2010 provides that: “A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.” The relevant definition of infrastructure is at s.216(2) of the Planning Act 2008: “infrastructure” includes: (a) roads and other transport facilities (b) flood defences (c) schools and other educational facilities (d) medical facilities (e) sporting and recreational facilities, and (f) open spaces 35. This is a broad definition as it is an inclusive list, and not exclusive.

42. The Planning Practice Guidance provides that the levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. As the report at paragraph 5 sets out, the definition of infrastructure allows CIL to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives Southwark the opportunity to choose what infrastructure is needed to deliver the Southwark Plan 2022 and the London Plan 2021 i.e. the development plan. CIL may not be used to fund affordable housing.

43. The council must spend the CIL on infrastructure needed to support the development of the Southwark area, and the council has the legal power to decide what infrastructure is needed. The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development. On that basis it is considered that the council may lawfully exercise its discretion to decide the Strategic CIL allocation to the BLE and E&C overground station outlined paragraphs 14 and 15 and approve the framework for allocation outlined in paragraphs 12 and 13 provided that meets the legal definition of infrastructure set out in paragraph 41.

Strategic Director of Finance and Governance (CAP23/089)

44. The report requests approval of £600,000 allocation from Strategic CIL for the station design study for the Bakerloo Line Extension, as well as a grant to Network Rail to invest in design work for Elephant and Castle overground station, details outlined at paragraphs 14-15
45. The strategic director of finance notes the resource implications and financial implications at paragraphs 12, 22 and 24-28, confirms that the council has received the related funds and they are available for the purposes outlined in this report.
46. The proposed allocations represent an increase in council's capital expenditure and will be reflected as budget variation in the next capital budget monitoring report to cabinet.
47. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	2022-23 Annual Infrastructure Funding Statement

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Clive Palfreyman, Strategic Director of Finance	
Report Author	Neil Kirby, Head of Sustainable Growth	
Version	Final	
Dated	22 February 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Finance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		22 February 2024

London Borough of
Southwark
Annual Infrastructure
Funding Statement
For
Community Infrastructure Levy and
Section 106

Reporting Period:

From 01 April 2022 to 31 March 2023

Introduction

This document is prepared in compliance with Regulation 121A Schedule 2 of the Community Infrastructure Levy Regulations (as amended), which requires a local planning authority that receives developer contributions to publish on its website an Annual Infrastructure Funding Statement at the end of a calendar year.

In compliance with Regulation 121A the annual infrastructure statement includes:

- (a) An infrastructure list setting out the infrastructure projects or types of infrastructure that the charging authority intends will be, or may be, wholly or partly funded by CIL;
- (b) A CIL report providing details of income and expenditure of CIL during the previous financial year (April to March);
- (c) A Section 106 (S106) report also providing details of income and expenditure of S106 contributions during the previous financial year.

Throughout the IFS there will be references to the following definitions:

- **Secured** – Contributions that have been included within a signed legal document for a planning application. These contributions have not been collected / delivered and if the planning application is not implemented, they will never be received.
- **Received** – Contributions received, either monetary or non-monetary (in kind), that have been transferred to the London Borough of Southwark.
- **Allocated** – Contributions that have been received and allocated to specific projects.
- **Spent / Delivered** – Monetary or non-monetary contributions that have been spent or delivered.
- **This Financial Year** - unless stated otherwise, this refers to the period 01/04/2022 – 31/03/2023.

Please note that data on developer contributions is not conclusive as it represents estimates at a given point in time, and can be subject to change. However, the data reported within this document is the most robust available at the time of publication.

Developer Contributions

Section 106 Planning Obligations

Planning Obligations are legal agreements which can be attached to a planning permission to mitigate the impact of an otherwise unacceptable development to make it acceptable in planning terms.

Obligations can only be sought where they are directly related to the development, fairly and reasonably related in scale and kind to the development, and necessary to make the development acceptable in planning terms.

S106 contributions can either be provided on-site, for example through the provision of affordable housing, or off-site in the form of financial payments.

Community Infrastructure Levy (CIL)

In contrast to S106 obligations, CIL is intended to fund more generalised infrastructure requirements in order to support new development. It is a mechanism to secure financial contributions from developers on certain viable developments. CIL monies can be used to fund the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of the area.

CIL rates must be set out via a published charging schedule. The Council's latest charging schedule was adopted in December 2017 with effect from 1 February 2018. Further information can be found on the following webpage: [Southwark CIL](#).

Section 278 Highway Agreements

Additional legal agreements that can fund infrastructure are Section 278 Agreements (S278). These are legally binding agreements made under the Highways Act 1990 between Local Highway Authorities and Developers. S278 agreements are required to ensure that the road networks are able to cope with new development. The Council will look at the possibility of including information for S278 agreements within future versions of the IFS.

Community Infrastructure Levy Matters

Community Infrastructure Levy Regulations (2019 Amendment) Regulation 121A Schedule 2 Section 1

- a) The total value of demand notices issued in the reported period is **£28,170,485.31**. This value is of demand notices issued within the reported period that have not been suspended or superseded by new demand notices outside of the reported period.

Of total value the amount from Liability Notices (liable floorspace after any relief that has been granted) is **£27,864,910.20**. The total value is from surcharges imposed due to breaches of the Community Infrastructure Levy Regulations is **£164,864.57** and the total value of the late payment interest accrued is **£140,710.54**.

- b) The total amount of CIL collected within the reported period totals **£30,807,723.35**.
- c) The amount of CIL collected prior to the reported period totals **£57,735,926.62**. Of this total the following amount was collected in Cash and as Land Transactions (including payments in kind and infrastructure payments) and the following amounts remain unallocated:

Type	Received	Unallocated
Cash	£57,735,926.62	£15,558,017.26
Land Payment	£0.00	£0.00

- d) The total amount of CIL collected prior to the reported period allocated in the reported period in relation to cash received is **£32,287,796.46** and in relation to land payments (including payments in kind and infrastructure payments) is **£0.00**.
- e) The total CIL expenditure recorded for the reported period is as follows:

Type	Expenditure
Admin CIL	£1,543,117.07
Neighbourhood CIL	£502,449.83
CIL Land Payments	£0.00
Other CIL Cash	£8,550,000.00
Total Value	£10,595,566.90

- f) The total amount of CIL allocated and not spent during the reported period is as follows, this does not include allocations made within the reported year that have been fully spent:

Type	Allocated	Spent	Remaining
Admin CIL	£1,543,117.07	£1,543,117.07	£0.00
Neighbourhood CIL	£339,551.88	£249,551.88	£90,000.00
CIL Land Payments	£0.00	£0.00	£0.00
Other CIL Cash	£8,550,000.00	£8,550,000.00	£0.00

- g) i) The items of infrastructure on which CIL (including land payments) has been spent within the reported year, and the amount of CIL spent on each item is as follows:

Infrastructure	Date	Amount
ADMIN BCIL 2022/23	31 March 2023	£1,543,117.07
E&C TfL WORKS - SCIL SPENT 2022/23	31 March 2023	£8,550,000.00

Of this money spent within the reported year, the number of affordable housing units provisioned via the spend of CIL money is **0**.

Of this money spent within the reported year, the following number of education places have been provisioned:

Education Type	Number of school places
N/A	N/A

- ii) The amount of CIL spent on repaying money borrowed, including any interest, and details of the items of infrastructure which that money was used to provide (wholly or in part) is as follows:

Date	Amount Used	Loan/Interest	Infrastructure Funded
N/A	N/A	N/A	N/A

- iii) The amount of CIL collected towards administration expenses is **£1,540,386.17**. This was 5% of the total CIL receipts collected (**£30,807,723.35**) in the reported period.

London Borough of Southwark has set a collection percentage of 5.00%. The percentage taken may differ due to Land payments (including payments in kind and infrastructure payments) not being allocated to administration expenses and Surcharges not being split with Neighbourhood Areas.

The amount of CIL spent on administration expenses during the reported year was **£0.00**. This was 0% of the total CIL collected within the reported year.

London Borough of Southwark collects CIL on behalf of other charging authorities. During the reported year **£858,121.71** was collected as administration CIL on behalf of other charging authorities. Of this amount London Borough of Southwark has allocated **£0.00** towards administration expenses and **£858,587.22** has been spent by London Borough of Southwark for the administration of collecting CIL on behalf of other charging authorities.

- h) Regarding CIL collected and allocated within the reported year that has not been spent, summary details of what has been allocated, is remaining to be spent and what it has been allocated towards is as follows:

Infrastructure	Amount Allocated	Amount Unspent	Allocation Dated
Voluntary and Community Sector Property review	£90,000.00	£90,000.00	27 September 2022

- i) i) The total amount of CIL passed to a neighbourhood zone under Regulation 59A (collected on behalf of the neighbourhood zone in cash), cash collected and allocated towards Neighbourhood CIL, and 59B (cash provided by the Charging Authority to Neighbourhood Zones equivalent to what they would have received on a payment in kind), are as follows:

Zone	Date	Amount Passed
N/A	31 March 2023	£249,551.88

The following amounts were allocated towards neighbourhood zones under Regulation 59B, cash provided by the Charging Authority to Neighbourhood Zones equivalent to what they would have received on a payment in kind, during the reported year:

Zone	Amount	Date	Re-allocated from
N/A	N/A	N/A	N/A

- ii) The following spends within the reported year have been passed to a third party to spend on the provision, improvement, replacement, operation or maintenance of infrastructure under Regulation 59(4):

Infrastructure	Amount	Date	Spend Description
N/A	N/A	N/A	N/A

- j) i) The total collected by London Borough of Southwark for the reported year under Regulation 59E (CIL returned to the Charging Authority after 5 years if not spent) was **£0.00** and under Regulation 59F, CIL collected and retained by the Charging Authority for areas that are not designated Neighbourhood Zones, was **£0.00**.

- ii) The amount of CIL allocated during the reported year under Regulation 59E, CIL returned to the Charging Authority that had been passed to a Neighbourhood Zone and had not been applied to infrastructure after a 5 year period, during the reported year is as follows:

Infrastructure	Neighbourhood Zone	Amount	Date
N/A	N/A	N/A	N/A

The amount of CIL spent under Regulation 59E during the reported year is as follows:

Infrastructure	Amount	Date	Spend Description
N/A	N/A	N/A	N/A

The amount of CIL allocated during the reported year under Regulation 59F during the reported year is as follows:

Infrastructure	Neighbourhood Zone	Amount	Date
N/A	N/A	N/A	N/A

The amount of CIL spent under Regulation 59F during the reported year is as follows:

Infrastructure	Amount	Date	Spend Description
N/A	N/A	N/A	N/A

k) i) The amount of CIL requested under Regulation 59E for the reported year is as follows per neighbourhood zone:

ii) The amount of CIL still outstanding for recovery under Regulation 59E at the end of the reported year for all years is as follows for each neighbourhood zone:

l) i) The amount of CIL collected, not assigned for Neighbourhood CIL or CIL Administration, for the reported year and that had not been spent is **£15,159,646.95**.

ii) The amount of CIL collected, not assigned for Neighbourhood CIL or CIL Administration, from 01 April 2015 to the end of the reported year that had not been spent is **£42,324,189.22**.

iii) The amount CIL collected and that had not been spent under Regulations 59E and 59F during the reported year are as follows:

Type	Retained
Regulation 59E	£0.00
Regulation 59F	£0.00

iv) The amount of CIL collected from 01 April 2015 to the end of the reported year under Regulations 59E and 59F that has not been spent is as follows:

Type	Retained
Regulation 59E	£0.00
Regulation 59F	£0.00

Section 106 Matters

Community Infrastructure Levy Regulations (2019 Amendment) Regulation 121A Schedule 2 Section 3

- a) The total amount of money to be provided under any planning obligations which were entered during the reported year is **£33,754,024.57**. This figure does not consider indexation (inflation/deflation) that may be applied when the money becomes due.
- b) The total amount of money received from planning obligations during the reported year was **£70,240,336.67**.
- c) The total amount of money received prior to the reported year that has not been allocated is **£26,750,964.04**.
- d) During the reported year the following non-monetary contributions have been agreed under planning obligations:
- i) The total number of affordable housing units to be provided as on-site provision agreed under planning obligations is **1353**.

The total number of affordable housing units to be provided by S106 off site funding allocations made within the reported period is **0**.

- ii) The following education provisions have been agreed under S106 agreements:

Education Type	Number of school places
N/A	N/A

The following education provisions have been funded by offsite S106 and other funding sources allocated during the reported year:

Education Type	Number of school places
N/A	N/A

Summary details of all non-monetary obligations agreed within the reported year are as follows:

Covenant Type/Service	Deed Date	Clause	Planning Application
Delivery & Service Cash Bond/Deposit/S106	14/12/2022	S5,P4,22-23	15/AP/3066
Specialist Housing/S106	19/08/2022	S2,1.1-1.2	19/AP/5380
Highway Works/Highways	19/08/2022	S4,1.1-1.3	19/AP/5380
Energy and Sustainability/Sustainability	19/08/2022	S5,1.1-1.2	19/AP/5380
Controlled Parking Zone (CPZ)/Highways	19/08/2022	S4,2	19/AP/5380
Controlled Parking Zone (CPZ)/Highways	28/02/2023	S7,4.1-4.2	19/AP/7057
AH - RP / RSL Details/Strategic Housing	28/02/2023	S2,1.4	19/AP/7057
Parking/Transport	28/02/2023	S4,2.1-2.3	19/AP/7057
Cycle Hire/Transport	28/02/2023	S7,3.1-3.2	19/AP/7057

Highway Works Specification/Highways	28/02/2023	S7,2.1	19/AP/7057
Local Procurement/Local Economy	28/02/2023	S9,3	19/AP/7057
Energy and Sustainability/Sustainability	28/02/2023	S12,2.1-2.9	19/AP/7057
Connection to District CHP/Sustainability	28/02/2023	S12,4.1-4.6	19/AP/7057
Wheelchair Units - Provision/Strategic Housing	28/02/2023	S4.1.1	19/AP/7057
AH - On-Site Units/Strategic Housing	28/02/2023	S2,1.2-1.3	19/AP/7057
Community Amenity Space - Management Plan/S106	28/02/2023	S14,2.1-2.2	19/AP/7057
AH - London Living Rent Housing/Strategic Housing	28/02/2023	S2,3.1-3.3	19/AP/7057
AH - London Living Rent Housing/Strategic Housing	28/02/2023	S2,6.1	19/AP/7057
AH - Service Charges/Strategic Housing	28/02/2023	S2,7.1-7.4	19/AP/7057
AH - Shared Ownership Housing/Strategic Housing	28/02/2023	S2,6.2	19/AP/7057
AH - Monitoring/Strategic Housing	28/02/2023	S2,8.2-8.3	19/AP/7057
Children's Play Space & Community Amenity Space/Parks	28/02/2023	S5,1.1-1.2	19/AP/7057
Children's Play Space & Community Amenity Space/Parks	28/02/2023	S5,3.1-3.3	19/AP/7057
Bus Driver Welfare Facility/S106	28/02/2023	S11	19/AP/7057
Cinema/S106	28/02/2023	S13	19/AP/7057
Temporary Business Relocation/Local Economy	28/02/2023	S10,1.1-1.3	19/AP/7057
End Use Business Retention/Local Economy	28/02/2023	S10,2.1-2.4	19/AP/7057
Affordable Retail/Local Economy	28/02/2023	S10,3.1-3.3	19/AP/7057
Delivery & Service Cash Bond/Deposit/S106	28/02/2023	S7,5.5-5.7	19/AP/7057
AH - Grant / Subsidy Report/Strategic Housing	28/02/2023	S2,1.5-1.6	19/AP/7057
E&E - Construction Industry Employment Contact/Local Economy	28/02/2023	S9,1.3	19/AP/7057
Wheelchair Units - Marketing/Strategic Housing	28/02/2023	S4.1.2-1.5	19/AP/7057
Public Realm Specification/Public Realm	28/02/2023	S8,1.1	19/AP/7057
Public Realm Defects/Public Realm	28/02/2023	S8,2.1-2.2	19/AP/7057
Public Realm Access/Use/Public Realm	28/02/2023	S8,4	19/AP/7057
Public Realm Maintenance/Public Realm	28/02/2023	S8,3.1	19/AP/7057
E&E - EIC Skills and Employment Methodology/Local Economy	28/02/2023	S9,1.1-1.2	19/AP/7057
E&E - EIC Submission of Report/Local Economy	28/02/2023	S9,1.4	19/AP/7057
E&E - EIEU Skills & Employment Plan/Local Economy	28/02/2023	S9,2.1-2.4	19/AP/7057
Communal Amenity Space - Provision/S106	28/02/2023	S14,1.1-1.6	19/AP/7057
Delivery & Service Plan/Development Management	28/02/2023	S7,5.1	19/AP/7057

Delivery & Service Plan/Development Management	28/02/2023	S7,5.2-5.3	19/AP/7057
Delivery & Service Plan/Development Management	26/05/2022	S6,3.1-3.6	20/AP/0858
Wheelchair Units - Disposal/Strategic Housing	26/05/2022	S4,1.7-1.8	20/AP/0858
Communal Amenity Space - Provision/S106	26/05/2022	S7,6	20/AP/0858
E&E - EIC Submission of Report/Local Economy	26/05/2022	S8,1.4.5	20/AP/0858
E&E - EIC Submission of Report/Local Economy	26/05/2022	S8,1.5	20/AP/0858
E&E - EIC Skills and Employment Methodology/Local Economy	26/05/2022	S8,1.1-1.2	20/AP/0858
AW - Marketing/Local Economy	26/05/2022	S8,(3),3.3-3.4	20/AP/0858
Public Realm Maintenance/Public Realm	26/05/2022	S7,3.1-3.3	20/AP/0858
Public Realm Access/Use/Public Realm	26/05/2022	S7,4.4-4.5	20/AP/0858
Public Realm Access/Use/Public Realm	26/05/2022	S7,5.1-5.2	20/AP/0858
Public Realm Specification/Public Realm	26/05/2022	S7,1.1	20/AP/0858
Public Realm Defects/Public Realm	26/05/2022	S7, 2.1-2.2	20/AP/0858
AW - Units/Floorspace/Local Economy	26/05/2022	S8,(2),1.2	20/AP/0858
Wheelchair Units - Marketing/Strategic Housing	26/05/2022	S4,1.3-1.4	20/AP/0858
AH - Deferred / Additional Units/Strategic Housing	26/05/2022	S2,1.5	20/AP/0858
AH - Deferred / Additional Units/Strategic Housing	26/05/2022	S2,7.1	20/AP/0858
AH - Deferred / Additional Units/Strategic Housing	26/05/2022	S2,7.4(a)-7,4(b)	20/AP/0858
AH - Marketing of Units/Strategic Housing	26/05/2022	S2,3.1-3.3-3.5	20/AP/0858
AW - In Perpetuity/Local Economy	26/05/2022	S8,(2),3.1	20/AP/0858
AH - Response to Survey/Strategic Housing	26/05/2022	S2,6.2	20/AP/0858
AH - Grant / Subsidy Report/Strategic Housing	26/05/2022	S2,1.6	20/AP/0858
AH - Grant / Subsidy Report/Strategic Housing	26/05/2022	S2,1.4	20/AP/0858
AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(3),1.3-3.2	20/AP/0858
AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(2),2.1	20/AP/0858
AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(2),2.2	20/AP/0858
AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(2),2.3	20/AP/0858
AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(3),1.1	20/AP/0858

AW - Strategy/Plan/Specification/Local Economy	26/05/2022	S8,(2),1.1	20/AP/0858
AH - Prov of Address & Tenure Details/Strategic Housing	26/05/2022	S2,6.3-6.4	20/AP/0858
AH - On-Site Units/Strategic Housing	26/05/2022	S2,2.4	20/AP/0858
Public Realm Works/Public Realm	26/05/2022	S7,1.2	20/AP/0858
E&E - Jobs During Construction/Local Economy	26/05/2022	S8,1.4.1-1.4.4	20/AP/0858
Car Club/Transport	26/05/2022	S6,1.1-1.3	20/AP/0858
Highway Works/Highways	26/05/2022	S6,2.1-2.5	20/AP/0858
Trees/Public Realm	26/05/2022	S7,7.1	20/AP/0858
Energy and Sustainability/Sustainability	26/05/2022	S9,2.1-2.6	20/AP/0858
Local Procurement/Local Economy	26/05/2022	S8,2	20/AP/0858
Highway Works Specification/Highways	26/05/2022	S6,2.2	20/AP/0858
AH - RP / RSL Details/Strategic Housing	26/05/2022	S2,2.1	20/AP/0858
AH - RP / RSL Details/Strategic Housing	26/05/2022	S2,1.3	20/AP/0858
Cycle Hire/Transport	26/05/2022	S5,1.4	20/AP/0858
Cycle Hire/Transport	26/05/2022	S6,5.1-5.2	20/AP/0858
Parking/Transport	26/05/2022	S4,2.1-2.4	20/AP/0858
AH - In Perpetuity/Strategic Housing	26/05/2022	S2,4	20/AP/0858
AH - In Perpetuity/Strategic Housing	26/05/2022	S2,5	20/AP/0858
E&E - CW Co-ordinator/Local Economy	26/05/2022	S8,1.3	20/AP/0858
Controlled Parking Zone (CPZ)/Highways	26/05/2022	S6,4	20/AP/0858
E&E - CW Co-ordinator/Local Economy	21/06/2022	S4,1.3	20/AP/1189
Parking/Transport	21/06/2022	S3,P2,5	20/AP/1189
Service Management/Local Economy	21/06/2022	S8,1.1-1.2	20/AP/1189
Cycle Hire/Transport	21/06/2022	S3,P2,4.1-4.4	20/AP/1189
CEMP/Development Management	21/06/2022	S7,1.1-1.2.22	20/AP/1189
CEMP/Development Management	21/06/2022	S7,1.3	20/AP/1189
Highway Works Specification/Highways	21/06/2022	S3,P2,1.1	20/AP/1189
Highway S278 / S38 Agreement/Highways	21/06/2022	S3,P2,1.2	20/AP/1189
Local Procurement/Local Economy	21/06/2022	S4,2.1-2.4	20/AP/1189
Connection to District CHP/Sustainability	21/06/2022	S6,1.1-1.1.6	20/AP/1189
Connection to District CHP/Sustainability	21/06/2022	S6,1.2-1.8	20/AP/1189
Energy and Sustainability/Sustainability	21/06/2022	S6,2.1-2.11	20/AP/1189
Trees/Public Realm	21/06/2022	S3,P2,2.1-2.3	20/AP/1189
Highway Works/Highways	21/06/2022	S3,P2,1.3	20/AP/1189
E&E - Jobs During Construction/Local Economy	21/06/2022	S4,1.4-1.4.4	20/AP/1189
Public Realm Works/Public Realm	21/06/2022	S3,1.2-1.3	20/AP/1189
Roof Gardens / Terraces and Access/S106	21/06/2022	S3,7.1	20/AP/1189

AW - Strategy/Plan/Specification/Local Economy	21/06/2022	S5,1.1	20/AP/1189
Delivery & Service Cash Bond/Deposit/S106	21/06/2022	S3,P2,3.6	20/AP/1189
AW - Strategy/Plan/Specification/Local Economy	21/06/2022	S5,2.1-2.2	20/AP/1189
Delivery & Service Plan Monitoring Fee/S106	21/06/2022	S3,P2,3.5	20/AP/1189
AW - Leasing/Local Economy	21/06/2022	S5,4.1-4.6	20/AP/1189
AW - Leasing/Local Economy	21/06/2022	S5,3.1-3.4	20/AP/1189
Wind Mitigation/S106	21/06/2022	S3,P2,6.1-6.3	20/AP/1189
Foothpaths / Walkways / Cycleways/Highways	21/06/2022	S3,6.1-6.2	20/AP/1189
AW - Units/Floorspace/Local Economy	21/06/2022	S5,1.2	20/AP/1189
Public Realm Defects/Public Realm	21/06/2022	S3,2.1-2.2	20/AP/1189
Public Realm Maintenance/Public Realm	21/06/2022	S3,3.1-3.1.3	20/AP/1189
Public Realm Maintenance/Public Realm	21/06/2022	S3,3.2	20/AP/1189
Public Realm Access/Use/Public Realm	21/06/2022	S3,4.1-4.5	20/AP/1189
E&E - EIEU Submission of Report/Local Economy	21/06/2022	S4,3.3	20/AP/1189
AW - Marketing/Local Economy	21/06/2022	S5,3.2	20/AP/1189
AW - Management/Local Economy	21/06/2022	S5,3.7	20/AP/1189
E&E - EIC Skills and Employment Methodology/Local Economy	21/06/2022	S4,1.1-1.2	20/AP/1189
Communal Amenity Space - Provision/S106	21/06/2022	S3,5.1-5.3	20/AP/1189
Delivery & Service Plan/Development Management	21/06/2022	S3,P2,3.1	20/AP/1189
Delivery & Service Plan/Development Management	21/06/2022	S3,P2,3.2	20/AP/1189
Delivery & Service Plan/Development Management	21/06/2022	S3,P2,3.3	20/AP/1189
Wheelchair Units - Marketing/Strategic Housing	22/09/2022	S3,1.2-1.6	20/AP/1407
AH - Marketing of Units/Strategic Housing	22/09/2022	S2,3.1	20/AP/1407
AH - Marketing of Units/Strategic Housing	22/09/2022	S2,4.1-4.3	20/AP/1407
AH - Survey/Strategic Housing	22/09/2022	S2,7.2	20/AP/1407
AH - Tenure / Mix/Strategic Housing	22/09/2022	S2,1.4-1.7	20/AP/1407
AH - Nominations Agreement/Strategic Housing	22/09/2022	S2,2.1-2.2	20/AP/1407
AH - Prov of Address & Tenure Details/Strategic Housing	22/09/2022	S2,8.1-8.2	20/AP/1407
AH - Service Charges/Strategic Housing	22/09/2022	S2,2.3	20/AP/1407
AH - Service Charges/Strategic Housing	22/09/2022	S2,2.4	20/AP/1407
Wheelchair Units - Provision/Strategic Housing	22/09/2022	S3,1.1	20/AP/1407
AH - On-Site Units/Strategic Housing	22/09/2022	S2,5-2.6	20/AP/1407

AH - On-Site Units/Strategic Housing	22/09/2022	S2,7.1	20/AP/1407
AH - On-Site Units/Strategic Housing	22/09/2022	S2,1.2	20/AP/1407
Highway S278 / S38 Agreement/Highways	22/09/2022	S5,1.2-1.3	20/AP/1407
Energy and Sustainability/Sustainability	22/09/2022	S6,1.1-1.10	20/AP/1407
S106 Misc or Undefined/S106	22/09/2022	S7,1.1-1.6	20/AP/1407
S106 Misc or Undefined/S106	22/09/2022	S7,2.1-2.6	20/AP/1407
S106 Misc or Undefined/S106	22/09/2022	S7,3.1	20/AP/1407
AH - RP / RSL Details/Strategic Housing	22/09/2022	S2,1.3	20/AP/1407
Highway Works Specification/Highways	22/09/2022	S5,1.1	20/AP/1407
Parking/Transport	22/09/2022	S5,2.1-2.3	20/AP/1407
Controlled Parking Zone (CPZ)/Highways	20/12/2022	S5,3.1	20/AP/2768
AH - RP / RSL Details/Strategic Housing	20/12/2022	S2,1.4	20/AP/2768
Demolition/Development Management	20/12/2022	S8,1.3a	20/AP/2768
CEMP/Development Management	20/12/2022	S8,1.3b	20/AP/2768
Highway Works Specification/Highways	20/12/2022	S5,1.1	20/AP/2768
Connection to District CHP/Sustainability	20/12/2022	S9,3.1-3.6	20/AP/2768
Energy and Sustainability/Sustainability	20/12/2022	S9,1.1-1.6	20/AP/2768
Energy and Sustainability/Sustainability	20/12/2022	S9,4.1-4.2	20/AP/2768
Energy and Sustainability/Sustainability	20/12/2022	S9,5.1-5.2	20/AP/2768
Highway S278 / S38 Agreement/Highways	20/12/2022	S5,1.2-1.3	20/AP/2768
AH - On-Site Units/Strategic Housing	20/12/2022	S2,1.3	20/AP/2768
Wheelchair Units - Provision/Strategic Housing	20/12/2022	S3,1.1-1.2	20/AP/2768
AH - Service Charges/Strategic Housing	20/12/2022	S2,2.3	20/AP/2768
AH - Shared Ownership Housing/Strategic Housing	20/12/2022	S2,3.1-3.3	20/AP/2768
AH - Monitoring/Strategic Housing	20/12/2022	S2,6.1	20/AP/2768
Nursery/Education	20/12/2022	S6,6.1	20/AP/2768
Travel Plan - Submission and Approval/Transport	20/12/2022	S5,4.1	20/AP/2768
Travel Plan - Submission and Approval/Transport	20/12/2022	S5,4.3	20/AP/2768
AH - Nominations Agreement/Strategic Housing	20/12/2022	S2,2.1-2.2	20/AP/2768
E&E - Construction Industry Employment Contact/Local Economy	20/12/2022	S7,1.3-1.4	20/AP/2768
AH - Response to Survey/Strategic Housing	20/12/2022	S2,6.2	20/AP/2768
AH - Prov of Address & Tenure Details/Strategic Housing	20/12/2022	S2,6.3-6.4	20/AP/2768

Wheelchair Units - Marketing/Strategic Housing	20/12/2022	S3,1.6-1.7	20/AP/2768
Foothpaths / Walkways / Cycleways/Highways	20/12/2022	S6,1.1	20/AP/2768
E&E - EIC Skills and Employment Methodology/Local Economy	20/12/2022	S7,1.1-1.2	20/AP/2768
AH - Handover to RP/Strategic Housing	20/12/2022	S2,1.2	20/AP/2768
Delivery & Service Plan/Development Management	20/12/2022	S5,2.1-2.2	20/AP/2768
E&E - EIC Submission of Report/Local Economy	20/12/2022	S7,1.5	20/AP/2768
Communal Amenity Space - Provision/S106	20/12/2022	S6,5.1	20/AP/2768
E&E - EIEU Submission of Report/Local Economy	20/07/2022	S5,2.3	20/AP/3250
AW - Management/Local Economy	20/07/2022	S8,2.3	20/AP/3250
E&E - EIEU Skills & Employment Plan/Local Economy	20/07/2022	S5,2.1-2.2	20/AP/3250
Delivery & Service Plan/Development Management	20/07/2022	S4,2.2	20/AP/3250
Communal Amenity Space - Provision/S106	20/07/2022	S9,1.1	20/AP/3250
E&E - EIC Skills and Employment Methodology/Local Economy	20/07/2022	S5,1.1-1.2	20/AP/3250
Public Realm Maintenance/Public Realm	20/07/2022	S10,3.1	20/AP/3250
AW - Units/Floorspace/Local Economy	20/07/2022	S8,1.2	20/AP/3250
AW - Units/Floorspace/Local Economy	20/07/2022	S8,1.3	20/AP/3250
Public Realm Defects/Public Realm	20/07/2022	S10,2.1-2.2	20/AP/3250
Wind Mitigation/S106	20/07/2022	S4,7.1	20/AP/3250
E&E - Construction Industry Employment Contact/Local Economy	20/07/2022	S5,1.4-1.4.5	20/AP/3250
Ecology and Wildlife/Parks	20/07/2022	S4,6.1	20/AP/3250
AW - Leasing/Local Economy	20/07/2022	S8,3.1-3.3.2	20/AP/3250
Almshouse Office Space/S106	20/07/2022	S8,4.1-4.3	20/AP/3250
Almshouse Housing/Strategic Housing	20/07/2022	S2,1.1	20/AP/3250
Community Amenity Space - Management Plan/S106	20/07/2022	S9,2.1-2.2	20/AP/3250
Community Amenity Space - Management Plan/S106	20/07/2022	S9,2.3	20/AP/3250
Community Amenity Space - Management Plan/S106	20/07/2022	S9,2.4	20/AP/3250
Public Realm Works/Public Realm	20/07/2022	S10,1.2	20/AP/3250
Carbon Offset (Green Fund)/Sustainability	20/07/2022	S7,2.5	20/AP/3250
Highway S278 / S38 Agreement/Highways	20/07/2022	S4,1.2	20/AP/3250
Highway Works/Highways	20/07/2022	S4,1.3	20/AP/3250
Energy and Sustainability/Sustainability	20/07/2022	S7,3.1-3.2	20/AP/3250
Connection to District CHP/Sustainability	20/07/2022	S7,5.1	20/AP/3250
Highway Works Specification/Highways	20/07/2022	S4,1.1	20/AP/3250

Travel Plan/Transport	20/07/2022	S4,5.1	20/AP/3250
CEMP/Development Management	20/07/2022	S6,1.2	20/AP/3250
Demolition/Development Management	20/07/2022	S6,1.3b	20/AP/3250
Cycle Hire/Transport	20/07/2022	S4,4.1-4.2	20/AP/3250
Controlled Parking Zone (CPZ)/Highways	20/07/2022	S4,3.1-3.2	20/AP/3250
Parking/Transport	20/07/2022	S4,8.1	20/AP/3250
Controlled Parking Zone (CPZ)/Highways	20/04/2022	S6,3.1	20/AP/3285
AH - RP / RSL Details/Strategic Housing	20/04/2022	S2,1.4	20/AP/3285
Highway Works Specification/Highways	20/04/2022	S6,1.1	20/AP/3285
Highway S278 / S38 Agreement/Highways	20/04/2022	S6,1.2	20/AP/3285
Energy and Sustainability/Sustainability	20/04/2022	S8,1.1-1.2	20/AP/3285
Trees/Public Realm	20/04/2022	S5,2.1	20/AP/3285
Highway Works/Highways	20/04/2022	S6,1.3	20/AP/3285
Carbon Offset (Green Fund)/Sustainability	20/04/2022	S8,1.7-1.9	20/AP/3285
Children's Play Space / Equipment/Parks	20/04/2022	S9,1a	20/AP/3285
Wheelchair Units - Provision/Strategic Housing	20/04/2022	S4,1-2	20/AP/3285
Transport Measures (TfL)/Transport for London	20/04/2022	S6,4.4	20/AP/3285
AH - On-Site Units/Strategic Housing	20/04/2022	S2,2.3	20/AP/3285
E&E - Construction Industry Employment Contact/Local Economy	20/04/2022	S7,1.3	20/AP/3285
AH - Marketing of Units/Strategic Housing	20/04/2022	S2,4.2-4.3	20/AP/3285
Wheelchair Units - Marketing/Strategic Housing	20/04/2022	S4,5.1	20/AP/3285
Communal Amenity Space - Provision/S106	20/04/2022	S9,2b	20/AP/3285
E&E - EIC Skills and Employment Methodology/Local Economy	20/04/2022	S7,1.1-1.2	20/AP/3285
Community Use/S106	01/09/2022	S3	20/AP/2795
Parking/Transport	12/07/2022	S5,2.3	21/AP/0599
Highway Works Specification/Highways	12/07/2022	S5,1.1	21/AP/0599
Local Procurement/Local Economy	12/07/2022	S4,2	21/AP/0599
Connection to District CHP/Sustainability	12/07/2022	S7,2.1	21/AP/0599
Public Realm Works/Public Realm	12/07/2022	S2,1.3	21/AP/0599
Highway Works/Highways	12/07/2022	S5,1.3	21/AP/0599
Energy and Sustainability/Sustainability	12/07/2022	S7,1.10	21/AP/0599
E&E - EIC Submission of Report/Local Economy	12/07/2022	S4,1.5	21/AP/0599
AW - Register of Interests/Local Economy	12/07/2022	S3,3.4	21/AP/0599
Delivery & Service Plan/Development Management	12/07/2022	S5,3.3	21/AP/0599

Public Realm Access/Use/Public Realm	12/07/2022	S2,1.4	21/AP/0599
AW - Units/Floorspace/Local Economy	12/07/2022	S3,5.1	21/AP/0599
Public Realm Specification/Public Realm	12/07/2022	S2,1.1	21/AP/0599
E&E - EIC Skills and Employment Methodology/Local Economy	12/07/2022	S4,1.1-1.2	21/AP/0599
AW - In Perpetuity/Local Economy	12/07/2022	S3,4.1	21/AP/0599
Delivery & Service Monitoring/S106	12/07/2022	S5,3.2	21/AP/0599
Cycle Lane Scheme/Highways	12/07/2022	S5,4.1	21/AP/0599
AH - Service Charges/Strategic Housing	08/12/2022	S2,2.3-2.4	21/AP/1121
Church/S106	08/12/2022	S8,P3,1.1	21/AP/1121
Delivery & Service Monitoring/S106	08/12/2022	S6,3.2	21/AP/1121
AH - Prov of Address & Tenure Details/Strategic Housing	08/12/2022	S2,6.3	21/AP/1121
AW - Strategy/Plan/Specification/Local Economy	08/12/2022	S8,P2,1.1	21/AP/1121
AW - Strategy/Plan/Specification/Local Economy	08/12/2022	S8,P2,1.2	21/AP/1121
E&E - EIC Skills and Employment Methodology/Local Economy	08/12/2022	S8,P1,1.5-1.7	21/AP/1121
Public Realm Maintenance/Public Realm	08/12/2022	S7,3.1-3.2	21/AP/1121
AH - Marketing of Units/Strategic Housing	08/12/2022	S2,3.1	21/AP/1121
Wheelchair Units - Marketing/Strategic Housing	08/12/2022	S4,1.3-1.6	21/AP/1121
Public Realm Specification/Public Realm	08/12/2022	S7,2.1	21/AP/1121
Commercial Floorspace / Premises/Development Management	08/12/2022	S8,P3,1.5	21/AP/1121
Wheelchair Units - Disposal/Strategic Housing	08/12/2022	S4,1.7	21/AP/1121
Retention of Architects/Design and Conservation	08/12/2022	S7,1.1	21/AP/1121
Delivery & Service Plan/Development Management	08/12/2022	S6,3.1	21/AP/1121
Communal Amenity Space - Provision/S106	08/12/2022	S7,5.1	21/AP/1121
AW - Management/Local Economy	08/12/2022	S8,P2,4	21/AP/1121
Highway S278 / S38 Agreement/Highways	08/12/2022	S6,2.2	21/AP/1121
Car Club/Transport	08/12/2022	S6,1.3	21/AP/1121
Carbon Offset (Green Fund)/Sustainability	08/12/2022	S9,1.2	21/AP/1121
Public Realm Works/Public Realm	08/12/2022	S7,2.6	21/AP/1121
Wheelchair Units - Provision/Strategic Housing	08/12/2022	S4,1.1	21/AP/1121
Wheelchair Units - Provision/Strategic Housing	08/12/2022	S4,1.2	21/AP/1121
AH - On-Site Units/Strategic Housing	08/12/2022	S2,1.2	21/AP/1121
Highway Works Specification/Highways	08/12/2022	S6,2.1	21/AP/1121

Connection to District CHP/Sustainability	08/12/2022	S9,3.1	21/AP/1121
Local Procurement/Local Economy	08/12/2022	S8,P1,2.1-2.4	21/AP/1121
Energy and Sustainability/Sustainability	08/12/2022	S9,2.1-2.2	21/AP/1121
AH - RP / RSL Details/Strategic Housing	08/12/2022	S2,1.3	21/AP/1121
Parking/Transport	08/12/2022	S4,2.1	21/AP/1121
Controlled Parking Zone (CPZ)/Highways	08/12/2022	S6,4	21/AP/1121
E&E - CW Co-ordinator/Local Economy	08/12/2022	S8,P1,1.3-1.4	21/AP/1121
Controlled Parking Zone (CPZ)/Highways	28/02/2023	S2,2.1	21/AP/2001
Highway S278 / S38 Agreement/Highways	28/02/2023	S2,1.2	21/AP/2001
Energy and Sustainability/Sustainability	28/02/2023	S3,1.1-1.2	21/AP/2001
Highway Works Specification/Highways	28/02/2023	S2,1.1	21/AP/2001
Delivery & Service Plan/Development Management	28/02/2023	S2,4.2	21/AP/2001
Pedestrian Route/Transport	28/02/2023	S2,3.3-3.6	21/AP/2001
Energy and Sustainability/Sustainability	01/06/2022	S3, 1.1	21/AP/2530
AH - On-Site Units/Strategic Housing	16/08/2022	S2,5	21/AP/3118
Controlled Parking Zone (CPZ)/Highways	16/08/2022	S4,1	21/AP/3118
AH - Survey/Strategic Housing	16/08/2022	S2,2	21/AP/3118
Controlled Parking Zone (CPZ)/Highways	08/09/2022	S4,1.1	21/AP/3140
Landscaping/Parks	08/09/2022	S5,1.1	21/AP/3140
AH - In Perpetuity/Strategic Housing	08/09/2022	S2,1.2	21/AP/3140
Highway Works/Highways	08/09/2022	S5,2.1	21/AP/3140
AH - On-Site Units/Strategic Housing	17/05/2022	S2,1.3	21/AP/3121
Parking/Transport	17/05/2022	S4,1	21/AP/3121
AH - Survey/Strategic Housing	17/05/2022	S2,1.2	21/AP/3121
Water Fountains/Public Realm	18/01/2023	S4,4.1-4.2	21/AP/2655
E&E - Construction Industry Employment Contact/Local Economy	18/01/2023	S7,p1,1.3-1.4	21/AP/2655
AW - Strategy/Plan/Specification/Local Economy	18/01/2023	S7,p2,3	21/AP/2655
Delivery & Service Monitoring/S106	18/01/2023	S5,p2,2.8	21/AP/2655
AW - Leasing/Local Economy	18/01/2023	S7,p2,2.1	21/AP/2655
Management Strategy/S106	18/01/2023	S8,1.1	21/AP/2655
Management Strategy/S106	18/01/2023	S8,1.2	21/AP/2655
Management Strategy/S106	18/01/2023	S8,1.3	21/AP/2655
Communal Amenity Space - Community Use Strategy/S106	18/01/2023	S4,2.3	21/AP/2655
Blue Badge Parking Space/Highways	18/01/2023	S5,p2,4.1-4.2	21/AP/2655
Blue Badge Parking Space/Highways	18/01/2023	S5,p2,4.3-4.4	21/AP/2655
AW - Provision/Local Economy	18/01/2023	S7,p2,5.1-5.4	21/AP/2655

Environmental Health/Strategic Planning Officer	18/01/2023	S6,5	21/AP/2655
Communal Amenity Space - Provision/S106	18/01/2023	S4,2.6-2.7	21/AP/2655
Greenfield Run Off Rate - Strategy/S106	18/01/2023	S6,9.1-9.3	21/AP/2655
E&E - EIC Skills and Employment Methodology/Local Economy	18/01/2023	S7,p1,1.1-1.2	21/AP/2655
Public Realm Specification/Public Realm	18/01/2023	S6,1.1-1.2	21/AP/2655
E&E - Employment in the End Use/Local Economy	18/01/2023	S7,p1,3.1-3.2	21/AP/2655
E&E - Employment in the End Use/Local Economy	18/01/2023	S7,p1,3.4-3.5	21/AP/2655
Estate Management/Development Management	18/01/2023	S8,2	21/AP/2655
AW - Units/Floorspace/Local Economy	18/01/2023	S7,p2,1.1-1.4	21/AP/2655
Public Realm Access/Use/Public Realm	18/01/2023	S6,4.1-4.3	21/AP/2655
TV / Radio / Satellite Reception/S106	18/01/2023	S10,3	21/AP/2655
Design and / or Conservation/Design and Conservation	18/01/2023	S2,1.1	21/AP/2655
Parking/Transport	18/01/2023	S5,p2,6	21/AP/2655
Public Toilets/Environmental Services	18/01/2023	S4,3.1-3.2	21/AP/2655
Adoption of Land/S106	18/01/2023	S5,p1,3	21/AP/2655
Signage/Public Realm	18/01/2023	S6,7	21/AP/2655
Travel Plan/Transport	18/01/2023	S5,p2,5	21/AP/2655
Legible London/Public Realm	18/01/2023	S6,6	21/AP/2655
Cycle Hire/Transport	18/01/2023	S5,p2,3.1-3.2	21/AP/2655
Local Procurement/Local Economy	18/01/2023	S7,p1,2.1-2.2	21/AP/2655
Local Procurement/Local Economy	18/01/2023	S7,p1,2.3	21/AP/2655
Energy and Sustainability/Sustainability	18/01/2023	S9,2.1-2.4	21/AP/2655
Health/Development Management	18/01/2023	S4,1.1-1.2	21/AP/2655
Public Realm Works/Public Realm	18/01/2023	S6,1.31-1.32	21/AP/2655
Highway S278 / S38 Agreement/Highways	18/01/2023	S5,p1,5	21/AP/2655
Council Covenant(s)/S106	18/01/2023	S11,1.1-1.2	21/AP/2655
Highway Works/Highways	18/01/2023	S5,p1,2.5-2.6	21/AP/2655
Trees/Public Realm	18/01/2023	S6,8.1-8.2	21/AP/2655
Basement Impact/Development Management	18/01/2023	S5,p2,1.8	21/AP/2655
Basement Impact/Development Management	18/01/2023	S5,p2,1.9	21/AP/2655
Dock Edge Scheme/Public Realm	18/01/2023	S6,1.24	21/AP/2655
Delivery and Service Strategy/S106	18/01/2023	S5,p2,2.1-2.2	21/AP/2655
AH - Delivery (Outline)/Strategic Housing	17/01/2023	S2,1.4	21/AP/3246
Sales/Local Economy	17/01/2023	S2,7.1	21/AP/3246
Highway S278 / S38 Agreement/Highways	17/01/2023	S6,1.1	21/AP/3246
Carbon Offset (Green Fund)/Sustainability	17/01/2023	S9,2.3	21/AP/3246
Council Covenant(s)/S106	17/01/2023	S10,5-6	21/AP/3246

Energy and Sustainability/Sustainability	17/01/2023	S9,3.1.1-3.1.3	21/AP/3246
Local Procurement/Local Economy	17/01/2023	S7,2.1-2.2	21/AP/3246
Marketing/S106	17/01/2023	S2,4.1-4.2	21/AP/3246
Marketing/S106	17/01/2023	S2,4.3	21/AP/3246
Parking/Transport	17/01/2023	S6,2	21/AP/3246
Foothpaths / Walkways / Cycleways/Highways	17/01/2023	S8,1.3.28-1.3.32	21/AP/3246
Wheelchair Units - Marketing/Strategic Housing	17/01/2023	S4,2-3	21/AP/3246
E&E - EIC Skills and Employment Methodology/Local Economy	17/01/2023	S7,1.1-1.2	21/AP/3246
E&E - Relocation / Retention/Local Economy	17/01/2023	S12	21/AP/3246
Environmental Health/Strategic Planning Officer	17/01/2023	S8,1.3.22-1.3.25	21/AP/3246
AH - Intermediate Housing/Strategic Housing	17/01/2023	S2,11.1.3-11.2.4	21/AP/3246
AH - Intermediate Housing/Strategic Housing	17/01/2023	S2,12.1	21/AP/3246
AH - Monitoring/Strategic Housing	17/01/2023	S2,3.4	21/AP/3246
TFL Contribution/Transport for London	17/01/2023	S5,1.7	21/AP/3246
E&E - Construction Industry Employment Contact/Local Economy	17/01/2023	S7,1.3-1.4	21/AP/3246
Delivery & Service Monitoring/S106	17/01/2023	S6,3.3	21/AP/3246
AH - Tenure / Mix/Strategic Housing	17/01/2023	S2,4.3	21/AP/3247
AW - Strategy/Plan/Specification/Local Economy	17/01/2023	S9,1.1	21/AP/3247
AH - Social Rented Housing/Strategic Housing	17/01/2023	S2,2.3	21/AP/3247
AW - Provision/Local Economy	17/01/2023	S9,1.5-1.6	21/AP/3247
Retention of Architects/Design and Conservation	17/01/2023	S13	21/AP/3247
AH - Handover to RP/Strategic Housing	17/01/2023	S2,1.2	21/AP/3247
AW - Marketing/Local Economy	17/01/2023	S9,2.1	21/AP/3247
Demolition/Development Management	17/01/2023	S7,1.1	21/AP/3247
AH - RP / RSL Details/Strategic Housing	17/01/2023	S2,1.4	21/AP/3247
Local Procurement/Local Economy	17/01/2023	S6,1-3	21/AP/3247
Highway Works Specification/Highways	17/01/2023	S5,2.1	21/AP/3247
Energy and Sustainability/Sustainability	17/01/2023	S8,2.1-2.2	21/AP/3247
Connection to District CHP/Sustainability	17/01/2023	S8,3.1-3.4	21/AP/3247
Council Covenant(s)/S106	17/01/2023	S10	21/AP/3247
AH - On-Site Units/Strategic Housing	17/01/2023	S2,1.3	21/AP/3247
Highway Works/Highways	17/01/2023	S5,2.3	21/AP/3247
Car Club/Transport	17/01/2023	S5,1.3	21/AP/3247
AH - On-Site Units/Strategic Housing	06/10/2022	S2,1.3	21/AP/2449
AH - Survey/Strategic Housing	06/10/2022	S2,1.2	21/AP/2449
Transport (Site Specific)/Transport	04/07/2022	S3,1.1-1.2	21/AP/1719

Wheelchair Units - Provision/Strategic Housing	03/01/2023	S1,5.1-5.6	21/AP/4297
Student Housing/Strategic Housing	03/01/2023	S1,1.1-1.4	21/AP/4297
E&E - Jobs During Construction/Local Economy	03/01/2023	S5,1.8-1.9	21/AP/4297
Highway Works Specification/Highways	03/01/2023	S4,1.1	21/AP/4297
Connection to District CHP/Sustainability	03/01/2023	S7,2.1	21/AP/4297
Local Procurement/Local Economy	03/01/2023	S5, 2	21/AP/4297
Controlled Parking Zone (CPZ)/Highways	03/01/2023	S4,2	21/AP/4297
E&E - CW Co-ordinator/Local Economy	03/01/2023	S5,1.3	21/AP/4297
AW - Strategy/Plan/Specification/Local Economy	03/01/2023	S8,3.1-3.2	21/AP/4297
Blue Badge Parking Space/Highways	03/01/2023	S4,3.1-3.3	21/AP/4297
AW - Monitoring/S106	03/01/2023	S8,3.3-3.4	21/AP/4297
Community Amenity Space - Management Plan/S106	03/01/2023	S9,1-3	21/AP/4297
Community Amenity Space - Management Plan/S106	03/01/2023	S9,4-5	21/AP/4297
AW - Units/Floorspace/Local Economy	03/01/2023	S8,2.4	21/AP/4297
E&E - EIC Submission of Report/Local Economy	03/01/2023	S5,1.5	21/AP/4297
Delivery & Service Cash Bond/Deposit/S106	03/01/2023	S6,5-7	21/AP/4297
AH - Response to Survey/Strategic Housing	04/01/2023	S2,1.2	22/AP/0174
Controlled Parking Zone (CPZ)/Highways	04/01/2023	S4,1	22/AP/0174
AH - In Perpetuity/Strategic Housing	04/01/2023	S2,1.6	22/AP/0174
Children's Play Space / Equipment/Parks	04/01/2023	S2,2.1	22/AP/0174
Children's Play Space / Equipment/Parks	04/01/2023	S2,2.2	22/AP/0174
Children's Play Space / Equipment/Parks	04/01/2023	S2,2.3	22/AP/0174
Council Covenant(s)/S106	17/11/2022	S3,1.1	22/AP/0267
Occupation or Use Restriction/Planning Enforcement	17/11/2022	S2,1	22/AP/0267
Estate Management/Development Management	12/12/2022	S8,5.1	22/AP/0554
Wheelchair Units - Marketing/Strategic Housing	12/12/2022	S5,1.4	22/AP/0554
Public Realm Access/Use/Public Realm	12/12/2022	S8,3.1	22/AP/0554
E&E - EIC Skills and Employment Methodology/Local Economy	12/12/2022	S10,1.1 - 1.2	22/AP/0554
Design and / or Conservation/Design and Conservation	12/12/2022	S2,1.1	22/AP/0554
Public Realm Maintenance/Public Realm	12/12/2022	S8,2.1.1	22/AP/0554
Delivery & Service Plan/Development Management	12/12/2022	S7,4.5	22/AP/0554

AH - Monitoring Fee/Strategic Housing	12/12/2022	S6,1.2	22/AP/0554
Wheelchair Units - Disposal/Strategic Housing	12/12/2022	S5,1.7	22/AP/0554
E&E - EIC Submission of Report/Local Economy	12/12/2022	S10,1.4	22/AP/0554
Greenfield Run Off Rate - Strategy/S106	12/12/2022	S8,4.1	22/AP/0554
Communal Amenity Space - Provision/S106	12/12/2022	S9,2.1	22/AP/0554
E&E - Construction Industry Employment Contact/Local Economy	12/12/2022	S10,1.3	22/AP/0554
AH - Survey/Strategic Housing Delivery & Service Monitoring/S106	12/12/2022	S3,1.6	22/AP/0554
AH - Shared Ownership Housing/Strategic Housing	12/12/2022	S7,4.6	22/AP/0554
Communal Amenity Space - Community Use Strategy/S106	12/12/2022	S3,4.1	22/AP/0554
Car Club/Transport	12/12/2022	S9,1.6	22/AP/0554
Highway Works/Highways	12/12/2022	S7,1.1	22/AP/0554
Trees/Public Realm	12/12/2022	S7,3.5	22/AP/0554
Energy and Sustainability/Sustainability	12/12/2022	S8,6.3	22/AP/0554
Carbon Offset (Green Fund)/Sustainability	12/12/2022	S11,1.1	22/AP/0554
Public Realm Works/Public Realm	12/12/2022	S6,1.10	22/AP/0554
Public Realm Works/Public Realm	12/12/2022	S8,1.1	22/AP/0554
Public Realm Works/Public Realm	12/12/2022	S8,1.2	22/AP/0554
Public Realm Works/Public Realm	12/12/2022	S8,1.3	22/AP/0554
Public Realm Works/Public Realm	12/12/2022	S8,1.4	22/AP/0554
E&E - Jobs During Construction/Local Economy	12/12/2022	S10,1.7	22/AP/0554
Archaeology/Design and Conservation	12/12/2022	S6,1.4	22/AP/0554
AH - On-Site Units/Strategic Housing	12/12/2022	S3,1.2	22/AP/0554
Transport Measures (TfL)/Transport for London	12/12/2022	S6,1.7	22/AP/0554
Wheelchair Units - Provision/Strategic Housing	12/12/2022	S5,1.1	22/AP/0554
AH - In Perpetuity/Strategic Housing	12/12/2022	S3,1.5	22/AP/0554
Controlled Parking Zone (CPZ)/Highways	12/12/2022	S7,2.1	22/AP/0554
Cycle Hire/Transport	12/12/2022	S6,1.12	22/AP/0554
Parking/Transport	12/12/2022	S5,2.1	22/AP/0554
Highway Works Specification/Highways	12/12/2022	S7,3.1	22/AP/0554
Energy and Sustainability/Sustainability	18/01/2023	S9,2	21/AP/2610
Local Procurement/Local Economy	18/01/2023	S7,P1,2	21/AP/2610
Cycle Hire/Transport	18/01/2023	S5,P2,3.1	21/AP/2610
Legible London/Public Realm	18/01/2023	S6,6	21/AP/2610
CEMP/Development Management	18/01/2023	S8,1.4b	21/AP/2610
Demolition/Development Management	18/01/2023	S8,1.4a	21/AP/2610
Travel Plan/Transport	18/01/2023	S5,P2,5.2	21/AP/2610
Public Toilets/Environmental Services	18/01/2023	S4,3.1	21/AP/2610

Public Realm Works/Public Realm	18/01/2023	S6,5	21/AP/2610
Highway S278 / S38 Agreement/Highways	18/01/2023	S5,P2,1.3-1.11	21/AP/2610
Trees/Public Realm	18/01/2023	S6,8.1-8.4	21/AP/2610
Blue Badge Parking Space/Highways	18/01/2023	S5,P2,4.1	21/AP/2610
AW - Provision/Local Economy	18/01/2023	S7,P2,1.8	21/AP/2610
Health Hub/S106	18/01/2023	S4,1.1-1.2	21/AP/2610
AW - Monitoring/S106	18/01/2023	S7,P2,7	21/AP/2610
Delivery & Service Monitoring/S106	18/01/2023	S5,P2,2.3	21/AP/2610
AW - Strategy/Plan/Specification/Local Economy	18/01/2023	S7,P2,4	21/AP/2610
Travel Plan - Submission and Approval/Transport	18/01/2023	S5,P2,5.1	21/AP/2610
Water Fountains/Public Realm	18/01/2023	S4,4.1	21/AP/2610
E&E - EIEU Skills & Employment Plan/Local Economy	18/01/2023	S7,P1,3.4	21/AP/2610
E&E - EIEU Shortfall / Default Contribution/Local Economy	18/01/2023	S7,P1,3.6-3.8	21/AP/2610
Greenfield Run Off Rate - Strategy/S106	18/01/2023	S6,9.1-9.2	21/AP/2610
Delivery & Service Cash Bond/Deposit/S106	18/01/2023	S5,P2,2.6-2.8	21/AP/2610
TV / Radio / Satellite Reception/S106	18/01/2023	S10,1	21/AP/2610
Public Realm Maintenance/Public Realm	18/01/2023	S6,3	21/AP/2610
Public Realm Specification/Public Realm	18/01/2023	S6,1.6	21/AP/2610
Estate Management/Development Management	18/01/2023	S8,2.1	21/AP/2610
Community Space/S106	18/01/2023	S4,2.7	21/AP/2610
Printworks Street/Design and Conservation	18/01/2023	S5,P1,1.1	21/AP/2610
Public Realm - Urban Greening Factor/S106	18/01/2023	S6,1.2-1.3	21/AP/2610
Delivery and Service Strategy/S106	18/01/2023	S5,P2,2.1	21/AP/2610
Delivery and Service Strategy/S106	18/01/2023	S5,P2,2.2	21/AP/2610
AW - Rent/Local Economy	18/01/2023	S7,P2,2	21/AP/2610
Public Realm Access/Use/Public Realm	27/10/2022	S8,2.4	22/AP/1221
AW - Units/Floorspace/Local Economy	27/10/2022	S6,4.6	22/AP/1221
E&E - EIC Skills and Employment Methodology/Local Economy	27/10/2022	S6,1.5d	22/AP/1221
E&E - EIEU Skills & Employment Plan/Local Economy	27/10/2022	S6,3.3a	22/AP/1221
AH - Survey/Strategic Housing	27/10/2022	S2,1.2	22/AP/1221
Construction Monitoring Contribution/S106	27/10/2022	S4,2a	22/AP/1221
AW - In Perpetuity/Local Economy	27/10/2022	S6,4.5	22/AP/1221
AH - Prov of Address & Tenure Details/Strategic Housing	27/10/2022	S2,1.3	22/AP/1221
AW - Strategy/Plan/Specification/Local Economy	27/10/2022	S6,4.1	22/AP/1221
Management Strategy/S106	27/10/2022	S8,1.1	22/AP/1221
Management Strategy/S106	27/10/2022	S8,1.2	22/AP/1221

AH - Service Charges/Strategic Housing	27/10/2022	S2,1.5(2)	22/AP/1221
Highway Works/Highways	27/10/2022	S5,3.3d	22/AP/1221
Car Club/Transport	27/10/2022	S5,4.1-4.2	22/AP/1221
Archaeology/Design and Conservation	27/10/2022	S4,2	22/AP/1221
E&E - Other/Local Economy	27/10/2022	S6,6.1	22/AP/1221
Public Realm Works/Public Realm	27/10/2022	S8,2.2a	22/AP/1221
Wheelchair Units - Provision/Strategic Housing	27/10/2022	S9,1.1	22/AP/1221
AH - On-Site Units/Strategic Housing	27/10/2022	S2,1.5	22/AP/1221
POS, Play Equip & Sports Devt Cont/Parks	27/10/2022	S8,6.1a	22/AP/1221
AH - In Perpetuity/Strategic Housing	27/10/2022	S2,1.4	22/AP/1221
Parking/Transport	27/10/2022	S5,2.1	22/AP/1221
Energy and Sustainability/Sustainability	27/10/2022	S7,2.1a	22/AP/1221
Local Procurement/Local Economy	27/10/2022	S6,2.1-2.3	22/AP/1221
Highway Works Specification/Highways	27/10/2022	S5,3.1	22/AP/1221
S106 Misc or Undefined/S106	27/10/2022	S4,4	22/AP/1221
Connection to District CHP/Sustainability	27/10/2022	S7,1.1	22/AP/1221
AH - On-Site Units/Strategic Housing	28/02/2023	S2,1.1	22/AP/2175
Commercial Floorspace / Premises/Development Management	28/02/2023	S3,1.1	22/AP/2175
22/AP/2175			
AH - Response to Survey/Strategic Housing	12/01/2023	S2,1.2	22/AP/1084
Connection to District CHP/Sustainability	12/01/2023	S5,1.1.2	22/AP/1084
AH - In Perpetuity/Strategic Housing	12/01/2023	S2,1.4	22/AP/1084
Site & Development Contribution (Misc)/S106	12/01/2023	S3,2	22/AP/1084
Controlled Parking Zone (CPZ)/Highways	12/01/2023	S4,1.1	22/AP/1084
AH - Response to Survey/Strategic Housing	20/01/2023	S2,1.2	22/AP/1002
Controlled Parking Zone (CPZ)/Highways	20/01/2023	S4,1	22/AP/1002
AH - On-Site Units/Strategic Housing	20/01/2023	S2,1.3	22/AP/1002
Occupation or Use Restriction/Planning Enforcement	02/03/2023	S2,1	22/AP/2632

e) The total amount of money from planning obligations allocated towards infrastructure during the reported year was **£65,371,645.74**. Of this amount **£13,384,837.41** was not spent during the reported year.

f) The total amount of money from planning obligations spent during the reported year was **£62,864,760.58**. Of this amount **£634,538.91** was spent by a third party on behalf of London Borough of Southwark.

g) The following items have had money allocated towards them during the reported year with unspent allocations:

Infrastructure	Allocated	Date Allocated	Unspent
Consort Park	£28,460.50	09 December 2022	£28,460.50
Crawford Primary School	£293,306.78	09 December 2022	£293,306.78
S106 Q8 Width Restriction	£9,999.99	12 December 2022	£9,999.99
Dog Kennel Hill Parking Study	£4,020.00	09 December 2022	£4,020.00
Meeting House Lane 20/21	£13,771.46	09 December 2022	£13,771.46
North Peckham Healthy Streets	£18,105.00	09 December 2022	£18,105.00
Riverside Primary School	£58,103.86	09 December 2022	£58,103.86
Green Buildings Fund	£487,532.15	26 July 2022	£487,532.15
TPO service in 2022/23	£96,501.43	23 August 2022	£96,501.43
Manor Grove Council Homes Refurbishment Programme	£700,703.45	14 September 2022	£700,703.45
Northfield House Garden Plan Project	£15,000.00	27 September 2022	£11,500.00
Masterplan for Rotherhithe New Road	£62,762.34	04 October 2022	£36,718.50
Woodland management across 8 sites	£75,000.00	13 October 2022	£75,000.00
Accessible housing provision 2022	£101,116.98	02 November 2022	£101,116.98
Mosaic at London Bridge Station	£71,118.98	05 December 2022	£71,118.98
East Lodge Project	£8,425.00	06 January 2023	£8,425.00
Northfield House Garden Plan Project	£24,975.00	26 January 2023	£24,975.00
Community Enhancement Fund Projects - 1	£98,790.00	31 March 2023	£98,790.00
AH Direct Delivery Programme	£12,735,518.29	31 March 2023	£11,246,688.33

h) In relation to money which was spent by London Borough of Southwark during the reported year:

i) The items of infrastructure that planning obligation money has been spent on and the amount spent are as follows:

Infrastructure	Spent	Date Spent
Cossall Park	£278,573.27	31 March 2020 to 31 March 2023
Old Kent Road Fringes	£3,035.50	31 March 2020 to 31 March 2023
AH Direct Delivery Programme	£3,232,265.92	31 March 2019 to 31 March 2023
Cycle Hire Allocation Planning Committee 01/06/20	£760,220.78	31 March 2022 to 31 March 2023
Canal Grove Cottages Energy Retrofit Measures	£35,050.00	31 March 2023
Thames Path Improvement	£143,745.87	31 March 2022 to 31 March 2023
Northfield House Garden Plan Project	£3,500.00	31 March 2023
Masterplan for Rotherhithe New Road	£26,043.84	31 March 2023
Tree planting at Grange Road etc	£80,607.03	31 March 2023
Mosaic at London Bridge Station	£22,881.02	31 March 2023
AH Direct Delivery Programme	£51,475,692.53	31 March 2023
Leathermarket Gardens	£40,000.00	31 March 2023
ADMIN S106 2022/23	£392,647.50	31 March 2023

ii) The amount of planning obligation money spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide are as follows:

Date	Amount Used	Loan/Interest	Infrastructure Funded
N/A	N/A	N/A	N/A

iii) The amount of planning obligation money spent in respect of administration of planning obligations and monitoring in relation to the delivery of planning obligations during the reported year was **£0.00**.

i) The total amount of money retained at the end of the reported year is **£63,836,711.57**. Of this amount retained an amount of **£0.00** has been retained for long term maintenance. Please see the below table for a breakdown of the retained maintenance amount.

Description	Amount
Total collected for long term maintenance	£0.00
Total allocated towards maintenance	£0.00
Total spent on maintenance	£0.00

Section 278 Matters
Community Infrastructure Levy Regulations (2019 Amendment) Regulation 121A
Schedule 2 Section 4

The following matters are agreements entered into during the reported year in respect to Highways Agreements under Section 278 of the Highways Act 1980. The financial values of these are included in the matters under **Schedule 2 Section 3** of this report.

Date	Application/Deed/Clause/Covenant	Amount
26 May 2022	Application: 20/AP/0858 Deed: Principle Deed Clause: S6,2.3	Non-financial covenant.

Project Highlights

AFFORDABLE HOUSING

The council is funding an extensive Affordable Housing Direct Delivery Programme. The programme will include replacement council homes, additional council homes and key worker housing, shared equity homes and homes for private sale. There will also be a replacement school building, new commercial spaces and a new park. The Tustin Estate Scheme (pictured) is one project that the programme is funding.



ELEPHANT AND CASTLE

The council has opted to use Strategic CIL to support the funding of major transport infrastructure, which is needed to support the targets for new homes and employment in the recently adopted Southwark Plan. The principle investment to date has been a total of £71.5m to provide a new step free tube station at the Elephant & Castle, which will integrate the Northern Line with the Bakerloo Line extension.



THAMES PATH IMPROVEMENT

The Thames Path Improvements are a refurbishment of the 1900m² riverside site, providing new paths and plant life. It has been designed to encourage local people of all ages to feel inspired to use this part of the Thames Path in different ways.



COSSALL PARK

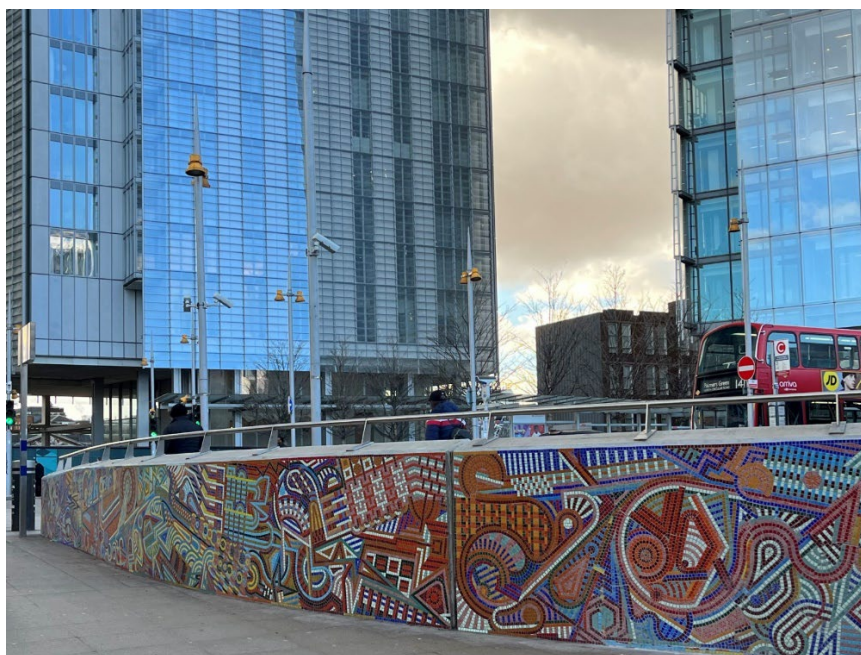
Cossall Park received a mix of funding from CIL and section 106.



CIL	The project of improvements at Cossall Park included opening up the inaccessible and overgrown area in the north of the park to form a designated nature area, with a new woodland trail pathway. Biodiversity has been enhanced through additional planting and habitat improvements. New outdoor exercise equipment has also been installed.
S106	The S106 funding for Cossall Park has been spent on fees and the construction of phase one of the project, which was completed in April 2023. Phase one included the above improvements in addition to a better entrance on Harders Road, protected and enhanced nature, with new trees, hedgerows, plants, flowers, and habitat improvements.

MOSAIC AT LONDON BRIDGE STATION

Section 106 funds were used to fund the facilitation of mosaic art workshops for borough residents and schools and the purchase of materials resulting in the installation of an inclusion, diversity and equality mosaic at London Bridge Station.



Item No. 12.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		Technology and Digital Strategy 2024-2026	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Communities, Democracy and Finance	

FOREWORD - COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR COMMUNITIES, DEMOCRACY AND FINANCE

Our priority is to improve the services and opportunities we offer to the people of Southwark. Digital needs to be at the front and centre of how we achieve this.

Continually improving how we manage our technology and digital services is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the technology world.

The Technology and Digital Strategy provides a clear plan for how we can build responsive Digital Services that meets the requirements of our residents.

Together with Southwark 2030 and the Council plan, this strategy will help us to create a Well-Run Council to support our staff in accessing modern workplace technology and providing the skills to enable them to deliver services as efficiently as possible. Ensuring that our services remain focused on user requirements and that we make the required investment in technology to keep our services accessible and secure.

We are continually working to understand the digital accessibility needs of residents in Southwark. Our overall vision follows the Greater London Authority (GLA)'s Digital Access Mission which is for "Every Southwark resident to have access to a fast and stable internet connection, a device and the skills needed to participate in society and the digital economy by 2025".

The Technology and Digital Strategy 2024-26 sets out our ambitions for Southwark and is underpinned by our Technology and Digital Pillars.

As more of our residents move online, others still need support and we will ensure they are not left behind by providing digital hubs and support in libraries and voluntary organisations.

We will continue to work collaboratively with our cross-sector partners including academia, charities, and grassroots organisations. This is central to our work in supporting our residents. The plans underpinning this strategy will ensure residents are at the centre of what we do.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That the draft refreshed Technology and Digital Strategy 2024-2026, as attached as Appendix 1, be agreed.

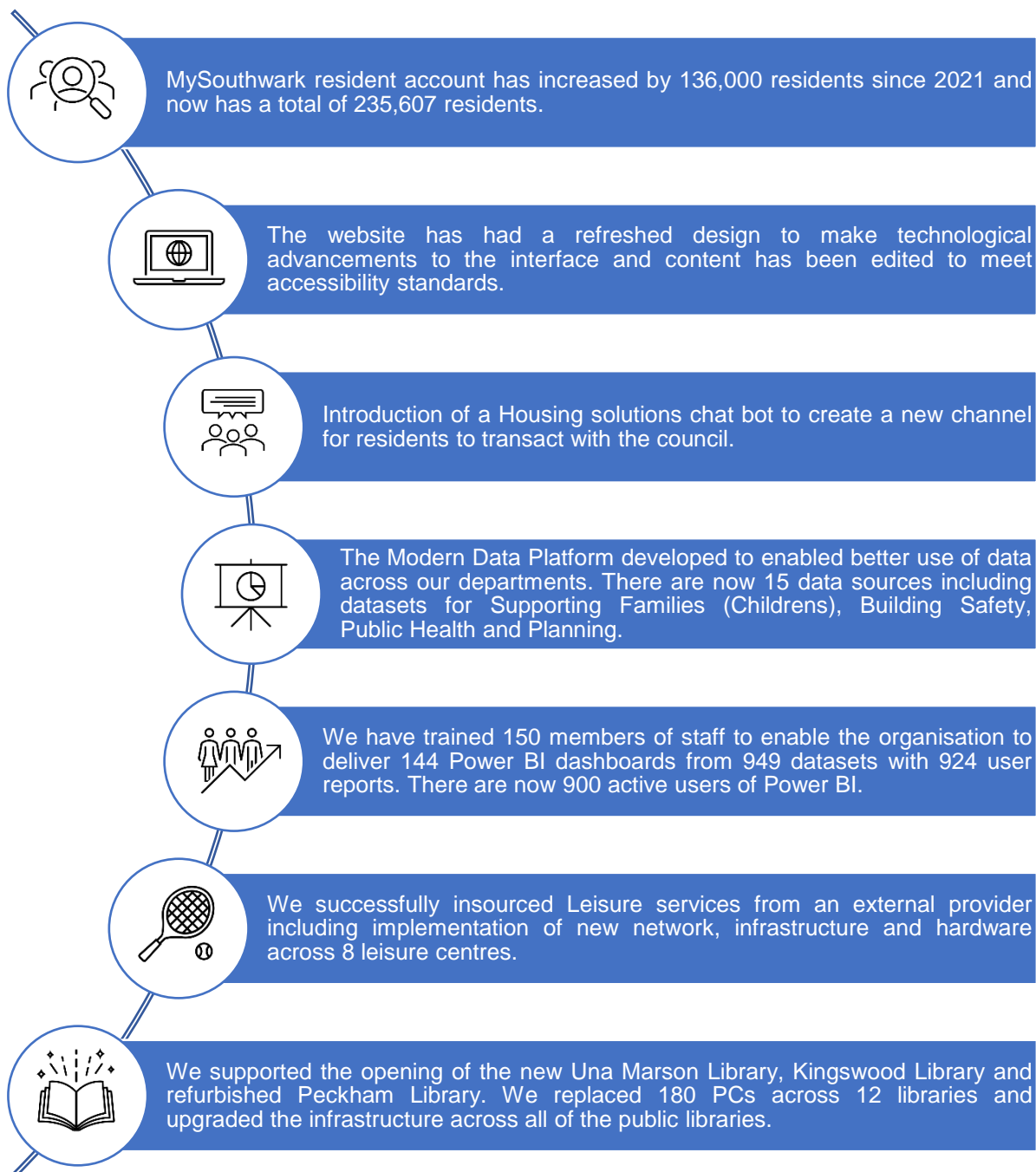
Recommendation for the Leader of the Council

2. The leader of the council delegates authority to the Cabinet Member for Communities, Democracy and Finance to agree to the final strategy and publish in April 2024.

BACKGROUND INFORMATION

3. Southwark's Technology and Digital Inclusion Strategy was agreed by Cabinet in January 2022, as part of the council's strategies. The strategy focused on the fundamental keystones for transforming the council through digital technologies.
4. The digital strategy set out 5 related areas to support delivery of the council's plan. These areas were:
 - Making Southwark one of the best-connected boroughs in London and developing emerging technology
 - Tackling digital exclusion and supporting residents with digital skills, connectivity and devices
 - Empowering local businesses
 - Improving resident experiences
 - Supporting our staff
5. Although our digital pillars remain relevant, since the digital inclusion strategy was agreed in 2022 and progress has been made against these deliverables, a change in leadership and priorities have meant that a new strategy and areas of focus is required.

6. Keys areas of delivery from the Technology and Digital Inclusion Strategy 2022 – 2025:

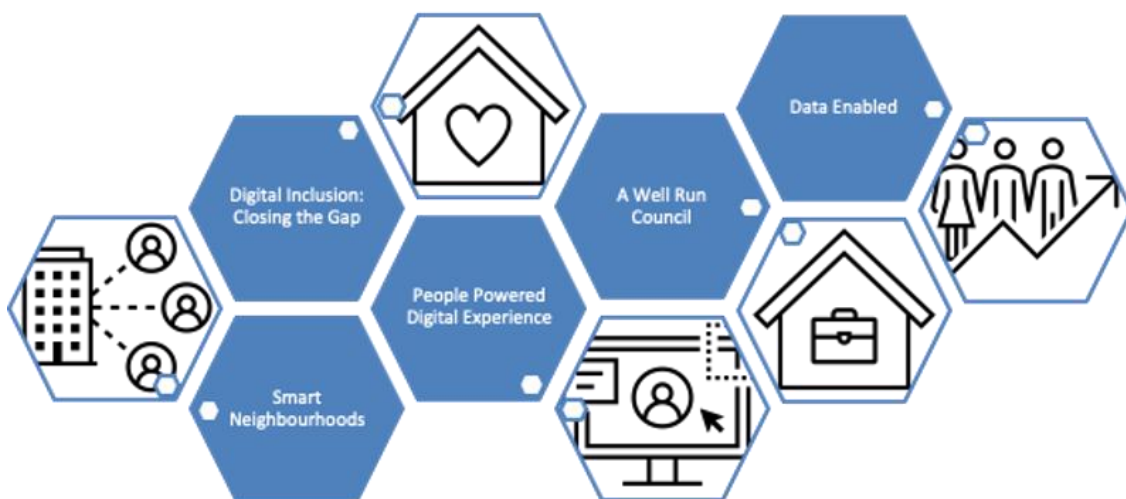


- This strategy refresh is based on us having a clear understanding of our technology and service needs, considering the drivers for change.
- Delivering this strategy will provide our workforce with the support required to deliver the council's priority outcomes and to make sure that we remain future focused.

Refreshed Technology and Digital Pillars

9. In our refreshed Technology and Digital Strategy, it is proposed to refresh the pillars, to ensure they are relevant and understandable to all audiences. The new descriptions for each pillar are set out as follows:
10. **Smart Neighbourhoods:** We are committed to making Southwark one of the best-connected boroughs in London by using emerging technology. We aim to understand how technology can be used to empower our residents, businesses, and staff to become digital-first and innovating using IoT and Smart City Technologies to help monitor and improve our borough environment. We will work with partners and learn from best practice.
11. **People Powered Digital Experience:** Our aim is to improve user experience, by reviewing how we deliver services to allow residents who choose to self-serve to have a seamless digital interaction with us. We want to create a single front door for Southwark residents with a single sign on experience where possible.
12. **Digital Inclusion Closing the Gap:** We are tackling digital exclusion and ensuring our residents have the tools, skills, and technology they need. We are providing fast, reliable internet availability throughout the Borough, and the skills to enable our residents to use digital technologies.
13. **A Well-Run Council:** We are establishing a centralised hub for Technology and Digital within our organisation to assist our staff in utilising modern workplace technology and acquiring the necessary skills to enhance service delivery efficiency. This will help us be more responsive to resident needs and provide the organisation with additional capacity to serve the residents of Southwark. This involves a commitment to aligning our services with user requirements, making essential investments in technology to ensure accessibility and security. By fostering a digital culture and embracing innovative work methodologies, we aim to meet the evolving needs of our residents while empowering our staff to adapt to new ways of working.

14. **Data Enabled:** Prioritising the utilisation of data and insights for understanding the requirements of our communities and establishing a single resident view is a priority. We are building appropriate governance structures to facilitate the internal sharing of data and insights within the organisation, as well as with external partners. This includes the provision of tools to enhance the effective management of service areas. Additionally, we are in the process of developing open data initiatives on our website to promote the transparency and sharing of information. By utilising and harnessing the data we hold we can better understand the needs of our residents and provide them with better services.



KEY ISSUES FOR CONSIDERATION

15. The Cabinet Member for Communities, Democracy and Finance, the Strategic Director of Finance and the Chief Digital and Technology Officer are leading on the digital and technology transformation for the organisation.
16. The Technology and Digital Services Team will coordinate organisation wide technology transformation, whilst providing support and expertise to designing and improving digital services, ensuring efficiency savings are achieved and resident experiences improved.
17. This revised Technology and Digital strategy aims to establish the critical components necessary to ensure that staff can effectively execute the corporate plans and priorities for our borough and collaborate as one council.

18. Technology and Digital Services have created draft guidance for the acceptable and ethical usage of Generative Artificial Intelligence, Robotic Process Automation, and AI. This is being developed to become a formal document and will be brought in line with the acceptable usage policies in the near future.

Cyber Security

19. We are committed to ensure that our systems and data are secure, and that we maintain strong relationships with partners to achieve this.
20. Cyber Security forms a key aspect within the Technology and Digital Strategy.

Policy framework implications

21. Details of the Technology and Digital Strategy's alignment and implications with other policies, frameworks and strategies can be found within the Digital Strategy.

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

Community impact statement

22. The Equality Act 2010 requires public authorities to have due regard to a number of equality considerations when exercising their function. This process may be informed by an equality analysis.
23. Pursuant to section 149 of the Equality Act 2010 Southwark Council has a duty to have due regard in its decision-making processes to the need to:
 - a) Eliminate discrimination, harassment, victimisation or other prohibited conduct.
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - c) Foster good relations between those who share a relevant characteristic and those that do not share it.
24. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Section Equality Duty also applies to marriage and civil partnership but only in relation to (a) above.
25. The proposal to refresh the Technology and Digital Strategy will not negatively impact service users of Southwark Council with protected characteristics because there is no proposed reduction or restriction of the scope of the Services that are already being offered to them. The Equality and Health Impact Assessment is set out at Appendix 2.

Climate change implications

26. As part of our commitment to environmental sustainability, our digital strategy is designed to align with the principles of responsible and eco-conscious technology management.
27. Our digital initiatives prioritise energy efficiency, emphasising the adoption of green IT practices such as Cloud utilisation, and reduction of printing.
28. We recognise the role of remote work and digital collaboration in reducing the need for physical travel, thereby contributing to lower carbon emissions.
29. Our technology and digital strategy also emphasises responsible product lifecycle management, considering the environmental impact of our technology choices from procurement to end-of-life. We are committed to minimising electronic waste through recycling programmes within the local area.

Resource implications

30. All the required resources to deliver the identified deliverables in the strategy have been included in the General Fund Capital Programme in addition the remainder of the IT investment programme, which covers smart working and Analogue to Digital Telephone / Network Switchover. Each project and/or initiative that is created outside of this this strategy will seek its own business case and approval process.
31. As part of this refreshed Technology and Digital Strategy 2024-2026 each project and/or initiative that is created because of this strategy will seek its own business case and approval process.

Consultation

32. In developing this refreshed strategy, we have worked with our residents to ensure this meets their needs and ensures we are delivering on the priorities of and for Southwark. We engaged a local partner, Comuzi, to undertake some research into the services received and to see where improvements can be made. We also conducted a questionnaire on our consultations hub where we obtained the opinion of over 100 residents on what Digital means to them and our digital services.
33. Residents told us that in this refreshed strategy, it should not be purely a technology upgrade, but a commitment to inclusivity, accessibility, and user empowerment.
34. Senior Leaders and the Technology and Digital Services Team were also consulted on the strategy through several workshops.

Pillar alignment to consultation response

Smart Neighbourhoods

Resident feedback:

35. Residents across Southwark reported persistent issues with connectivity, creating hurdles in accessing essential digital services. Inconsistencies in network strength led to frustration, highlighting a crucial pain point affecting diverse demographics.

Strategy response:

36. To tackle this challenge, the digital strategy refresh prioritises establishing smart Wi-Fi zones and optimising network infrastructure. By creating a connected environment, we address the identified pain point and pave the way for residents to interact with digital services seamlessly.

People-Powered Digital Experience

Resident feedback:

37. Participants voiced concerns about the incomprehensibility and unmanageable nature of planning entries. Delays in online query responses were also frustrating, underscoring the need for a seamless digital interaction.

Strategy response:

38. The Digital Strategy sets out how we will be creating a unified front door through digital channels, community hubs, and contact centres. We will undertake improvements in planning entries and responsiveness to enhance the overall digital experience.

Digital Inclusion Closing the Gap

Resident feedback:

39. Challenges in digital inclusion were evident, with inferior connectivity hindering residents' ability to participate in a digitally driven society. Visually impaired participants faced unique challenges in using online services.

Strategy response:

40. To address digital exclusion, the strategy sets out how we will continue to develop fast, reliable internet availability throughout the borough and specialised training sessions for residents. The strategy sets out how digital services will be fully compliant with accessibility legislation and guideline.

A Well-Run Council

Resident feedback:

41. Participants expressed frustration over website clutter, making it challenging to find information. The absence of a telephone option for reporting and arranging repairs was also highlighted.

Strategy response:

42. Plans for a user-friendly website interface are detailed in the strategy. Including multi-channel options for problem reporting to enhance accessibility and address the concerns raised.

Data Enabled

Resident feedback:

43. Concerns were raised about data governance and sharing within the organisation. Suggestions included developing open data on the website to encourage information sharing.

Strategy response:

44. The strategy details how we address data governance issues and create open data initiatives on the website can strengthen collaboration and improve residents' lives.
45. As we continue our digital consultation journey, we recognise the importance of fostering a truly inclusive and diverse dialogue. We acknowledge that our current consultation may not have fully captured the rich perspectives of our diverse communities in Southwark. Moving forward, we are continuing to work with Comuzi and existing networks to actively seek and amplify the voices of underrepresented groups.

SUPPLEMENTARY ADVICE FROM OTHER OFFICER**Strategic Director of Finance (FIN23/44)**

46. As the Strategic Director of Finance, I am pleased to articulate our vision to create an inclusive digital strategy that reflects our commitment to enhancing the lives of our residents and our dedication to harnessing technology to address the evolving needs of our diverse population.
47. The Technology and Digital Strategy's ambition is to ensure that Southwark is recognised as one of the leading digital boroughs in London. A borough that delivers a digitally inclusive society by developing the digital infrastructure and services that enable its residents, communities and businesses to thrive.
48. Technology will continue to play an essential enabling role in supporting the future aims of both the borough and the council. By providing the necessary tools, skills, and infrastructure, we envision a Southwark where every resident can actively engage in the digital landscape and benefit from the positive impacts of technology.
49. At the heart of our strategy is a commitment to collaboration. We recognise the power of partnerships and engagement with our local community, businesses, and public services. By fostering these collaborations, we seek to co-create innovative solutions that address the unique challenges and opportunities within Southwark. Through this collective effort, we aim to build a digital ecosystem that truly serves the needs of our residents.
50. Transparency and accountability are paramount in our approach. As we embark on this transformative journey, we will keep our stakeholders informed about our progress, challenges, and successes. We invite open dialogue and feedback, understanding that community engagement is an invaluable resource in shaping the digital future of Southwark.

Assistant Chief Executive, Governance and Assurance (SF20240222)

51. The Assistant Chief Executive, Governance and Assurance notes that the report asks cabinet to agree the draft Technology and Digital Strategy as set out at Appendix 1 of the report.
52. The report also recommends that the Leader of the council delegates authority to the Cabinet Member for Communities, Democracy and Finance to agree to the final strategy and publish in April 2024.
53. The cabinet is delegated to make this decision in accordance with part 3B of the council's constitution.
54. The cabinet is reminded of the public sector equality duty (PSED) under section 149 of the Equality Act 2010 as set out in the community impact statement paragraphs above.
55. It is noted that consideration of the need to tackle digital inclusion for all residents of Southwark is a specific strand of the policy going forward and cabinet will need to consider the extent to which this, and the strategy as a whole, will impact any individuals who have protected characteristics. An equality impact assessment has been produced which the cabinet should consider when making this decision. The PSED general duty is a continuing one and will need to be given due regard in the ongoing work plans of the strategy. The Equality and Health Impact Assessment is set out at Appendix 2.
56. Whilst there is no requirement to consult the public on the production of this strategy, the report identifies resident engagement that has been undertaken to obtain external views and how these have been taken into account.

BACKGROUND DOCUMENTS

Background papers	Held At	Contact
Link: <u>Technology and Digital Inclusion Strategy 2022 - 2025</u>	Council offices 160 Tooley Street London SE1 2QH	Dionne.lowndes@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Southwark Technology and Digital Strategy 2024 – 2026
Appendix 2	Equality and health impact assessment Technology and Digital Strategy 2024-2026

AUDIT TRAIL

Cabinet Member	Cllr Stephanie Cryan, Communities, Democracy and Finance	
Lead Officer	Clive Palfreyman, Strategic Director of Finance	
Report Author	Dionne Lowndes, Chief Digital and Technology Officer	
Version	Final	
Dated	22 February 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Strategic Director of Finance	Yes	Yes
Assistant Chief Executive Assurance and Governance	Yes	Yes
Strategic Policy Board	Yes	Yes
Corporate Management Team	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		22 February 2024

Southwark Council Technology & Digital Strategy 2024 – 2026

APPENDIX 1



Foreword

Our priority is to improve the services and opportunities we offer to the people of Southwark. Digital needs to be at the front and centre of how we achieve this.

Continually improving how we manage our technology and digital services is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the technology world.

The Technology and Digital Strategy provides a clear plan for how we can build responsive Digital Services that meets the requirements of our residents.



Together with Southwark 2030 and the Council plan, this strategy will help us to create a Well-Run Council to support our staff in accessing modern workplace technology and providing the skills to enable them to deliver services as efficiently as possible. Ensuring that our services remain focused on user requirements and that we make the required investment in technology to keep our services accessible and secure.

We are continually working to understand the digital accessibility needs of residents in Southwark. Our overall vision follows the Greater London Authority (GLA)'s Digital Access Mission which is for **“Every Southwark resident to have access to a fast and stable internet connection, a device and the skills needed to participate in society and the digital economy by 2025”**.

The Technology and Digital Strategy 2024-26 sets out our ambitions for Southwark and is underpinned by our Technology and Digital Pillars.

As more of our residents move online, others still need support and we will ensure they are not left behind by providing digital hubs and support in libraries and voluntary organisations.

The plans underpinning this strategy will ensure residents are at the centre of what we do.

We will continue to work collaboratively with our cross-sector partners including academia, charities and grassroots organisations. This is central to our work in supporting our residents.



Councillor Stephanie Cryan

Cabinet Member for Communities,
Democracy & Finance

Introduction - Clive Palfreyman

As the Strategic Director of Finance and Governance, I am pleased to articulate our vision to create an inclusive technology and digital strategy that reflects our commitment to enhancing the lives of our residents and our dedication to harnessing technology to address the evolving needs of our diverse population.

The Technology and Digital Strategy's ambition is to ensure that Southwark is recognised as one of the leading digital boroughs in London. A borough that delivers a digitally inclusive society by developing the digital infrastructure and services that enable its residents, communities and businesses to thrive.

Technology will continue to play an essential enabling role in supporting the future aims of both the borough and the council. By providing the necessary tools, skills, and infrastructure, we envision a Southwark where every resident can actively engage in the digital landscape and benefit from the positive impacts of technology.

At the heart of our strategy is a commitment to collaboration. We recognise the power of partnerships and engagement with our local community, businesses, and public services.

By fostering these collaborations, we seek to co-create innovative solutions that address the unique challenges and opportunities within Southwark. Through this collective effort, we aim to build a digital ecosystem that truly serves the needs of our residents.

Transparency and accountability are paramount in our approach. As we embark on this transformative journey, we will keep our stakeholders informed about our progress, challenges, and successes.

We invite open dialogue and feedback, understanding that community engagement is an invaluable resource in shaping the digital future of Southwark.



Clive Palfreyman
Strategic Director of Finance



Our Vision



Our Vision

Our vision is that Southwark will become recognised as one of the best connected and leading digital boroughs in London. Being a Borough that is digitally inclusive where no-one is left offline.

A digital Southwark where our residents can access excellent digitally enabled services, supported by staff with access to modern work-place technology, and to build a connected and collaborative borough for all.

A borough that is truly digital, where our residents enjoy access to the best digitally enhanced services.

Our staff will have the latest workplace technology at their fingertips to support this. We believe that we can be the borough that fosters collaboration, ensuring that no one is left out of the digital future.



Our overall vision follows the Greater London Authority (GLA)'s Digital Access Mission which is for:

Every Southwark resident to have access to a fast and stable internet connection, a device and the skills needed to participate in society and the digital economy by 2025

How the vision will be achieved

Technology and Digital Services have already built capability in the council to deliver this vision by:

- Implementing the 5 digital delivery pillars which sets out how Southwark will structure programmes of work which will deliver the key aims of the vision.
- Reviewing our applications estate to re-use technology, create interoperability, working with the agile methodology, safely retire legacy systems, challenging the technology market for flexible tools, and ensuring better value for money.

- As a founding member of the London Office of Technology and Innovation, we aim to foster collaboration with other Boroughs and technology innovators.
- Working with our Shared Technology provider and partners to review service delivery and develop a future roadmap of technology improvements
- Harnessing the power of data by investment in a modern data platform to drive informed decision-making, enhance operational efficiency, and facilitate

innovation, ensuring a data-driven approach across all facets of our organisation.

- Establishing a robust governance framework for projects and programmes, implementing project management tools to ensure effective oversight and strategic alignment.
- Development of the Digital Together Network to champion digital initiatives across the organisation and provide training and support to colleagues.



Southwark's Digital Journey



Southwark's Digital Journey

Our refreshed Technology and Digital Strategy will align with the ambitions for what we want Southwark to look like in 2030. They are:

Southwark is a borough that is fair, equal and for everyone. Our shared ambition is to create a future where...

We are committed to enhancing residents' satisfaction with council services by providing increased opportunities for them to actively shape and influence service delivery to better align with their needs. Central to this effort is the invaluable input from residents guiding us. Our focus to replace our website and MySouthwark resident account with the aim to facilitate a more positive online experience for residents and businesses through streamlined processes and improved access to information, advice and guidance.

In order to enhance our efficiency and capacity it is essential to promote digital channels but to offer residents the flexibility

to choose the service access method that best suits their preferences. This approach allows us to allocate additional support to those who require it most, particularly through our network of community Hubs and Libraries.

For Southwark to become a digital-first Borough, we are reviewing the services we deliver, and how we interact with our residents. To deliver this we have developed Technology and Digital Pillars, which set out what we want to achieve.

What has been achieved since the last strategy.

Improving resident experiences

- Residents using the MySouthwark resident account has increased by 136,000 residents since 2021 and now has a total of 236,000 residents who are choosing digital first to engage with the council.
- Services which have been improved include

Fix My Street, an online tool for reporting and viewing local street repair issues, further developments have also been made to pest control and online waste reporting. For example, being able to schedule Christmas tree collections.

- Following engagement with our residents the website has had a refreshed design to make technological advancements to the interface and content has been edited to meet accessibility standards.
- A replacement website programme has been launched to replace the underlying Content Management System to improve the residents experience and allow the use of new technology such as personalisation, chat bots and better integration with council systems.
- We introduced a Housing solutions chat bot to create a new channel for residents to transact with the council. This technology will be used where appropriate across Resident services.

Southwark's Digital Journey continued

- As part of the leisure insourcing project we implemented a new payment systems, leisure management systems including the resident's app and web portal to improve the take up of leisure services as part of our public health agenda.

Supporting our staff

- A programme of work was established corporately to enable the council to use operational data to enable early intervention and predict future council services, by allowing better visibility of needs and demand.
- The development of the Modern Data Platform has enabled better use of data across our departments. There are now 15 data sources from across the council uploaded to the data lake, including datasets for Supporting Families (Childrens), Building Safety, Public Health and Planning with a future programme in development.
- We have delivered on existing and future legislative requirements placed on the council

in relation to data integration and maturity in Children's Services.

- Working with our Microsoft delivery partner, Hitachi, we have trained 150 members of staff to enable the organisation to deliver 144 Power BI dashboards from 949 datasets with 924 user reports. There are now 900 active users of Power BI.
- To improve the user experience of system we have utilised the Microsoft Power Platform in the following areas: Planning applications, housing applications and supporting families dashboards. We have created a Centre of Excellence based around Microsoft Power Platform technologies and plan to use this technology in other services.
- We have implemented Microsoft Dynamics 365 technology to improve case management across front line services and to implement chatbot technology in housing repairs and for the Homes for Ukraine scheme. A longer term strategy is to create a single view of the resident and key systems such as NEC for housing will be improved using this technology.



- Wi-fi and networking infrastructure has been updated in Tooley Street with other keys sites being completed as part of the new strategy 2024 – 2026. This is to enable the workforce to benefit from the latest technology to enhance the experience of working from office locations on wireless devices.
- We successfully insourced Leisure services from an external provider including implementation of new network, infrastructure and hardware across 8 leisure centres.
- We supported the opening of the new Una

Southwark's Digital Journey continued

Marson Library, Kingswood Library and refurbished Peckham Library. We replaced 180 PCs across 12 libraries and upgraded the infrastructure across all of the public libraries.

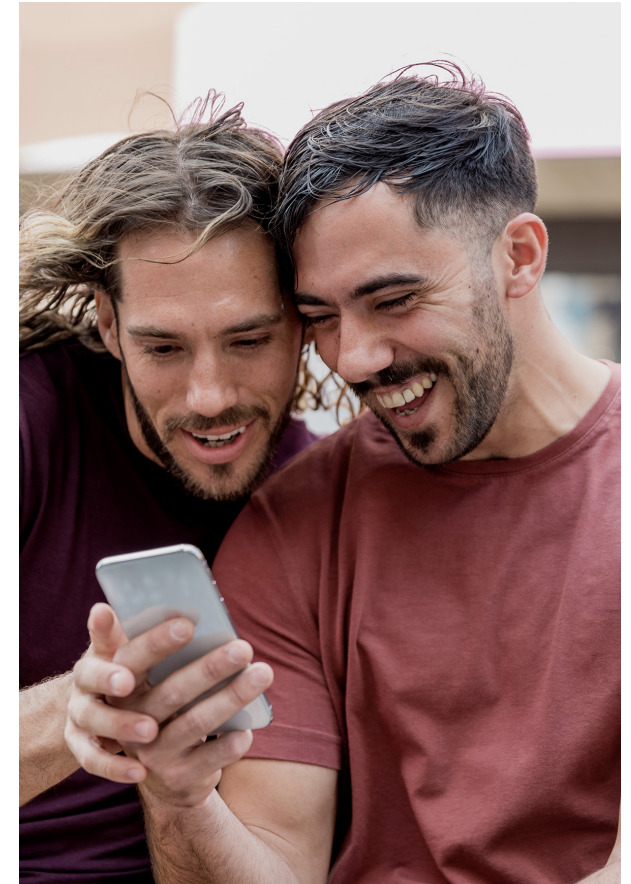
- 63 meeting rooms across the Southwark office estate have been updated with Hybrid Microsoft Teams Technology. There is an ongoing programme of work to include Queens Road and other sites.
- The implementation of Microsoft collaboration tools including optimising the use of Microsoft Teams and SharePoint for seamless communication, file sharing, and collaboration for all users.
- We have implemented security desktop features and compliance measures provided by F5 VPN, for threat protection, and security compliance.
- Introduction of Microsoft Intune compliance application, to manage and secure mobile

devices enabling Bring Your Own Device for all employees including Front Line Workers.

- We have developed a Business Partnering Function to create a collaborative relationship between Technology and Digital Services (TDS) and service areas within Southwark. Business partnering ensures that TDS initiatives are closely aligned with the overall business strategy and objectives.

Making Southwark one of the best-connected boroughs in London and developing emerging technology.

- 45,670 properties have access to gigabit connectivity through our wayleave agreement programmes with Community Fibre and Hyperoptic.
- 113 community buildings have been provided with a free gigabit broadband connection.
- 58 small cells have been installed to improve



Southwark's Digital Journey continued

the mobile network capacity across the borough particularly focusing on high footfall areas such as London Bridge, Borough Market, Tate Museum and areas of poor connectivity.

Tackling digital exclusion and ensuring our residents have the right tools, skills and technology.

- We are part of the GLA digital inclusion taskforce across the London Boroughs to ensure the provision of broadband is incorporated into policy, procurement, social value and planning.
- 1670 sim cards were distributed to residents as part of the Good Things Foundation National Databank.
- 1440 residents have received support with their digital skills this year.
- Working with our partners, Virgin Media and AgilityNet, to support elderly

residents with digital skills including courses at sheltered housing units and the Healthy Living and Learning Centre in Bermondsey.

- Supporting 15 community organisations across the borough with digital skills and connectivity, via upskilling staff to become Digital Champions and providing connectivity grants.
- Supporting technology students from London South Bank University with experience and hands-on learning from internships and coding projects supported by our partner, Docklands Settlements.
- Working with organisations, community groups, charities and academia to share best practice and increase cross sector participation.



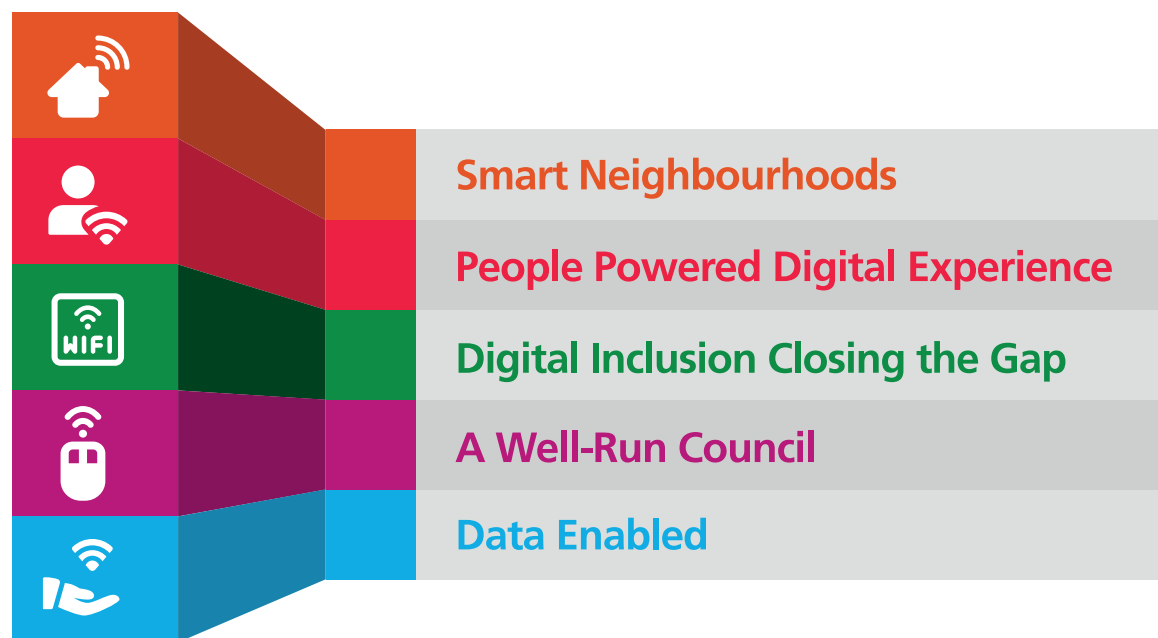
Introducing the 5 pillars

- **Smart Neighbourhoods:** We are committed to making Southwark one of the best-connected boroughs in London by using emerging technology. We aim to understand how technology can be used to empower our residents, businesses, and staff to become digital-first and innovating using IoT and Smart City Technologies to help monitor and improve our borough environment. We will work with partners and learn from best practice.
- **People Powered Digital Experience:** Our aim is to improve user experience, by reviewing how we deliver services to allow residents who choose to self-serve to have a seamless digital interaction with us. We want to create a single front door for Southwark residents with a single sign on experience where possible.
- **Digital Inclusion Closing the Gap:** We are tackling digital exclusion and ensuring our residents have the tools, skills, and technology they need. We are providing fast, reliable internet availability throughout the Borough, and the skills to enable our residents to use digital technologies.
- **A Well-Run Council:** We are establishing a centralised hub for Technology and Digital within our organisation to assist our staff in utilising modern workplace technology and acquiring the necessary skills to enhance service delivery efficiency. This will help us be more responsive to resident needs and provide the organisation with additional capacity to serve the residents of Southwark better. This involves a commitment to aligning our services with

user requirements, making essential investments in technology to ensure accessibility and security. By fostering a digital culture and embracing innovative work methodologies, we aim to meet the evolving needs of our residents while empowering our staff to adapt to new ways of working.

- **Data Enabled:** Prioritising the utilisation of data and insights for understanding the requirements of our communities and establishing a single resident view is a priority. We are building appropriate governance

structures to facilitate the internal sharing of data and insights within the organisation, as well as with external partners, fostering collaborative efforts aimed at enhancing the quality of residents' lives. This includes the provision of tools to enhance the effective management of service areas. Additionally, we are in the process of developing open data initiatives on our website to promote the transparency and sharing of information. By utilising and harnessing the data we hold, we can better understand the needs of our residents and provide them with better services.



The 5 pillars - exploring the detail:

Pillar 1 - Smart Neighbourhoods

We are committed to making Southwark one of the best-connected boroughs in London by using emerging technology. We aim to understand how technology can be used to empower our residents, businesses, and staff to become digital-first and innovating using IoT, Smart City Technologies to help monitor and improve our borough environment. We will work with partners and learn from best practice.



- **Connected Borough**

We want to become one of the most digitally enabled boroughs in London. This ambition is not just about embracing the latest technology or infrastructure; it's about bridging the digital divide, ensuring that every

resident, business, and staff member can harness the benefits of our digital-first approach. This means faster, more reliable internet connections, accessible technology hubs, and programmes that enable digital literacy. Our staff will also be equipped with the tools and skills they need to provide efficient and innovative services to those we serve.

- **IoT: The Building Blocks of a Smart Southwark**

We have started our IoT journey. We will continue to deploy a network of interconnected devices and sensors to gather real-time data on a range of services, from housing conditions, transportation, public safety, environmental conditions and healthcare whilst working with partners. This wealth of data will enable us to make informed decisions, reduce operational costs, and respond proactively to community needs.

- **Collaborating for Success**



Southwark recognises that we can achieve more by working together. We will forge partnerships with the private sector, local universities, and neighbouring boroughs as well as LOTI. These partnerships will enable the exchange of knowledge, resources, and innovative ideas. Through collaboration, we will overcome challenges and accelerate innovation through funded trials and pilots.

- **Learning from Global Best Practices**

We are committed to learn from the world's most digitally innovative organisations. We will actively study and adapt successful implementations of smart technologies from around the world, working in partnership and learning from others. This approach ensures that we remain at the forefront of technological advancement, consistently providing our residents with the most cutting-edge solutions.



Smart Neighbourhoods - What we will deliver

- **Connected Borough**

- Providing subsidies or incentives for residents to adopt smart home devices that contribute to the overall smart infrastructure.
- Continue to facilitate the rollout of 4G and 5G masts across the borough to improve mobile connectivity.
- Expanding connectivity across the borough.
- Analyse the broadband not-spots across the borough and work with internet service providers to improve connectivity in those areas.

- **IoT: The Building Blocks of a Smart Southwark**

- Deploying IoT sensors to monitor air quality, noise levels, and other environmental factors.
- Using data from these sensors to implement targeted measures to improve conditions for residents.
- Implementing smart infrastructure solutions, such as connected street lighting that adjusts

based on real-time data, optimising energy usage and enhancing safety.

- **Collaborating for Success**

- Collaborating with technology companies for the deployment of smart infrastructure.
- Establishing partnerships with educational institutions to promote research and development in the field of emerging technologies. This includes promoting the free connectivity pilot for residents in the borough.
- Supporting the London Plan Digital Connectivity Infrastructure Guidance Consultation as part of the GLAs plans to improve digital connectivity across London.

- **Learning from Global Best Practices**

- Working with technology partners to understand global best practices in the implementation and innovation of Smart technologies.



The 5 pillars - exploring the detail:

Pillar 2 - People Powered Digital Experience

Southwark's commitment to the future extends beyond infrastructure and technology; it centres on our residents. Our technology and digital strategy emphasises empowering residents, enhancing their experiences, and providing the means for self-service with seamless, efficient digital interactions. We aim to create a single front door into our organisation, utilising a blend of digital channels, community hubs, and a responsive contact centre, all designed to cater to the unique needs and preferences of our residents.



People Powered Digital Experience - what we will deliver.

- Conducting a thorough redesign of the website, prioritising user-friendly navigation, clear information architecture, responsive design and replacing the current platform to optimise adoption of new technology.
- Developing mobile responsive My Southwark that allows residents to access and manage services conveniently from their smartphones, ensuring a seamless and user-friendly experience.
- Implementing online self-service portals for common services, enabling residents to submit applications, track requests, and access information independently.



- Introducing a single sign in account system that allows residents to access multiple services with a single set of credentials, streamlining the user experience.

- Establishing channels for residents to report issues in the Borough and provide feedback on digital services, ensuring continuous improvement based on user experiences and preferences.
- Implementing virtual assistants or chatbots on the website to provide real-time assistance, answer frequently asked questions, and guide users through online processes.
- Ensuring that digital platforms adhere to accessibility standards, providing features such as text-to-speech, high contrast, and other accommodations for users with different needs.
- Conducting user journey mapping exercises to understand and optimise service design.

The 5 pillars - exploring the detail:

Pillar 3 - Digital Inclusion: Closing the Gap

Southwark's technology and digital strategy is committed to leaving no one behind in the digital age. Our focus is aimed at addressing the digital divide, ensuring that all our residents have access to the tools, skills, and technology. We are dedicated to providing equitable access to fast, reliable internet throughout the Borough and empowering our residents with the essential digital skills to navigate the digital landscape.



This will be achieved via the channels below:

- **Connectivity:** Southwark Council have committed to ensuring more residents benefit from the digital revolution by providing free and affordable broadband on council estates. Affordability has become a reoccurring issue concerning access to broadband. Citizens Advice found that 1 in 6 broadband customers struggled to pay their bill between March 2020 and January 2021. Affordable broadband is essential to ensuring Southwark residents can access council services, employment opportunities, education, and living connected lives.
- **Devices:** Digital poverty plays a key part of digital exclusion as many residents are unable to afford devices that allow them to connect to the internet.

Providing access to smart phones, tablets, laptops, or computers is an essential part of achieving the goals of the strategy overall. An Ofcom survey from Jan–March 2020 found that 9% of households containing children did not have home access to a laptop, desktop PC or tablet.

- **Digital Skills:** As part of our digital journey, it is important to provide support for those that are not able to use the internet. The Lloyds 2021 Essential Digital Skills Report estimates that one-fifth of the UK population lacks essential digital skills for life. This includes the ability to connect a device to WiFi, and open an internet browser, to access websites. This aspect focuses on residents in the borough that are digitally excluded, lack basic digital skills and the work we will do to support them.

The Council's workforce and digital skills will be crucial in our ability to respond to new challenges and support residents. Developing digital training platforms to upskill employees in the latest technologies and tools relevant to their roles. This will form part of our Well-Run Council pillar.

A digitally inclusive society relies having the right skills to be able to take forward the necessary work. It is predicted that 75% of jobs will require advanced digital skills by 2030. Current research shows 82% of advertised openings requires some level of digital skills. This channel focuses on the promotion of jobs and training for our residents, helping to ensure nobody is left behind.

Digital Inclusion: Closing the gap - what we will deliver

Connectivity

- Collaborating with internet service providers to introduce affordable and discounted internet plans for low-income residents, ensuring widespread access to fast and reliable internet.
- Continue to establish public Wi-Fi hotspots in community spaces, parks, and public buildings, offering free internet access to residents without reliable connectivity at home.
- Provision of a full-fibre connectivity grant to support community centres with poor connectivity.
- Support 500 residents with free connectivity.
- Continue to support residents with the broadband router lending scheme available at libraries.

Devices

- Implementing device lending programs that provide residents with access to smartphones, tablets, or laptops to bridge the digital divide and ensure equal opportunities for participation.



- Providing 80 TRAs with laptops and bespoke digital inclusion support.
- Continuously update and circulate relevant donation schemes available to Southwark residents.
- Supporting the London National Databank to repurpose our disused devices and distribute to residents in need.

Digital Skills

- Establishing community centres or hubs equipped with digital training facilities to enhance technological literacy among residents.
- Implementing programmes to bridge the digital divide, ensuring that all residents have access to and benefit from digital technologies.
- Establishing digital mentorship programs where tech-savvy community members or volunteers assist others in developing digital skills through one-on-one or group sessions.
- Conducting awareness campaigns to promote the importance of digital inclusion, dispelling myths, and encouraging residents to actively participate in digital initiatives – this includes attendance at the Cost-of-Living roadshow events and other community focused events across the borough.
- Working with technology partner, Infosys to launch a new digital inclusion platform for residents and SMEs to improve their digital skills by Q4 24/25.

Digital Inclusion: Closing the gap - what we will deliver

- Updating the Southwark Essential Digital Skills assessment tool to assess local needs and to improve understanding.
- Updating the Southwark digital skills provision map with updated support and designing a more user-friendly page which residents can access the right support and partners can refer residents to the provisions that match their need.
- Continue to deliver face to face digital inclusion sessions for residents across the borough.
- Continue to support our resident digital champions with bespoke workshops and resources to support the upskilling of resident's digital skills.
- The launch of a new digital inclusion platform for residents and SMEs to improve their digital skills by Q4 24/25.
- Developing a drop in at Southwark Resource Centre to develop support for disabled residents and residents with mental health issues.
- Developing a drop in with Bells Gardens to offer specific support with council services.

- Adhering to WCAG (Web Content Accessibility Guidelines) standards to ensure digital content is perceivable, operable, and understandable for all users.
- Incorporating features such as alternative text for images and sufficient colour contrast to enhance accessibility.
- Ensuring compatibility with assistive technologies such as screen readers, voice recognition software, and magnification tool.
- Providing clear instructions and intuitive navigation to facilitate ease of use for individuals with disabilities.

Innovation

- Encouraging innovation by organising hackathons or workshops.
- Membership on the London Digital Exclusion Taskforce to support digital inclusion initiatives across London.
- Supporting local organisations with funding bids for digital inclusion activities.



The 5 pillars - exploring the detail:

Pillar 4 - A Well Run Council

We are establishing a centralised hub for Technology and Digital within our organisation to assist our staff in utilising modern workplace technology and acquiring the necessary skills to enhance service delivery efficiency. This involves a commitment to aligning our services with user requirements, making essential investments in technology to ensure accessibility and security. By fostering a digital culture and embracing innovative work methodologies, we aim to meet the evolving needs of our residents while empowering our staff to adapt to new ways of working.



Empowering Staff with Modern Workplace Technology

Southwark is committed to making investments in modern workplace technology that empowers our employees. Implementing digital collaboration tools, integrated Enterprise Resource Planning (ERP) system, internal chatbot support, AI based automation to replace manual tasks, collaborative SharePoint hubs to enhance improved communication, to provide our staff with the necessary means to excel in their responsibilities and to serve our residents more effectively.

Digital Workplace Skills

We are actively developing training programmes and resources to promote digital literacy and professional growth. Our staff will have the opportunity to acquire the skills and knowledge

needed to deliver services with the utmost efficiency while staying up to date with technological advancements.

We have collaborated with Microsoft to provide more than 20,000 hours of digital training to council staff, fostering the development of new skills to enhance service delivery including Power BI, Teams, and Microsoft 365.

User-Centric Services

Our services are designed with our users at the core. We actively engage in resident workshops, user research, and the application of user centred design principles to create services that are intuitive, accessible, and responsive to the needs of our residents.

Technology and Security

To ensure reliable and secure services, Southwark is dedicated to making the necessary investments in technology. This includes not only infrastructure but also robust cyber security measures.

We understand the importance of safeguarding sensitive data and the need to maintain the trust of our residents. We are committed to taking all necessary precautions to ensure data security and accessibility.

Digital Culture

We are aiming to build a digital culture where innovation and new ways of working are embraced. Southwark is creating an environment where our staff can seamlessly transition to digital practices,

A Well Run Council

collaborate more effectively, and responsive to the evolving needs of our residents. This cultural shift is pivotal to ensuring that our council remains agile and responsive to the challenges of the modern era.

Digital Together (DiTo) champions within Southwark Council serve as integral catalysts for the effective adoption and utilisation of digital tools and systems among internal staff. These champions play a pivotal role in driving the council's technology and digital strategy by promoting awareness, facilitating training sessions, and providing ongoing support to colleagues. They act as key advocates, ensuring that staff members are well-versed in utilising new technologies, enhancing overall digital literacy, and fostering a culture of innovation within the organisation.

By actively engaging with their peers, addressing concerns, and sharing best practices, technology champions contribute significantly to the successful implementation of digital initiatives, ultimately supporting the council's broader mission and operational efficiency.

A Well-Run Council - what we will deliver

Digital Workplace Skills

- Developing digital training platforms to upskill employees in the latest technologies and tools relevant to their roles, fostering continuous professional development.

- Establishing collaborative SharePoint intranet hubs to enhance internal communication, knowledge sharing, and project collaboration among different departments and teams.

Modern Workplace Technology and Security

- We will undertake a Digital Maturity Assessment for the organisation to establish a baseline for areas of improvement and provide assurances on the strategy.
- Re-Implementing an integrated ERP system to streamline internal processes, unify data management, and enhance overall operational efficiency.
- We will create inter-operability between systems to support consistency across council services.
- The number of IT applications will be reduced by at least 10%.
- Implementing internal chatbot technology to provide quick support and answers to common queries, improving the efficiency of internal helpdesk services.
- Introducing AI based automation to reduce manual tasks, optimise resource allocation, and expedite decision-making processes within the organisation.

- Implementing robust cybersecurity measures, including regular training, multi-factor authentication, and advanced threat detection systems, to safeguard internal systems and data.
- We plan to enhance our utilisation of Microsoft Dynamics, integrating channels, applications, and workflows to facilitate seamless end-to-end transactions across a broader spectrum of services. This initiative aims to maximise the first-touch capability of council officers.



A Well Run Council continued

- We will continue our journey to deploy Microsoft 365 throughout the council to promote collaborative work among colleagues. This includes utilising features like simultaneous real-time editing access to files, enabling multiple colleagues to work on the same document concurrently. Additionally, it will provide flexible, secure access on any device at any time, instilling confidence in employees as compliance rules are automatically managed.
- We are implementing voice recognition in our contact centre, leveraging Artificial Intelligence and Machine Learning to connect residents with the appropriate service during their initial point of contact.
- The Soutwark Council's cloud programme has achieved 60% migration from on-premise infrastructure. This strategic move to the cloud is part of the council's commitment to leveraging advanced technologies for enhanced operational efficiency, service delivery, improving scalability and ability to adapt to evolving technology.

Digital Culture

- We will continue to build the DiTo champion network (currently 110 champions) to 200 to represent all of the services across the council including depots and front-line workers.



The 5 pillars - exploring the detail:

Pillar 5 - Data Enabled - Understanding the Needs of Our Communities

Our 5 pillars will enable us to experiment with data, to understand how our residents live and work in the Borough. We will work with partners to try to connect and share our data and to use operational data to enable early intervention, prevention and to predict how we shape future council services to best serve our residents.



A Single View of the Resident

In our digital transformation journey, we aim to create a unified perspective of our residents, ensuring we provide them with consistent, coherent services. A single view of the resident allows us to break down silos and better serve residents, as we will be equipped to understand their interactions and history with our services comprehensively. This enables us to offer more personalised, efficient, and effective support.

Data Governance for Collaboration

Collaboration is at the heart of our strategy. We recognise that data has the most potential when it is shared and used in collaboration. We are committed to developing robust governance frameworks that

facilitate the secure and responsible sharing of data and insights within our organisation and with our trusted partners. These governance structures will help us harness the opportunity of data our stakeholders to better serve our communities.

Empowering the Organisation

We have invested in the Microsoft Modern Data Platform and Power BI to enable our staff and service areas to make data-driven decisions. The Modern Data Platform is designed to support Southwark in collecting, storing, processing, and analysing data effectively with Power BI enabling users to visualize and share insights from their data. It provides a suite of tools for connecting to various data sources, transforming data, creating interactive reports and dashboards, and sharing them with others.

Data Enabled - what we will deliver. Understanding the Needs of Our Communities

- Create a Data Strategy to provide a framework to enable increasing sophistication of analytics it should provide insight to:
 - Run business as usual
 - Support business change
 - Predictive and prescriptive analytics
- Continue to work in partnership with relevant agencies and partners to extend data sharing where applicable and adds value to the organisation.

Data Enabled



- To continue to embed data analytics tools in decision-making processes, as part of the Centre of Excellence, we will deliver a further 100 Power BI training courses.
- Creation of a publicly available data portal to expand the accessibility of data to provide open source data for partners.

A Single View of the Resident

- Implementing a centralised data platform integrated with council systems, such as, IoT devices, Case Management Systems and Resident Relationship Management.

Data Governance for Collaboration

- Establishing a comprehensive data governance framework to ensure data quality, security, ownership and compliance with relevant regulations.
- Utilising Data Governance routes to implement training programs and initiatives to enhance data literacy among staff. To promote advances in data quality and understanding of the role of data in their respective roles.

- Strengthening data security measures, including encryption, access controls, and regular audits, to safeguard sensitive information and maintain residents' trust.
- Conducting privacy impact assessments to ensure that data collection and sharing practices align with privacy regulations and respect residents' rights.
- Develop a data operating model, roles and skills to support advancing data maturity levels.
- Creation of a new Data Dictionary to capture, manage and make transparent the data objects that are essential to service delivery.

Empowering the Organisation

- Building on the success of the Modern Data Platform to conduct further scoping workshops to create a plan of data ingestion and dashboards.
- Supporting key programmes, such as ERP Replacement, to baseline the current data position and create plans for data enhancement, archiving and migration to establish a new normal of quality and complete data in key systems.

Artificial Intelligence

As part of our technology and digital strategy, Southwark is embracing Artificial Intelligence (AI), Generative AI, and Robotic Process Automation (RPA) to enhance efficiency, improve resident experiences, and streamline operations. Whilst doing this, ethics and data security remain paramount considerations.

AI for Enhanced Service Delivery

By leveraging AI algorithms, the council aims to analyse vast amounts of data to identify trends, predict demand, and personalise services for residents. For instance, AI-powered chatbots can provide instant responses to queries, freeing up human resources for more complex tasks while ensuring round-the-clock accessibility.

AI driven analytics can be used to enable the council to make data-informed decisions, leading to resource optimisation and cost savings. AI algorithms offer insights that empower the council to allocate resources efficiently and proactively address community needs.

Generative AI: Fostering Creativity and Innovation

As part of Well-Run Council, Generative AI has the potential of transforming operations and service delivery. One significant application lies in content

generation, where AI algorithms can produce reports, memos, and other administrative documents swiftly and accurately. By automating repetitive analytical tasks, Generative AI enables faster and more informed decision-making processes, ultimately leading to more effective governance and service provision.

Southwark Council understands the potential benefits of generative AI tools, such as Chat GPT and Microsoft Co-Pilot. We will look to explore these safely through the development of guidance for staff and series of pilot projects that will analyse the benefits and risks of wider rollout and usage.

RPA: Streamlining Operations with Efficiency

Robotic Process Automation (RPA) is a priority to streamline administrative processes and enhance operational efficiency. By automating repetitive tasks such as data entry, invoice processing, and form submissions, RPA releases staff from routine duties, allowing them to focus on value-added activities that require human judgment and creativity.

Furthermore, RPA ensures accuracy and consistency in data processing, mitigating the risk of human error. However, Southwark Council remains mindful of the ethical implications of automation, particularly concerning potential job displacement. To address

these concerns, the council is committed to upskilling and reskilling its workforce, ensuring that employees are equipped with the skills needed to thrive in an increasingly automated environment.

Ethics and Data Security: Upholding Resident Trust

As Southwark Council embraces AI, Generative AI, and RPA, it remains committed to upholding the highest ethical standards and safeguarding resident data. The council prioritises transparency and accountability in its use of AI, ensuring that algorithms are fair, unbiased, and free from discrimination. Additionally, robust data security measures are implemented to protect sensitive information and mitigate the risk of cyber threats.

By embracing these technologies while upholding ethical principles and ensuring data security, the council aims to deliver efficient services to its residents while building trust and fostering inclusive growth in the community.

Cyber Security

In a world of electronic information, the protection of our data is becoming ever more important. We exist in a culture powered by interconnecting data, constantly evolving and allowing us to make better decisions.

This makes it even more critical for us to put in controls around how we use, store and process our data and for us to follow the guidance from the experts and to ensure that our systems are appropriately hardened and locked down to keep the attackers out and our systems continuously working well.

Cyber incidents are on the rise, especially within public sector. We know that the ramifications are serious and widespread, from personal to economic. Protection and remediation are service disrupting and of significant financial expense. The impact on people affected by their stolen information can be disturbing and life altering in some cases.

The Cyber Security strategy outlines the focus we shall be adopting for our councils and residents. It is imperative that we put the right controls in place to protect and react to cyber threats going forward. We have a strong relationship with National Cyber Security

Centre and other private cyber agencies which we will harness to help us to protect the data of our residents.

We want to continue to use the benefits of technology to improve the lives of local people. This strategy will safeguard us all. It will build confidence in the way we operate and deliver our services and keep us at the forefront of the digital revolution.

Cyber Security - what we will deliver.

The Southwark Council's cyber security initiative encompasses several key projects designed to enhance the organisation's resilience against cyber threats. Working with our Shared Technology Service Partner and professional third-party subject matter experts we will deliver the following:

- **Security Awareness Training Programme:** Further development of a cyber security training programme for staff to educate them on best practices, recognising phishing attempts, and understanding their role in maintaining a secure digital environment.

- **Endpoint Protection Enhancement:** To strengthen endpoint security measures by deploying advanced antivirus solutions, intrusion detection systems, and endpoint detection and response (EDR) tools to safeguard individual devices and endpoints.
- **Network Security Upgrades:** Upgrade and fortify the council's network infrastructure with robust firewalls, intrusion prevention systems, and regular security audits to identify and address vulnerabilities in the network architecture.
- **Incident Response and Management:** Developing and refining an incident response plan to effectively and promptly address any cybersecurity incidents, including a designated response team, communication protocols, and continuous improvement based on lessons learned.
- **Regular Vulnerability Assessments:** Conducting routine vulnerability assessments and penetration testing to proactively identify and remediate potential weaknesses in the council's IT infrastructure.
- **Data Encryption Measures:** Implementing robust encryption protocols for sensitive data both in transit and at rest, ensuring that confidential information is secure.

Cyber Security continued

- **Supply Chain Security:** Strengthening cyber security measures throughout the supply chain by working closely with third-party vendors and contractors to ensure that their systems meet the council's security standards.
- **Security Governance and Compliance:** Establishing a comprehensive cyber security governance framework to ensure compliance with relevant regulations and standards while continuously monitoring and adapting to emerging cyber security threats.
- **Cyber security Awareness Campaigns:** Conducting ongoing awareness campaigns to keep staff informed about the latest cyber security threats, promoting a culture of vigilance, and encouraging reporting of any suspicious activities.



The Power of Partnerships

Key to becoming a truly inclusive digital borough, is a strong partnership and collaboration between the council, local businesses, technology providers and organisations from the public, private, community and academic sectors.

This collaborative approach will enable new innovative opportunities that maximise the use of digital technologies, and the skills and capabilities of our residents and local businesses. This will allow our residents and staff to develop the right skills, and be provided with the right opportunities.

For example, we have strong collaboration partnerships with the broadband providers, **Community Fibre** and **Hyperoptic**, who are working with us to deliver better broadband, and digital skills across the Borough. We are also working with **Microsoft**, **Hitachi** and **Infosys** to connect our data and use technology to solve community challenges through Hackathons.

Southwark Council is also a member of **Socitm**, a professional network for leaders delivering innovation and modernisation of public services.

We have signed the **Local Digital Declaration**, a shared ambition for better local public services. We pledge to design services that best meet the needs of residents, to challenge the technology market to

offer the flexible tools and services we need. To protect residents privacy and security and deliver better value for money.

Continuing and growing these partnerships across London and wider will be essential to deliver this report and associated action plans. This includes working closely with our voluntary sector, community groups, charities and academia.

LOTI and the GLA Partnership

We are working closely with LOTI and the GLA on their Digital Access for All mission.

GLA/ LOTI Digital Inclusion Innovations Programme

To deliver the GLA's ambition for Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025, the GLA are working in partnership with LOTI on the Digital Inclusion Innovation Programme. This is a £1.36million programme to tackle digital exclusion.

In addition to the Digital Exclusion Mapping Project, the first phase of the project also consists of the following:

- Encourage and help London's public sector organisations to upcycle their retired devices to benefit digitally excluded Londoners.
- Address the specific needs of digitally excluded individuals and families living in temporary accommodation.
- Supporting Dementia Carers and finding digitally enabled ways to support the carers of people living with dementia.



Links to other strategies

The Technology and Digital Strategy outlines opportunities for cross-sector collaboration and need to leverage our relationships with partners both within and outside the council.

As such, it takes both internal and external strategies, policies, and programmes into account.

This will ensure we are not working in isolation, and we are all working towards the same objectives.

EXTERNAL

UK Digital Strategy

The UK Digital Strategy outlines its ambitions in creating a digital economy, which is resilient to change and fit for the future. Comprising of seven pillars, it focuses on building a world-leading digital economy that works for everyone including:

- Ensuring that we continue to tackle the root causes of digital exclusion, and that everyone can increase their digital capability to make the most of the digital world.
- Developing the full range of digital skills that individuals and companies across the country need in an increasingly digital economy, and supporting people to up-skill, and re-skill throughout their working lives.

- Strong collaboration between the public, private, and third sector to tackle the digital skills gap in a co-ordinated and coherent way. To ensure the sum is greater than the parts, and everyone, everywhere has better access to the training they want.

GLA Digital Access Mission

The GLA has an ambition for Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.

To facilitate this, the GLA are working in partnership with LOTI on the Digital Inclusion Innovation Programme, a £1.36million programme to tackle digital exclusion.

INTERNAL

Digital Skills Delivery Plan

The Local Economy Team are leading on the Digital Skills action plan and leading the 'Southwark Essential Digital Skills Group'. This is an informal partnership of local organisations that have an interest in working together to improve outcomes for Southwark residents who lack essential digital skills.

- Objective 1: A shared understanding of need and demand for essential digital skills in Southwark
- Objective 2: Collectively deliver sufficient, accessible provision that responds to learner needs.
- Objective 3: A collaborative approach to innovation.



Links to other strategies continued



Climate Change Strategy & Action Plan

The climate emergency affects us all, and the Southwark Council action plan outlines how we will contribute to ending global warming, whilst delivering new green jobs. We recognise that digital can be an enabler for reducing our carbon footprint and waste such as the reduction of travel and the use of printed documents as we move to hybrid working.

Under the 'Reduce unnecessary journeys theme', staff will be supported to choose appropriate locations prior to, after or between meeting residents to carry out work rather than travelling back to an office location if it is not necessary.

It will use the Digital Infrastructure Strategy to facilitate the provision of widespread Wi-Fi and high-speed internet, to less well-connected areas across the borough to facilitate agile/teleworking.

As part of the digital inclusion report and action plan, we are also committed to recycling and redistributing disused devices to reduce waste in the borough and will work closely with LOTI to deliver this.

Southwark Stands Together

Southwark Stands Together (SST) is a borough wide initiative, in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and Minority Ethnic communities, and to the inequalities exposed by COVID-19.

Two of the themes focuses on education and communities and it is vital that when we reach out to these communities, we are not excluding those that may not be online. Part of this ambitions in this report is to work closely with the SST Programme

Lead, to ensure digitally excluded residents are engaged with as part of the Southwark Stands Together engagement.

Joint Health and Wellbeing Strategy 2022-2027

As a borough we are committed to providing additional support to residents that have the poorest outcomes, focusing our efforts on our most disadvantaged neighbourhoods and communities. Our call to action for the borough and partners is to unite to tackle inequalities wherever they may be.

Our five priorities outline how we want to build on the progress we have made as a partnership and address the challenges that our residents continue to face.

Drive 1: A whole-family approach to giving children the best start in life.

Drive 2: Healthy employment and good health for working age adults across the health and wellbeing economy.

Drive 3: Early identification and support to stay well.

Drive 4: Strong and connected communities.

Drive 5: Integration of Health and Social Care.

Glossary of Terms

1. Agile Methodology:

- A flexible approach to project management, emphasising collaboration and adaptability.

2. Broadband Not-Spot:

- An area with limited or no access to high-speed broadband internet.

3. Chatbot:

- A computer programme designed to simulate conversation with human users, often used for customer support or information retrieval.

4. Content Management System (CMS):

- A software application that allows users to create, edit, and manage digital content on a website.

5. Dataset:

- A collection of related and organised information or data.

6. Data Lake:

- A centralised repository that allows the storage of vast amounts of raw data in its native format.

7. Data Source:

- The origin or location from which data is collected.

8. Digital Platform:

- An integrated set of technologies and tools that form the foundation for digital services.

9. Gigabit Connectivity:

- Internet connectivity with speeds of one gigabit per second or more.

10. Information Architecture:

- The structural design of shared information environments, facilitating usability and findability.

11. Interoperability:

- The ability of different systems or software to communicate and exchange data effectively.

12. IoT (Internet of Things):

- The network of interconnected devices embedded with sensors, software, and other technologies, enabling them to collect and exchange data.

13. Legacy Systems:

- Outdated computer systems, software, or technology that is still in use due to its historical significance.

14. LoTi (London Office of Technology and Innovation):

- LOTI is London local government's innovation team. The help London borough councils to use innovation, data and technology to be high performing organisations, improve services and tackle London's biggest challenges together.

15. Microsoft Power BI:

- A business analytics tool by Microsoft that provides interactive visualisations and business intelligence capabilities.

16. Microsoft Power Platform:

- A suite of Microsoft products, including Power BI, Power Apps, and Power Automate, for creating custom business solutions.

17. Mobile Network Small Cells:

- Compact cellular base stations used to enhance mobile network coverage and capacity in specific areas.

18. Modern Data Platform:

- A contemporary and integrated system for managing and utilizing diverse data sources.

19. Smart Technologies:

- Technologies designed to improve efficiency, connectivity, and functionality in various aspects of urban living.

20. Smart Home Devices:

- Internet-connected devices designed to enhance the automation and control of home functions.

21. VPN (Virtual Private Network):

- A secure network connection that allows users to access and transmit data over the internet as if they were directly connected to a private network.

22. Website Responsive Design:

- Designing websites to ensure optimal viewing and interaction across a range of devices and screen sizes.

23. Wi-Fi:

- A technology that allows electronic devices to connect to the internet wirelessly.

24. Wi-Fi Hot Spot:

- A location where wireless internet access is provided, typically using Wi-Fi technology.



Southwark
Council



APPENDIX 2

Equality and health impact assessment

Technology and Digital Strategy 2024-2026

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Technology and Digital Strategy 2024-2026
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Equality analysis author	Dionne Lowndes		
Strategic Director:	Clive Palfreyman		
Department	Finance	Division	Technology and Digital Services
Period analysis undertaken	January 2024		

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

1.1 Brief description of policy/decision/business plan

In our refreshed Digital and Technology Strategy, it is proposed to refresh the pillars, to ensure they are relevant and understandable to all audiences. The new descriptions for each pillar are set out as follows:

1. **Smart Neighbourhoods:** We are committed to making Southwark one of the best-connected boroughs in London by using emerging technology. We aim to understand how technology can be used to empower our residents, businesses, and staff to become digital-first and innovating using IoT and Smart City Technologies to help monitor and improve our borough environment. We will work with partners and learn from best practice.
2. **People Powered Digital Experience:** Our aim is to improve user experience, by reviewing how we deliver services to allow residents who choose to self-serve to have a seamless digital interaction with us. We want to create a single front door for Southwark residents with a single sign on experience where possible.
3. **Digital Inclusion Closing the Gap:** We are tackling digital exclusion and ensuring our residents have the tools, skills, and technology they need. We are providing fast, reliable internet availability throughout the Borough, and the skills to enable our residents to use digital technologies.
4. **A Well-Run Council:** We are establishing a centralised hub for Technology and Digital within our organisation to assist our staff in utilising modern workplace technology and acquiring the necessary skills to enhance service delivery efficiency. This involves a commitment to aligning our services with user requirements, making essential investments in technology to ensure accessibility and security. By fostering a digital culture and embracing innovative work methodologies, we aim to meet the evolving needs of our residents while empowering our staff to adapt to new ways of working.
5. **Data Enabled:** Prioritising the utilisation of data and insights for understanding the requirements of our communities and establishing a single customer view is a priority. We are building appropriate governance structures to facilitate the internal sharing of data and insights within the organisation, as well as with external partners. This includes the provision of tools to enhance the effective management of service areas. Additionally, we are in the process of developing open data initiatives on our website to promote the transparency and sharing of information.

The Cabinet Member for Communities, Democracy and Finance, the Strategic Director of Finance and the Chief Digital and Technology Officer are leading on the digital and technology transformation for the organisation.

The Technology and Digital Services Team will coordinate organisation wide technology transformation, whilst providing support and expertise to designing and improving digital services, ensuring efficiency savings are achieved and customer experiences improved.

This revised Digital and Technology strategy aims to establish the critical components necessary to ensure that staff can effectively execute the corporate plans and priorities for our borough and collaborate as one council.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	Southwark residents, Southwark Staff, Councillors, Senior Leadership, Volunteer and Community sector organisations, Partner Local Authorities and Local Businesses.
Key stakeholders were/are involved in this policy/decision/business plan	Southwark Staff, Councillors, and Senior Leadership.

Section 4: Pre-implementation equality analysis

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>The Technology and Digital strategy 2024-2026 illustrates positive impact for staff and residents of all ages as it aims to renew and improve digital services for all.</p> <p>Under the People Powered Digital Experience delivery pillar, the strategy aims to include all residents in Southwark digital improvement journey.</p> <p>Resident engagement was conducted by design and technology studio Comuzi to understand how a community driven vision to support residents with connectivity, inclusion and Internet of Things can be created.</p> <p>The focus group showed that respondents from between the ages of 43-73 experienced poor usability and low confidence if an interface is too complex. This highlights that this age group is at risk of being excluded from the improvements that this strategy looks to deliver, if they are not provided with accessible user designs and skills support.</p> <p>Under Digital Inclusion Closing the Gap pillar in the strategy, one of the digital exclusion personas are 'vulnerable people over the age of 65' who are more likely to be digitally excluded. Helping this group of people get online can tackle loneliness, improve independently living and promote wellbeing. We are tackling digital exclusion and ensuring our residents have the tools, skills, and technology they need.</p>	<p>The People Powered Digital Experience pillar will support Public Health, Adult Social Care and Supporting Families to utilise digital health technologies.</p> <p>Comuzi research data showed that residents between the ages of 24 to 43 believed that 'Smart technology can be used to improve people's standard of living' which suggests that the Digital Health projects identified in the strategy would have a positive impact on residents lives.</p> <p>The strategy will use assistive technology such as wearables and motion sensors to engage and empower citizens to live independently.</p>

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Of the 307,700 Southwark residents 0–14 – 48,500 (16%) 15-24 – 41,700 (13%) 25-44 – 121,700 (39%) 45-64 – 70,200 (23%) 65+ - 25,800 (8%) Census 2021</p> <p>Data from the resident engagement focus groups conducted by Comuzi and Southwark Council.</p> <p>In the consultation we asked “What kind of training or help with digital skills do you think would help people in Southwark the most?” Over 46% of respondents felt that digital training for older people would help the most.</p> <p>Focus groups were held with Young People aged between 14 and 18. The finding of these were:</p> <ul style="list-style-type: none"> • Young people continue to benefit from previous implementation of free public Wifi • Young people are developing positive relationships with smart neighbourhoods • Mobile devices are the centre of their young people’s smart device ecosystem • Young people learn new digital skills through observing their friends and through social media • Young people are willing to volunteer and contribute toward local digital improvements <p>Data from the English Longitudinal Study of Ageing on older Londoners’ use of the internet during the pandemic which shows that:</p> <ul style="list-style-type: none"> • Over 200,000 older Londoners over 75 do not use the internet at all. • One in four of older Londoners over 65 would like to use the internet more. • Just 20% aged 75+ reported using the internet more during the pandemic and 10% used it less. 	
Mitigating actions to be taken	
<p>As Southwark digitalises and makes improvements, we need to ensure that those in the older age groups are still able to access council services and support using traditional methods such as face to face and telephone support. This is because not all elderly residents may not have the capacity nor the desire to get online. We need to still be sure that they will be offered high quality customer services.</p>	

<p>Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>A number of projects identified in Technology and Digital strategy are focused on supporting residents to live independent lives. Data will be used to create a one council approach to prevention and early intervention to create a digital borough for the future where residents feel more engaged, have opportunities to change health outcomes and receive early support.</p>	<p>A number of the projects within Digital Pillars will have positive health outcomes identified within them for the residents of Southwark</p> <p>These projects are key in enabling Southwark's public health, NHS partnerships and voluntary sector to work together.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>The Commons Library Research Briefing, 23 August 2023 states that:</p> <ul style="list-style-type: none"> • An estimated 16.0 million people in the UK had a disability in 2021/22. This represents 24% of the total population. • The prevalence of disability rises with age: around 11% of children were disabled, compared with 23% of working age adults and 45% of adults over State Pension age. • Mobility is the most frequently reported impairment type (47%), followed by stamina, breathing or fatigue (35%), and mental health (32%). • As of February 2023, there were 6.3 million people claiming an extra-cost disability benefit in Great Britain, representing 9.6% of the total population. 	

Mitigating actions to be taken

As Southwark digitalises and makes improvements, we need to ensure that those in this group are still able to access council services and support using traditional methods such as face to face and telephone support. This is because not all residents may not have the capacity nor the desire to get online. We need to still be sure that they will be offered high quality customer services. Southwark Council is dedicated to ensuring its Digital offer is compliant Web Content Accessibility Guidelines 2.1 AA.

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There is no specific identified impact relating to people whose gender is not the same as the one they were assigned at birth from this strategy. There is currently very little data on the number of transgender residents in Southwark so feedback of this group's experience of digital and technological services has not yet been identified.	
Equality information on which above analysis is based.	Health data on which above analysis is based
There are currently no official statistics on the number of transgender people in Southwark.	
Mitigating actions to be taken	
The strategy's main objective is to improve council services for all staff and residents. In doing this, it will be required that Southwark's Transgender and Gender Identity Guidance is upheld.	

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There are no specific identified impacts from the strategy relating those in marriage and civil partnerships.	

Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There are no specific identified impacts from the strategy relating those who qualify under pregnancy and maternity.	
Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Southwark is an ethnically diverse in both in the workforce and the borough. Following the launch of the Southwark Stands Together initiative, which seeks to address racism, inequality and injustice in Southwark, it was revealed that Black and other ethnic minority faced racism when accessing council services, including health services.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Organisations' equality & diversity policies</p> <p>Census 2021 Information:</p> <p>When completing the Census 2021, respondents were asked to record their specific ethnic group. In total, 282 different ethnicities were recorded by Southwark residents.</p> <ul style="list-style-type: none"> ▪ Just over half (51%) of the population identified as being from a White ethnic background, equivalent to 158,000 residents. ▪ One-third (36%) identified as 'White: English, British, Welsh, Scottish or Northern Irish' ethnicity, similar to that seen across London (37%), but substantially lower than the proportion across England (74%). ▪ The largest broad ethnic group other than White was 'Black, Black British, Caribbean or African', with one-quarter (25%) of Southwark residents reporting this as their ethnicity. Almost one-fifth (16%) reported 'African' ethnicity and 6% reported a 'Caribbean' ethnicity. ▪ A tenth (10%) of Southwark residents reported their ethnic group to be 'Asian', with the majority of these residents (8,400) identifying with a Chinese ethnic background. ▪ 22,000 (7%) of Southwark residents reported their ethnic group to be 'Mixed or multiple ethnicities'. ▪ The majority (70%) of Southwark residents recorded their national identity as English, British, or both, equivalent to 215,000 people. ▪ The most common reported non-UK identity of Southwark residents was Spanish (including 	

<p>Canary Islander). This has changed since 2011 when the most common non-UK identity was Nigerian.</p> <p>At the time of Census Day 2021, 244,000 (79%) Southwark residents reported their main language to be English, similar to figures in 2011.</p> <ul style="list-style-type: none"> ▪ This is comparable to London, where 76% of residents recorded English as their main language, but lower than across England (88% of the population). ▪ Spanish is the most common main language other than English, spoken by 13,000 Southwark residents and increasing in number since 2011. This differs to London where the most common spoken main language other than English is Romanian. ▪ 'All other Chinese' is the most common Asian language, while Somali is the most spoken African language of Southwark residents. ▪ Of the 53,700 Southwark residents whose main language is not English, 10,200 (19%) cannot speak English well or have no English proficiency. ▪ In the 2021 Census, 43% of Southwark residents gave Christian as their religion, equating to 133,300 people. This is down from 53% in 2011. ▪ A total of 111,900 Southwark residents reported having 'no religion', equivalent to around one-third (36%) of the population. This has increased substantially from 27% in 2011. <p>Around half (51%) of residents reported their ethnicity to be White, equivalent to 158,000 people in Southwark. This proportion is slightly lower than London and substantially below that for England.</p> <ul style="list-style-type: none"> ▪ Southwark had a higher proportion of residents (25%) reporting their ethnicity as 'Black, Black British, Caribbean or African', compared to London (14%) or England (4%). ▪ The proportion of residents identifying as 'Asian or Asian British' is notably smaller in Southwark (10% of population) than it is across London as a whole (21% of the population). ▪ 7% of residents reported their ethnicity as 'Mixed or Multiple ethnic groups', which is slightly higher than the proportion across London and England. ▪ The proportion of residents in Southwark reporting their ethnicity of 'Other' rose from 3% in 2011 to 6% in 2021, representing an increase of 10,000 people over the period. <p>Ward profile data also demonstrates where the wide ranging communities are located within the borough.</p> <p>Data from:</p> <ul style="list-style-type: none"> • Southwark Standing Together Listening Exercise • Southwark Standing Together Survey 	
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<ul style="list-style-type: none"> • A higher proportion of Black ethnicity respondents reported being discriminated against occasionally (25%) and all the time (11%) and a September 2020 higher proportion of Asian ethnicity respondents reported being discriminated against occasionally (15%). <p>Data from: Office for National Statistics - Internet Users, Labour Force Survey (LFS)</p> <ul style="list-style-type: none"> • In 2011, there were wide disparities in recent internet use among the different ethnic groups, however, in 2018, this gap had narrowed. This is particularly the case for adults of Bangladeshi ethnicity. In 2011, 31.4% were internet non-users, higher than the figure for UK adults overall (20.3%). In 2018, the figure for Bangladeshi internet non-users had dropped to 8.0%, a figure that is now lower than for the UK overall (10.0%). 	
<p>Mitigating actions to be taken</p>	
<p>As a part of the review of the website and Intranet we are focussing on the language we are using to ensure that it is not only accessible but free from any prejudice.</p> <p>We are also working to ensure that the digital content is delivered in a way that allows easy translation from web browsers and devices into the language that the user has stated as their preference.</p>	

<p>Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>It is unclear what impact the new strategy will have on this group of people because there is very little data on the relationship between those religion and belief and digital and technological services.</p>	
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>The religious make up of Southwark is 43% Christian 36% No religion 10% Muslim</p>	

7% Not Stated 1% Buddhist 1% Hindu 1% Other <1% Jewish <1% Sikh (Census 2021)	
Mitigating actions to be taken	
The strategy's main objective is to improve council services for all staff and residents. In doing this, it will be required that Southwark's policy on religion is upheld throughout all programmes and projects.	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
It is unclear what impact the new strategy will have on this group of people because there is very little data on the relationship between sex and digital and technological services.	
Equality information on which above analysis is based	Health data on which above analysis is based
Of the 307,700 Southwark residents 158,600 Women 149,000 Male (Census 2021)	
Mitigating actions to be taken	
As a part of the review of the website and Intranet we are focussing on the language we are using to ensure that it is not only accessible but free from any prejudice.	

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
It is unclear what impact the new strategy will have on this group of people because there is very little data on the relationship between sexual orientation and digital and technological services.	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>We were unable to obtain any data on the sexual orientation of the residents of Southwark</p> <p>Of the 307,700 Southwark Residents: Straight or Heterosexual (number) - 211,847 (82.71%) Gay or Lesbian (number) - 11,596 (4.52%) Bisexual (number) - 6,586 (2.57%) Pansexual (number) - 1,726 (0.67%) Asexual (number) - 192 (0.07%) Queer (number) - 446 (0.17%) All other sexual orientations (number) - 152 (0.06%) Not answered (number) - 23,592 (9, 21%) <i>(Census 2021)</i></p>	
Mitigating actions to be taken	
As a part of the review of the website and Intranet we are focussing on the language we are using to ensure that it is not only accessible but free from any prejudice.	
<p>Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough.</p> <p>Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
Digital poverty is a major contributing factor to digital exclusion and may prevent some residents from benefiting from the outcomes of this strategy. Residents facing socio-economic disadvantages may be unable to afford devices and a regular broadband connection to connect to the internet and access council services online. In addition to this, residents may lack the digital skills to engage which may lead to future exclusion.	

<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Citizens Advice found that 1 in 6 broadband customers struggled to pay their bill between March 2020 and January 2021. And in 2018, Ofcom found that only 63% of the ‘most financially vulnerable’ group had fixed-line broadband, compared with 82% of the overall UK population.</p> <p>Devices: Digital poverty plays a key part of digital exclusion as many residents are unable to afford devices that allow them to connect to the internet. Providing access to smart phones, tablets, laptops, or computers is an essential part of achieving the goals of the strategy overall. An Ofcom survey from Jan–March 2020 found that 9% of households containing children did not have home access to a laptop, desktop PC or tablet.</p> <p>Digital Skills: As part of our digital journey, it is important to provide support for those that are not able to use the internet. The Lloyds 2021 Essential Digital Skills Report estimates that one- fifth of the UK population lacks essential digital skills for life. This includes the ability to connect a device to WiFi, and open an internet browser, to access websites. This aspect focuses on residents in the borough that are digitally excluded, lack basic digital skills and the work we will do to support them.</p> <p>A digitally inclusive society relies on individuals entering the profession and having the right skills to be able to take forward the necessary work. It is predicted that 75% of jobs will require advanced digital skills by 2030. Current research shows 82% of advertised openings requires some level of digital skills. This channel focuses on the promotion of jobs and training for our residents, helping to ensure nobody is left behind.</p>	
<p>Mitigating actions to be taken</p>	
<p>The strategy incorporates inclusion via the Digital Inclusion Closing the Gap pillar which will look to tackle digital exclusion to ensure that as many residents as possible benefit from the improvements and projects from the Technology and Digital Strategy.</p> <p>The Digital Inclusion strategy will focus on the following:</p>	

1. Affordable Broadband
2. Devices
3. Jobs and Training
4. Digital Skills (Residents)
5. Digital Skills (Businesses)
6. Digital Education (For All)

Human Rights

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

Potential impacts (positive and negative) of proposed policy/decision/business plan

When implementing a digital strategy, especially in the context of a local government entity like Southwark Council, there are several aspects to consider in relation to the ECHR:

1. Privacy Rights:

The Technology and Digital Strategy prioritises the protection of individuals' privacy and secure handling of personal data and adherence to data protection laws.

2. Access to Information:

The Technology and Digital Strategy will improve access to information, making services and resources more readily available to the public. This aligns with the right to access information, promoting transparency and accountability.

3. Equality and Non-discrimination:

The Technology and Digital Strategy will reduce disparities in service delivery and ensure that all residents, regardless of background, can benefit equally. This supports principles of equality and non-discrimination.

4. Freedom of Expression:

The Technology and Digital Strategy will ensure our digital platforms can provide citizens with new avenues for expressing their views and participating in civic processes, supporting the right to freedom of expression.

5. Ethics:

The Technology and Digital Strategy outlines how Southwark will ethically use data in its digital initiatives by implementing transparent governance, privacy-centric practices, and community engagement to ensure responsible data collection, storage, and utilisation while upholding ethical principles and respecting individual rights.

In summary, a Technology and Digital Strategy for Southwark Council has been designed with a human rights-centred approach, ensuring that it enhances efficiency while respecting and protecting the fundamental rights of its residents. Regular assessments and consultations with diverse stakeholders can help identify and mitigate potential human rights impacts.

Information on which above analysis is based
European Convention on Human Rights. 7 principles of GDPR: Lawfulness, fairness, and transparency, Purpose limitation, Data minimisation, Accuracy, Storage limitation, Integrity and confidentiality, and Accountability
Mitigating actions to be taken
Enforcement of the Applications Procurement Standards and Software Asset Management Policy Continued Liaison with Information Governance Teams when processing data Centralisation of IT services

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	No further actions required		
2			
3			
4			
5			
6			
7			

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
No further actions required				

5. Health objectives (for business plans)

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

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
No further actions required				

Item No. 13.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		Gateway 1 – Procurement Strategy Approval Temporary Accommodation	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

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

The current housing crisis is having a profound impact on Southwark residents across all tenures, and the impact is especially acute for those on lower incomes, for whom the private rented sector is increasingly out of reach. Across the country we have seen homelessness figures on the rise again, with the latest figures showing a further 10% increase in the number of people in temporary accommodation, a record high of over 105,000 households. At the same time, procurement is becoming ever more challenging for local authorities as private landlords exit the market, reducing the number of homes available for temporary accommodation.

In this context, we are bringing forward a new approach to procurement which was outlined through a recently approved Gateway 0 report, and which is expanded upon in this report.

This report addresses our need to modernise and improve our supply chain, allocation and contract management needs. A Dynamic Purchasing System (DPS) and contractor management tools, delivered through a single platform will enable the council to have the assurance that we are achieving value for money, quality accommodation in line with our Southwark Good Homes Standard, and a prompt service through external providers. The identification of an established DPS provider has been identified as the solution.

This report sits alongside our renewed placements policy, our draft Homelessness Strategy, and further work being undertaken on acquisitions and allocations. We are determined to play our part in response to this escalating crisis in temporary accommodation and to ensure that our processes are the best they can be to meet the needs of our residents who find themselves without a secure home.

RECOMMENDATIONS

That the Cabinet:

1. Approves the procurement strategy outlined in this report to undertake a procurement exercise for the establishment of a Dynamic Purchasing System (DPS) for the supply and management of Temporary Accommodation (TA) for a period of six years from August 2024 at an estimated cost of up to £45m per annum, making a total estimated cost of £270m.
2. Notes that the appointment to the DPS does not constitute any award of contract with the supplier and delegates to the Strategic Director of Housing where this may be required.
3. Notes that the procurement strategy in this report for the DPS will result in bidders being required to provide all forms of temporary accommodation properties, subject to individual negotiation for the call-off process that will be approved in line with the council's governance, for leases of three, five and up to ten years as well as Nightly Paid Accommodation (NPA). Further notes that the Council reserves the right to procure properties outside of the DPS as and when required.
4. The council will provide an annual performance report a year after implementation of the DPS to the Lead member for Council Homes and Sustainable Development. This report will include information on the location and quality of the accommodation as well as the financial impact to the council.

BACKGROUND INFORMATION

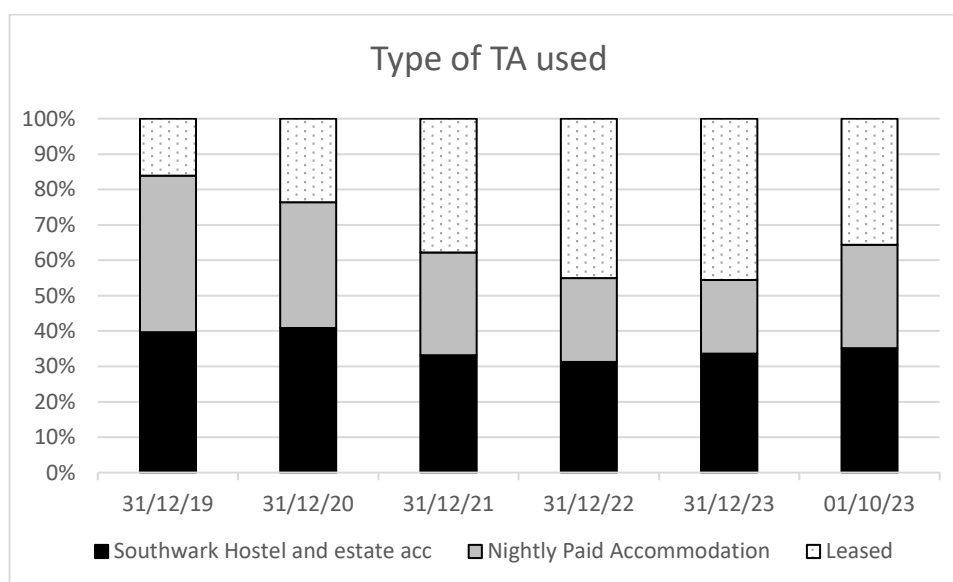
5. The Homelessness Reduction Act 2017 and the Housing Act 1996 (Part VII) requires, that where the duty exists, the council provides accommodation to a household. In all forms of temporary accommodation, the council is the accountable landlord. When the accommodation is acquired via a provider in the form of Private Sector Leasing (PSL) or NPA, the cost to the council also covers repairs and housing management. This report therefore refers to the procurement of providers, for the supply and management of accommodation. Currently just over 50 suppliers that provide both leased and NPA accommodation. Over time the use of TA in Southwark has been increasing, most particularly between 2019 to early 2022. This is displayed within the table 1 below:

Table1 – Households in Temporary Accommodation

Year End	31/12/2018	31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023
Total in TA	2568	2820	3176	3463	3610	3,807
% increase	-	9.8%	12.2%	9.2%	4.2%	5.4%

6. NPA, is based on a daily arrangement, and PSLs account for a large proportion of the total portfolio. The cost to the council for PSL and NPA, after rent collection, accounts for around 50% of the total cost of the procured property. The Housing Revenue Account properties, including those on Estates and Regeneration schemes, are a vital cost effective additional supply, which has a positive impact on budget management strategies.
7. The council has been using these forms of TA for decades but the use of nightly paid and leased accommodation has been gradually increasing in the last few years and it is now a dominant element of the council's procurement landscape for TA.
8. The graph below shows a snapshot of the TA portfolio at the year end and the most recent snapshot.

Graph 1



9. The council, in line with all other London Boroughs, procures NPA and PSL properties based on the rates set out in the Inter Borough Accommodation Agreement (IBAA), this being the maximum cost per property in each area and requires boroughs to comply with those rates or report a breach if exceed. Until 2022, this had brought a level of control to the market and ensured that boroughs did not out bid each other further increasing costs. However, these rates no longer match market expectations and many

boroughs, including Southwark, are having to pay above the rates simply obtain the accommodation required.

Summary of the business case / justification of the procurement

10. TA procured in the private market is for units and management of the properties; repairs, tenancy management, inspections, void turnaround, but excluding rent collection. The nature and value of the supply of temporary accommodation and its management means that the full tendering requirements of the Public Contracts Regulations 2015 (PCR 2015) (as amended) apply.
11. The council has over 1,300 PSL units and are overly reliant on NPA which is of varying quality and high in cost. The PSL stock is leased for a three year period and on average there are over 500 renewals negotiations per year resulting in large scale hand backs, significant cost increases or conversion to NPA.
12. TA is also required in other circumstances and not just for homeless households. For example council tenants who need to move to allow works to be completed or households who have no recourse to public funds, or another circumstances where the council may require TA but it does not fall under the duties within homelessness legislation.
13. The council needs to formalise its procurement approach and have the tools to support it to better control the quality and cost of accommodation in a transparent manner. The procurement of TA will fall within one council approach to ensure consistency across different services.
14. The IBAA sets out maximum rates payable by individual authorities for PSL and NPA. These rates, for most London Boroughs were increased by 10% in March 2023 but market rates have increased well above these rates, on average 20-30%, and continue to increase further in line with the general private rented sector. There is an opportunity to expand the geographical location, subject to due diligence and compliance with the law, for the procurement and allocation of accommodation in order to make provision to those requiring it.
15. While there is a developed and mature market in the private rented sector market, the council will want to appoint providers that are able to address the demands for accommodation and the level of quality housing management services to residents that meets the council requirements.

Market Considerations

16. The IBAA Agreement and the rates, as described in paragraphs 8 and 12, is now outdated. Market factors, reflected in higher costs and pressures on budgets, is showing a dramatic lack in PSL supply and a corresponding increase in NPA. Table 2 below, show the new acquisitions, renewal of existing leases and hand back of properties where the lease is not renewed

primarily due to not being to reach agreement on the cost of a new lease. This is a national issue but is specifically a London crisis which has seen TA cost increase by 30-40% in the last eighteen months. Given the lack of housing supply in London and ever increasing costs, procuring outside the London area will improve the supply of more properties that are suitable and affordable.

17. At present the council has no approved suppliers and the arrangements for putting in place and maintaining TA arrangements are resource intensive. The proposed Southwark TA DPS would automate a number of processes and provide a route to market for TA that is quicker and that makes placements in a transparent way. While, this procurement route is not in itself a solution to the crisis, a DPS will ensure that Southwark is engaging with the market in a proactive and consistent way.
18. Following the pandemic, the provision of TA by all London boroughs has worsened as a result of market conditions and increased demand. The council is required to apply a stronger emphasis on governance, contractual compliance and contract management. Of greater concern is how the use of type of temporary accommodation has changed. Table 2 below provides a simple summary of the changes in the last few years; showing a reduction in PSL accommodation given the rate of expired leases that are not being renewed when compared to renewals and new acquisitions.
19. Table 2 – Leased property acquisition activity

Year	New Leases	Lease Renewal	Property Handed back
2019	290	1	47
2020	671	24	104
2021	339	17	116
2022	296	3	246
2023	6	181	406

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

20. This procurement route will regularise the leasing of interim and temporary accommodation, maintain the Southwark Good Homes Standard and related policies. However, it must be noted that, on its own, this is not a long term solution to the supply crisis.
21. The following procurement options have been considered:
 - (a) **Do nothing:** The council has statutory duties to prevent and relieve homelessness for all eligible homeless applications and to secure accommodation for homeless households who fall into a 'priority

need' category under Part 7 of the Housing Act 1996 (as amended). The council therefore cannot stop procuring and providing this form of accommodation.

- (b) **Continue as is:** this option is not viable or practical for the council. Accommodation is currently procured on a spot purchase arrangements and the proposed DPS will formalise the contractual position with providers. Financially, the council is increasingly overspent on NPA, due to a lack of alternative PSL supply of accommodation.
- (c) **The council provides this service/supply in-house** – The council already uses its own stock in a targeted manner, but the level of supply required means that other supply in addition to its own stock is also required.
- (d) **The use of external DPS or Shared Services** – There is no specific benefit from using an external or shared service such as benefiting from economies of scale as individual councils procure according to their own demands. The WREN (North East London sub-region), DPS has been established for a number of years. The fee for joining is £90Kpa.
- (e) **A Southwark DPS** - A DPS offers a more efficient method of managing TA including streamlined processes by reducing time sourcing, as well as and providing assurance that governance requirements and property compliance has been achieved. Properties are proposed to be obtained from approved suppliers on the DPS where managing quality and cost, through monitoring against the service specification by ongoing contract monitoring.

Proposed procurement route

- 22. The recommended option is to establish a Southwark DPS as outlined in (e) above.
- 23. The procurement will follow the rules of a restricted tender subject to the provisions contained in regulation 34 of the PCR 2015.
- 24. The criteria specified within the DPS and working mechanisms will assist in achieving the following:
 - A bank of existing quality assured providers from Access UK Ltd
 - A clear choice of approved providers
 - Best 'market value' in terms of cost and quality of the service
 - Improved business processes for both the council
 - Relieve pressure carrying out administrative tasks for both the council

- Providers will benefit from a clear contract management process and engagement.
25. The establishment of a Southwark DPS will also realise a number of benefits the providers will receive. This will include:
- Implementing clear contract management and engagement processes.
 - A reduction in the administrative burden through automated tracking and usage of accommodation obtained through the system.
 - Streamline the invoice process to reduce a delay payments being made.
26. To support the implementation of the DPS from procurement initiation through to operational transactions, the council has procured Access UK Ltd, via a separate Gateway 1 and subject to cabinet approval of this report.
27. A call off process will be approved as part of the next stage following this report and published tender including the call for properties and submission by providers.

Identified risks for the procurement

28. Table 3

	Risk	Risk level	Mitigation
1	The procurement process fails due to inadequate quality and quantity of submissions	Low	Publication of a Prior Information Notice (PIN) and market engage will ensure that providers are aware of this procurement. This will be issued in February 2024
2	The selected suppliers for the DPS fails to provide properties at acceptable cost	Medium	Part of the call-off process will allow the council to negotiate rates according to size, type and location of the property. The procurement will also need to focus on outside of London areas.
3	Existing and potentially new providers are unwilling to join the DPS	Low	The private market is already well used to DPS and Frameworks and most have already engaged in this process. The council will engage with current providers that may not be aware of the process.
4	Nightly Paid Accommodation remains a dominant factor in the market	High	This is a market condition and it will remain an on-going issue. Part of the

	Risk	Risk level	Mitigation
			call-off process will allow the council to consider alternatives outside of London in line with TA Placement Policy
5	Scarce procurement of properties in Southwark and immediate vicinity meaning the DPS will require greater engagement from suppliers further afield.	Medium/ High	The council is making use of its own stock to support local provision and the availability of accommodation to meet the need.

Key / Non Key decisions

29. This report deals with a key decision.

30. Procurement Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	30/10/2023
DCRB Review Gateway 1	13/11/2023
CCRB Review Gateway 1	01/02/2023
CMT Review Gateway 1	06/02/2023
Brief relevant cabinet member (over £100k)	06/02/2023
Notification of forthcoming decision - Cabinet	29/02/2024
Approval of Gateway 1: Procurement strategy report	06/03/2024
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	14/03/2024
Completion of tender documentation	14/03/2024
Publication of Prior Information Notice	22/02/2024
Publication of Find a Tender Service Notice	22/03/2024
Closing date for receipt of expressions of interest	22/04/2024
Completion of short-listing of applicants	10/05/2024
Invitation to Participate – DPS round 1	13/05/2024
Forward plan – Gateway 2	01/05/2024
Closing date for return of tenders	13/06/2024

Activity	Complete by:
Completion of any clarification meetings/presentations/evaluation interviews	20/06/2024
Completion of evaluation of tenders	30/06/2024
DCRB Review Gateway 2:	08/07/2024
CCRB Review Gateway 2	18/07/2024
Notification of forthcoming decision	29/07/2024
Approval of the Gateway 2: Contract Award Report	31/07/2024
Debrief Notice and Standstill Period (if applicable)	07/08/2024
Contract award	08/08/2024
Add to Contract Register	09/08/2024
Place award notice on Find a Tender Service	10/08/2024
Place award notice on Contracts Finder	10/08/2024
DPS starts	12/08/2024
Initial DPS completion date	11/08/2029

Development of the tender documentation

31. The tender documentation to be used for application to the DPS will consist of Part 1 – questionnaire assessment as set out in Table 1 and 2. Part 2 will be the qualitative assessment based on the service specifications and standards which will form part of the contract this will be done in conjunction with procurement. This will make specific reference to Southwark’s Good Homes standard to ensure all providers will supply accommodation that meets Southwark’s requirements.
32. Part 1 – Questionnaire assessment – Included with the tender documentation will be a pre-qualifying questionnaire. The questionnaire will assess the organisation’s financial viability, organisation’s legal capability to trade and experience. Organisations will be evaluated on their response to questions covering specified criteria outlined within table 4 below.

Advertising the contract

33. PIN notice will be issued on 22 February 2024.
34. DPS documentation will be made available via the council’s e-tendering system - ProActis. To gain access to the DPS documents organisations were asked to register their details on the ProActis system.

Evaluation

35. The evaluation of all parts of the tender submission will be carried out by a

panel consisting of officers from finance housing, procurement. Access UK Ltd will provide technical support. The DPS Evaluation will consist of two parts; a questionnaire and method statement assessment. A scoring range of between 0 and 5 will be used to score Bidders response to the questionnaire (where appropriate) and the method statement. The assignment of scores will be based on the following assessments:

Table 4 – Scoring matrix

Assessment	Score	Basis of score
Cannot be scored	0 points	No information provided or incapable of being taken forward either because the Supplier does not demonstrate an understanding of our requirements or because the solution is incapable of meeting our requirements.
Unsatisfactory	1 point	Although the Supplier does demonstrate an understanding of our requirements there are some major risks or omissions in relation to the proposed solution to deliver the service and we would not be confident of our requirements being met.
Satisfactory	2 points	A response which is capable of meeting our requirements but is unlikely to go beyond this.
Good	3 points	A response which shows that the Supplier demonstrates an understanding of our requirements, has a credible methodology to deliver the service and could evolve into additional benefits.
Very good	4 points	A response which shows that the Supplier demonstrates an understanding of our requirements, and has a credible methodology to deliver the service alongside a clear process and plan to deliver additional benefits and deliver value.
Excellent	5 points	A response which shows how the service can comprehensively be taken to the next level in terms of exceeding our requirements and/or offering significant added value to the Council's overall strategic requirements and objectives.

36. Table 5 – Evaluation Criteria

Evaluation area	Pass/fail or scored question including weightings
Professional conduct	Pass/fail
Economic and financial standing	Pass/fail
Insurance	Pass/fail
Health and Safety	Pass/fail
Quality assurance	Pass/fail

Evaluation area	Pass/fail or scored question including weightings
Equality	Pass/fail
Environmental weighting	Pass/fail
Experience	Scored questions
Sub-contracting/consortia arrangements	For info only – not scored

37. For the part one, the assessment (questionnaire assessment) providers will be required to obtain a pass for each of the questions/sections where it is stated as being a pass or fail assessment and at least satisfactory for each of the marked questions in order to be considered eligible for progressing for the second part of assessment process.
38. For the part two assessment (method statement assessment) bidders are required to obtain at least 3 marks out of the available five for each question in each section in order to be considered eligible to be appointed on to the DPS.
39. Part 2 – Method Statement assessment - Submitted method statements will be evaluated based upon 100% quality to appoint successful organisations onto the DPS. The price for each property will be fixed as part of the call off process and term of the lease. Therefore no score or weighting will be allocated to price at this stage.
40. The criteria and weightings assigned to the method statements are:

41. Table 6

Method statement (Criteria)	Weightings
<p>Question 1 - Procurement</p> <p>Outline the areas in line with the Placement Policy in which you are confident you can procure an on-going supply of good quality properties, the methods by which you propose to procure properties and your anticipated relationships with the properties owners, landlords or other agents.</p>	40%
<p>Question 2 - Repairs and Maintenance</p> <p>Outline your approach to the boroughs' requirements with respect to the initial standard of the properties, repairs and maintenance as detailed in the specification. In particular, how you propose to resource the repairs and maintenance function, how you would ensure all emergency repairs are carried out within the specified timetables, your approach to gas safety inspections and your approach to access difficulties.</p>	25%
<p>Question 3 - Complaints and management</p> <p>Outline how you will ensure that complaints from both landlords and our tenants are effectively managed to deliver the minimum customer care standards detailed in the specification. In your response, detail how you would treat the households in the properties, the wider community and any liaison with the council and host boroughs.</p>	15%
<p>Question 4 - Anti-Social Behaviour</p> <p>Outline how your organisation will manage anti-social behaviour for this contract in relation to the specification. You should cover the possibility that a household referred by a borough could be a victim as well as a perpetrator. The council is particularly interested in how tenderers would liaise with referring and host boroughs and the sensitivities which may be involved particularly with respect to child and adult safeguarding issues.</p>	5%
<p>Question 5 - Equalities</p> <p>Please detail how your organisation would adapt the service to meet the needs of households bearing in mind that they may share different protected characteristics such as Age, Race, Religion or Belief, Disability, Sex, Pregnancy and maternity, or Sexual orientation. Please provide examples in your response which address two or more of the protected characteristics.</p>	5%

Method statement (Criteria)	Weightings
<p>Question 5 – Resettlement</p> <p>Outline your approach to resettling households referred by the council who may be unfamiliar with the area where the accommodation is located and what support will be provided. The council is particularly interested in the information and advice you will be required to give with respect to the property and its usage, local education, health and other practical welfare issues. Please include an example of your Welcome Pack.</p>	10%

42. During the lifetime of the DPS, new organisations will be given the opportunity to competitively tender in order to be added as a supplier under the DPS.

Plans for the monitoring and management of the contract

43. The council will develop key performance indicators that will measure the success of the operations of the providers who have been acquired through the DPS in line with the overall objectives. The council will monitor performance against these indicators in order to measure the overall performance and set future strategic objectives. This will also include specific reference to Southwark's Good Homes standards and performance in compliance within this area. Operations and publishing of performance will be done in compliance with the introduction of the upcoming Procurement Act from October 2024.
44. The providers will be paid monthly in arrears through the councils existing systems, and monitored monthly through the council's budget monitoring processes.
45. The council's contact register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The council will ensure that all appropriate details of this procurement are added to the Contract Register via the eProcurement system.

Policy framework implications

46. The council has statutory duties to prevent and relieve homelessness for all eligible homeless applications and to secure accommodation for homeless households who fall into a 'priority need' category under Part 7 of the Housing Act 1996 (as amended). This report provides the necessary tools to implement the proposed Homelessness Prevention and Rough Sleeping Strategy and revised TA Placement Policy, to enable the council to successfully avoid homelessness by resolving residents' housing difficulties

at an early stage, or by securing suitable alternative accommodation. In the longer term, this prevents the need for temporary accommodation. In most cases, given market conditions and government's temporary accommodation rent policy, the use of temporary accommodation or emergency accommodation is unavoidable and therefore effective arrangements are required to access accommodation quickly which offers value for money. By utilising the DPS to source temporary accommodation placements, the council will be implementing an open, transparent procurement process.

47. The procurement of these contracts will follow the Fairer Future Procurement Framework to support the Borough Plan and Fairer Future Commitments to deliver value for money and be open, honest and accountable.
48. The delivery of these contracts fit with the council's objectives as outlined in the Fairer Future Commitments, specifically:
 - A place to call home
 - A place to belong and
 - A great start in life.
49. There are a number of related policies that determine how and where homes are procured, how they are allocated and the minimum property and management standards, such as:
 - Temporary Accommodation Placement Policy
 - Temporary Accommodation Procurement Policy
 - Homelessness and Rough Sleeping Strategy.

The latest policy documents will be available on the council's website and listed within the background papers listed within this report.

50. The Placement Policy for TA will be kept under constant review to ensure the policy is compliant with the relevant legislation. In doing so, the council will explore the DPS to ensure the operations are aligned to meet any further needs identified.

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

Community impact statement

51. The council has over 1,200 properties used as TA within the borough. On average it makes over 100 new TA placements per month and most households remain in the same property for over just two years subject to ongoing availability and the supply of longer term homes in the private sector or through the Housing Register. Residents facing homelessness will face significant disruption to their day to day life as they may not be able to be placed in the borough. This could include accessing health care, attending work, etc. Securing TA through a DPS will enable the council to strategically place households into all available accommodation provided to the council in

accordance with other published policies such as the Placement Policy for TA.

52. Those households facing homelessness and the authority has a duty to provide accommodation will be provided accommodation in line with the legislation. This availability of suitable and appropriate TA for households facing homelessness will have a positive impact on such households.

Equalities (including socio-economic) impact statement

53. Southwark council works in accordance with the Public Sector Equality Duty under the Equality Act 2010, which requires a council to have due regard to the needs of those individuals and groups having a protected characteristic under the Act.
54. The provision of TA and subsequent placement will be made in accordance with the Councils Placement policy for TA and private rented sector accommodation which has had a full Equalities Impact and Needs Assessment completed in October 2023. This can be found within the background documents referenced within this report.
55. The DPS will have due regard to promoting the acquisition of accommodation that will meet the needs of households who have protected characteristics including mental and physical disabilities.

Health impact statement

56. Poor property standards can have a negative impact on health equalities within the borough. The introduction of a TA DPS will have a positive impact on health inequalities as the DPS will include specific criteria relating to the property standards of accommodation acquired for temporary accommodation. Therefore all providers who sign up to the DPS will have been evaluated and assessed as to whether they will be able to provide accommodation that the council has deemed to be appropriate.

Climate change implications

57. The council has a commitment to consider the climate change implications for any decision in line with the Council's Climate Change Strategy.
58. The recommended DPS option will have a positive impact on the climate as the contract requirements for each TA provision will include minimum energy efficiency ratings.
59. Any larger scale accommodation made available to the council will have a key focus on climate change consideration through the impact of the buildings ensuring they are in line with the Climate Change Strategy.

Resource implications

60. A central feature of the DPS platform will be a comprehensive management tool and a consequential improvement in back office functions. Staffing will require training as processes and procedures will be updated following the introduction of the DPS.

Legal implications

61. Please see concurrent from the Assistant Chief Executive of Governance and Assurance.

Financial implications

62. In 2022-23, payments to private landlords totalled £40.3m per annum for an estimated 2,400 properties. In 2023/24 the service has seen rising numbers of homeless cases, exacerbated by the cost of living crisis. In addition, there is an emerging and more serious financial pressure on the supply-side as providers are exiting the private rental market due to rising interest rates impact on the financial return, availability issues and escalating rental costs. At month eight, the forecast for payments to private landlords was estimated to be £48m and an overall forecast to TA after being offset by rental income was £20.1m (compared with £12.9m in 2022/23).
63. The procurement of temporary accommodation through DPS will not necessarily alter the council's financial budgetary position, rather it will ensure compliance with regulations and provide some certainty as well as better quality accommodation, and therefore unlikely to lead to a reduction in costs in the current market but will hopefully ensure best market value. It is also expected to help reduce the use of expensive nightly paid, the extent not yet known, and improve financial planning and operational management.
64. Alternative investment opportunities and the increased use of the housing revenue account (HRA) estate voids need to be considered alongside this.

Consultation

65. There is no legal requirement for consultation however the council will issue a Prior Information Notice (Pin) with a view to alerting the market of the proposed procurement. Further market engagement will take place prior to the formal agreement of the procurement strategy. This will be expanded upon as details of the proposed new arrangements with providers are undertaken. This will include consultation with service users and third sector organisations.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance (Ref:FC23/008)

66. The Strategic Director for Finance notes the procurement strategy and the

need for greater governance around TA procurement to provide greater cost certainty and assurance of standards for TA and accommodation to discharge the homeless duty. It is also noted there is unlikely to be any savings as a result of the procurement due to the current market uncertainty, however, better quality accommodation, as well as improvements in financial planning, best market value and operational efficiencies are expected.

67. Alternative investment opportunities and the use of HRA properties will need to be taken into account to ensure the right numbers and mix of properties are procured.

Head of Procurement

68. This report seeks approval from cabinet to undertake a procurement exercise to establish a Dynamic Purchasing System for the supply and management of all forms of Temporary Accommodation for a period of six years from August 2024 at an estimated cost of up to £45m per annum, making a total estimated cost of £270m.
69. Cabinet note the procurement route and detailed are in paragraphs 20 to 27 and 31 to 41, the risks are detailed in paragraph 28, management and monitoring of the contract are detailed in paragraphs 43 to 45, the impact on equalities, health and climate change are detailed in paragraphs 53 to 59, there is NO details with regard to the payment of London Living Wage or social value commitments.

Assistant Chief Executive – Governance & Assurance (Ref; Con/CD/20240206)

70. This report seeks cabinet's approval to the procurement strategy to establish a Southwark Dynamic Purchasing System (DPS) for the supply and management of temporary accommodation for a period of six years commencing August 2024 at an estimated annual cost of up to £45m per annum, making a total estimated cost of £270m.
71. Cabinet is requested to note that appointments to the DPS do not constitute any award of contract with the supplier and cabinet delegates to the Strategic Director of Housing where this may be required.
72. Cabinet is further requested to note that the call off process will be subject to negotiations that will be approved in line with the council's Contract Standing Orders (CSOs) and the council reserves the right to procure properties outside of the DPS, as and when required.
73. The nature and value of the DPS is such that it is subject to the tendering requirements of the Public Contracts Regulations 2015 (PCR 2015). Regulation 34 of the PCR 2015 provides that the council may use a DPS for commonly used purchases, the characteristics of which, as generally available in the market, meet their requirements. The Regulation sets out the compulsory and elective features of a DPS and rules for its operation and use for competition, tender, and award. Any contract that is entered into must

comply with the council's CSOs.

74. Cabinet's attention is drawn to the Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010, which requires public bodies to have due regard, when making decisions, to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. Cabinet is specifically referred to the community, equalities (including socio-economic) and health impacts at paragraphs 51 to 56 of this report that which sets out the consideration that has been given to these issues, which should be considered when approving the recommendation in this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
GW0 Temporary Accommodation Procurement strategy	Housing Solutions – 160 Tooley Street, SE1	cheryl.russell@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?lId=50033332&Opt=0		
Placement policy for Temporary accommodation and private rented sector offers	Housing Solutions – 160 Tooley Street, SE1	cheryl.russell@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8009		
Temporary Accommodation policy and Action plan	Housing Solutions – 160 Tooley Street, SE1	cheryl.russell@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7450		
Homelessness Strategy 2018-2022	Housing Solutions – 160 Tooley Street	cheryl.russell@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieIssueDetails.aspx?lId=50017432&PlanId=0&Opt=3#AI50580		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Growth	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adults Services covering the role of Strategic Director of Housing	
Report Author	Roberto Bruni, Procurement Specialist	
Version	Final	
Dated	22 February 2024	
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)	No	No
Contract Review Boards		
Departmental Contract Review Board	Yes	No
Corporate Contract Review Board	Yes	No
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		22 February 2024

Item No. 14.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		Gateway 2 – Contract Award Approval Integrated sexual and reproductive health service	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Evelyn Akoto, Health and Wellbeing	

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

Looking after the sexual and reproductive health of our residents and ensuring they have access to good, diverse services is important to us in Southwark.

We want to support them to have healthy and fulfilling sexual relationships; access to Sexually Transmitted Infection (STI) testing and treatment; good reproductive health across the life course and are supported to live well with HIV. We are proud that our past initiatives have resulted in decreasing new HIV diagnosis.

Southwark has a young and diverse population and faces significant sexual health challenges which often have high sexual and reproductive health needs with inequalities in health experienced across the population. That is why the council will be working with King’s College Hospital NHS FT to develop a clinic service offer for younger people, which complements our preventative outreach work with young people.

We are committed to tackling health inequalities and addressing the sexual and reproductive health needs of our communities through our partnerships with our local integrated sexual and reproductive health clinical service at King’s College Hospital NHS Foundation Trust. The clinic ensures that our residents have access to high quality reproductive and contraceptive health services, HIV testing and treatment and accessible STI testing and treatment to help prevent the spread of, and harm from, STIs.

This report sets out the proposal to award a contract to King’s College Hospital NHS Foundation Trust to deliver an integrated sexual and reproductive health service to our population from 1 April 2024 onwards following the end of their current contract.

RECOMMENDATIONS

1. That the Cabinet approve the use of a contract for the delivery of an integrated sexual and reproductive health service, let by Lambeth Council on Southwark Council's behalf to King's College Hospital NHS Foundation Trust for a period of up to seven years, for an estimated contract value of up to £10,117,975.
2. That the Cabinet note the estimated annual value is £1,445,425, and the contract is broken down into three contract phases, with an initial term of three years, and two extensions of two years each scheduled to commence on 1 April 2024.

BACKGROUND INFORMATION

3. The initial Gateway 1 (GW1) paper setting out the procurement strategy for the borough's integrated sexual and reproductive health services (ISRHS) was presented to Cabinet in July 2023. The report was approved and the procurement strategy for Lambeth Council to enter into direct negotiations on behalf of Southwark with King's College Hospital NHS Foundation Trust (KCH) to procure this service has been followed in order to develop this contract proposal. The GW1 paper also covered services provided by Guy's and St Thomas' NHS Foundation Trust (GSTT), for which a separate paper will be brought to Cabinet later in the year.
4. The Gateway 1 paper dated 10 July 2023, included in the background documents to this paper sets out a detailed background to this work, including outlining the sexual and reproductive health needs in Southwark which this service will be seeking to meet, and the statutory basis of sexual and reproductive health services.
5. KCH sexual health clinicians have been fully engaged and involved in the development of service planning, improvement and innovative developments for the new proposed service specification. The negotiation process has ensured that the provider is able to meet the required quality of service and is aligned with the goals of the service, while keeping the financial costs for this within the budget available.
6. Engagement with the community and service users on key elements of sexual and reproductive health services was undertaken prior to the negotiations. This informed discussions about the priorities for the specification with the provider, and is set out in paragraphs 49 - 51 of this report. Engagement will continue to take place through the process of mobilisation of the new service models and engagement. Continuous improvements are integrated in the contract specification and reporting requirements.

7. The integrated sexual and reproductive health service provided by King's College Hospital supports Southwark Council to meet its statutory obligations to provide open access sexual health services. It also supports us in our ambitions set out in our Sexual and Reproductive Health Strategy to improve sexual and reproductive health outcomes in the borough:
- Healthy and fulfilling sexual relationships
 - Good reproductive health across the life course
 - High quality and innovative STI testing and treatment and
 - Living well with HIV.
8. Despite high sexual health need in Southwark, progress can be seen. Although the number of people living with HIV in Southwark remains high, the new HIV diagnosis per 100,000 population has decreased significantly from 82.5 per 100,000 in 2012 to 25.5 per 100,000 in 2022 (OHID Fingertips: Sexual and Reproductive Health Profiles). King's College Hospital provides testing and pre-exposure prophylaxis, contributing to this improvement. In light of the significant sexual health needs of the borough and risk factors for poor sexual health across the Southwark population, good access to STI testing and treatment services is a key priority. Southwark is a young and diverse borough, with a large community of LGBTQ+ residents. These groups all have higher burdens of sexual ill-health than other groups. To meet these needs, Southwark have the second highest STI testing rate (excluding under 25 Chlamydia testing) in the country, at 17,273 per 100,000 in 2022 which has been supported by the clinic at King's College Hospital. This helps to support timely detection and treatment of sexually transmitted infections and prevent onward transmission (OHID Fingertips: Sexual and Reproductive Health Profiles).

Procurement project plan (Key Decision)

9.

Activity	Completed by/Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	01/11/2023
Briefed relevant cabinet member GW1 (over £100k)	06/06/2023
Approval of Gateway 1: Procurement Strategy Report	10/07/2023
DCRB Review Gateway 2: Contract Award Report	20/12/2023
CCRB Review Gateway 2: Contract Award Report	18/01/2024
CMT Review	06/02/2024
LMB Review	08/02/2024

Activity	Completed by/Complete by:
Notification of forthcoming decision – despatch of Cabinet agenda papers	26/02/2024
Approval of Gateway 2: Contract Award Report	06/03/2024
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	15/03/2024
Contract award	15/03/2024
Add to Contract Register	15/03/2024
Contract start	01/04/2024
Publication of award notice in Find a Tender Service	15/03/2024
Publication of award notice on Contracts Finder	15/03/2024
Contract completion date	31/03/2027
Contract completion date – if extension(s) exercised	31/03/2031

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

10. A service specification for the new service has been jointly developed between the councils commissioning the services, Southwark and Lambeth, and the provider delivering the service, KCH NHS FT. The service will help Southwark to meet the council's statutory requirements for sexual and reproductive health services and will complement the ongoing London Sexual Health Transformation Project. The service specification is based on the national integrated reproductive and sexual health service specification, and has developed additional foci on the areas discussed below.

11. KCH NHS FT has committed to working alongside Southwark and Lambeth Councils on anti-racist service design, policies and practices, to reduce inequalities in sexual and reproductive health in the two boroughs. Southwark, Lambeth and KCH NHS FT will work to take action to describe and tackle systemic bias in service planning and provision by addressing unconscious bias, reducing bias in the service planning process and achieving change in practice through system wide actions. This will include creating an environment to reduce inequalities and improve access, outcomes and experiences, understanding cultural barriers, creating responsive service design, creating feedback loops, safe environments for difficult conversations and a having a strategic approach to outreach. Progress on reducing inequalities will be monitored as part of the performance management arrangements set out at paragraphs 22 to 24 below.

12. KCH NHS FT will be developing the service to ensure that it is welcoming to all through improvements in the access and the ethos of service provision. Proposed access improvements include access to booked appointments for residents; online booking through 'Find Sexual Health'; increased phone consultation activity; improvements to cancellation and rebooking of appointments; and, self-management pathways for appropriate conditions. KCH NHS FT provided just over 7,500 appointments (largely via walk-in) with 13,000 patient interventions to Southwark residents in the 2022-23 year. The service will be expected to increase the number of appointments and interventions offered to Southwark residents through the life of the contract, working with local outreach providers and commissioners to bring local groups and individuals with high levels of sexual health need into the clinic.
13. KCH NHS FT are working alongside Southwark and Lambeth Councils to further develop their clinic services offer for younger people. KCH NHS FT is developing plans to provide clinical activity for younger people and are developing discussions on how and where this offer can be integrated into Southwark services for younger people.
14. The new contract and service specification will also include:
 - KCH role as a system leader, holding clinical leadership and governance roles. These leadership roles are key to the success of separately commissioned services doing outreach work, prevention and providing sexual and reproductive health services in primary care across the borough.
 - KCH responsibilities for complex care, which includes both in-reach and outreach, and ensuring this work is coordinated with non-clinically complex outreach services.
 - Sexual and reproductive health intervention and prevention work (SHIP), including in-reach and outreach to other services for individuals with complex needs within the hospital environment and through external providers.
 - The development of a pre-exposure prophylaxis (PrEP) online pathway.
 - The development and recommendation of further, and enhanced, testing through an online pathway.
 - The identification of further opportunities for channel shifting to appropriate services.
 - The inclusion of CliniQ, an inclusive Trans sexual health service, as part of the KCH service, supporting Trans men, Trans women and genderqueer or non-binary residents with sexual and

reproductive health needs. This is currently a separately commissioned service that provides a monthly sexual health clinic based out of Kings College Hospital and a monthly GP surgery (The Bridge). This will be brought within this contract and under KCH clinical governance. The service offer includes sexual health checks, sexual health treatment, counselling, cervical smears, counselling, sexual assault support and hormone and advice.

- Contribution and attendance to all Child and Adult Safeguarding and other multi-disciplinary boards.
- A commitment to provide apprenticeships for local residents within the services, in line with Southwark's Fairer Future Procurement Framework requirements, and plans detailed within the contract. Kings have a large apprenticeship programme, with targets for 260 apprenticeships across ten programme areas from business admin and customer service up to nursing and healthcare science. Appropriate options for this area will be included within KCH's business prioritisation process in the first year of the contract.
- A defined change control schedule and mechanism, enabling enhanced visibility and control of variations throughout the lifetime of the contract. Any proposed changes in site or location for clinics must be agreed with commissioners in advance, and any service change must be agreed with commissioners in advance.
- That the services and commissioners will work across the integrated care system (ICS), and with the integrated care board (ICB) on a co-commissioned pathway for genital dermatology, and a cross-specialty clinic with dermatology and genitourinary medicine.
- A commitment to work jointly with the ICS on continuing to improve pathways on complex genitourinary medicine (recurrent herpes and bacterial vaginosis, or BV) and informal psychosexual counselling, medical gynaecology and also engage with the women's health hub work and pathways.
- A commitment to the adoption of future changes to the integrated sexual health (ISH) tariffs which require reviewing and re-baselining.
- A commitment to discuss uplifts to annual contract prices where public health grant income has been increased for this purpose, where this is affordable within the increase awarded, and where a review of the contract and needs recommends this to be appropriate. The discussion to inform this decision will include input from both councils' Directors of Public Health, finance and governance teams and the provider trust.

Policy implications

15. The approval of the contract would continue to satisfy the council's responsibilities to deliver sexual and reproductive health services under the 2012 Health and Social Care Act.
16. The proposed contract will support the current Lambeth, Southwark and Lewisham Sexual and Reproductive Health Strategy for 2019-2024, and the direction of a future strategy from 2025 onwards. The current strategy describes shared goals and actions for improving SRH across the boroughs and is underpinned by four priority areas:
 - Healthy and fulfilling sexual relationships
 - Good reproductive health across the life course
 - High quality and innovative STI testing and treatment and,
 - Living well with HIV.
17. The proposed contract directly contributes to ensuring Southwark's Public Sector Equality Duty as described in paragraphs 28 - 30.

Tender process

18. This is not applicable for this report - a negotiated procedure was followed for this procurement, as permitted under the Provider Selection Regime Direct Award C.

Tender evaluation

19. Please refer to paragraphs 10 - 14 for contractual outcomes required from the negotiation.

Plans for the transition from the old to the new contract

20. KCH currently provides an integrated sexual and reproductive health service in Southwark, and under the proposed new contract, would continue to do so, from the same site. The new contract and specification will be in place from 1 April 2024. Developing elements including the younger person's clinic will be in progress through the first six months of the contract.

Plans for monitoring and management of the contract

21. 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 will ensure that all appropriate details of this procurement are added to the relevant Lambeth and Southwark contract registers.

22. The joint Lambeth, Southwark and Lewisham (LSL) sexual and reproductive health commissioning team, hosted in Lambeth Council, will lead the contract management of the new service and oversee the implementation of the new service model within the first year of the contract, working closely with public health and commissioning colleagues in Southwark. Further action plans will be developed as necessary for the duration of the first three years of the contract.
23. Quarterly contract management meetings between KCH and the LSL joint commissioner will focus on the developmental aspects of the specification, and delivery of the intended outcomes within the Lambeth, Southwark and Lewisham Sexual and Reproductive Health Strategy, South East London Health and Wellbeing Strategy and local borough plans. The contract management meetings will be supported by commissioner and provider scrutiny of information from the real time PowerBI database developed by the Lambeth Public Health Business Support Team that enables oversight of service activity and demographics of service users. The automatically collected and updated key performance indicators within the database will be scrutinised alongside the developmental reports and other data from the provider to inform contract management discussions and service development. Key performance indicators will be kept under regular review to ensure they remain relevant and appropriate through the life of the contract.
24. An annual performance report will be submitted to DCRB and CCRB within six months of the contract anniversary.

Identified risks for the new contract

25. Identified risks for the contract are set out in table 1 below.

Risk		Risk level	Mitigation action
1.	Agreed updates to service specifications are not implemented, agreed innovations are not realised	Medium	LSL commissioners are requesting a service implementation plan as part of the contract award process. The service delivery will be monitored on a quarterly basis with issues of concern raised through this process. Concerns will be escalated according to the contract and following Lambeth governance processes. KCH staff have agreed the service specification as part of a negotiated process and feel positive about changes required.

Risk		Risk level	Mitigation action
2.	Change in service staff configuration may be requested to deliver the negotiated new service specification, and may disrupt staff morale / service delivery.	Low	A current staffing profile was identified as part of the contract negotiations. Service staffing has been discussed at every negotiation meeting, and no significant staff changes have been proposed. Commissioners will ensure that the Trust maintains close communication about staffing redesign. No reduction in contract value has been sought as part of these negotiations.
3.	Developments and improvements to commissioned pathways are not realised.	Medium	Service development opportunities across the commissioning landscape will be identified and communicated. Commissioners will ensure representation at ICB/NHSE forum where relevant pathways are being discussed and/or developed. Concerns about progress will be escalated according to Lambeth governance processes. Trust staff want these pathways developed and have agreed these as part of a negotiated process and feel positive about changes required.
4.	The contract award is met with legal challenge.	Low	The LSL commissioning team have maintained active dialogue with London commissioners and other stakeholders (including Legal and Procurement). Advice has been requested and obtained in order to ensure compliance with current procurement legislation.

Risk	Risk level	Mitigation action
5. The contract becomes unaffordable during the contract period, due to either activity changes, or increase in costs for the provider.	Medium - High	Public Health Grant funding is not automatically uplifted, so no automatic, guaranteed uplifts in contract price have been included in the terms and conditions. Activity across this contract and the wider system will be kept under review during the contract and discussed with the provider. Provider's financial risks and ability to continue to deliver the service will be kept under review through regular performance monitoring.

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

Community impact statement

26. Good sexual and reproductive health is unequally distributed across the population. Southwark faces some of the greatest sexual health challenges in England and has high rates of HIV, sexually transmitted infections (STIs), emergency hormonal contraception (EHC) use and terminations. From 2020-22, over half of the individuals who accessed EHC in Southwark had used EHC on a previous occasion within the last year, which is an indicator of unmet reproductive health need. Populations with the highest sexual and reproductive health need include men who have sex with men, young people and Black and Minority Ethnic Groups.
27. ISRH services provide a range of services to meet sexual and reproductive health (SRH) needs in the borough. The new commissioned services will improve access to services for those with the highest SRH needs in order to better meet those needs. Open access sexual health services will continue to be available for those who are unable to access online service provision.

Equalities (including socio-economic) impact statement

28. An equalities and needs assessment and health impact assessment is being conducted on the proposed service changes. The proposed service changes seek to improve access to all groups in Southwark, and to prioritise vulnerable groups within the community for access to sexual and reproductive health clinic services.
29. Groups in Southwark with a higher need for sexual and reproductive health services include women, people from Black African and Black Caribbean heritage groups, minority ethnic communities, including Latin

Americans, and other minority ethnic groups, young people, men who have sex with men (MSM), the Trans community and non-binary people.

30. The proposed contract and changes to the integrated sexual and reproductive health services would have a positive impact on these groups, and it is intended that access to the service is improved to provide a service that is welcoming and accessible to all and seeks to reduce inequalities in sexual and reproductive health. It is recommended that work continues alongside implementation of the contract to measure the impact of the proposed changes on these groups.

Health impact statement

31. There is a high level of need for ISRH services in Southwark as identified in the Gateway 1 paper dated 10 July 2023 for this service, included as a background paper to this report.

Climate change implications

32. The availability of high-quality ISRH clinics local to Southwark and neighbouring Lambeth promotes the use of active transport such as walking, cycling, and public transportation to attend appointments. The further development of the digital offers for ISRH services reduces unnecessary travel to/from clinic sites where it is not required.

Social Value considerations

33. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The social value considerations included in the procurement (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the negotiated commitments to be delivered under the proposed contract.
34. The proposed contract specifies the provider will pay the London Living Wage (LLW) to all staff employed via these contracts. KCH is a London Living Wage Employer.
35. KCH is signed up to the London Mayor's Healthy Workplace Charter.
36. KCH is committed to delivering creating apprenticeships in line with Southwark's apprenticeship programme under the Fairer Future Procurement Framework.

Economic considerations

37. The health economics argument for investment in ISRH services illustrates the value that they deliver in downstream savings for health and social care services. For example:

- Public Health England (PHE) estimate that every £1 spent on contraceptive services saves £9 across the public sector.
- Preventing STIs such as chlamydia reduces the costs associated with long-term conditions such as pelvic inflammatory disease and preventable infertility.
- Increased access for women of reproductive age to long-acting reversible contraception (e.g. intrauterine devices, injectable contraceptives and implants) and prompt access to emergency contraception has been proven to be cost effective.
- Research from the National Institute for Health and Care Research found that preventing HIV diagnoses through the HIV prevention drug, PrEP, would save the NHS £1 billion over 80 years.

Social considerations

38. The existing contract specifies that KCH will pay the London Living Wage (LLW) to all staff engaged in the delivery of these services, as a London Living Wage Employer. KCH are signed up to the London Mayor's Healthy Workplace Charter.
39. KCH are embedded within and engage with the local community and have safeguarding measures in place to support the most vulnerable patients. They offer outreach and/or specialist clinics to vulnerable women, patients with severe mental illness and drug abuse, and members of the Trans community. GUM services play an important role in screening for potential safeguarding issues in these groups and in all their patients.

Environmental/Sustainability considerations

40. The availability of high-quality ISRH clinics local to Southwark and neighbouring Lambeth promotes the use of active transport such as walking, cycling, and public transportation to attend appointments. The further development of the digital offers for ISRH services reduces unnecessary travel to/from clinic sites where it is not required.

Market considerations

41. The market for provision of clinical genitourinary medicine and ISRH services in London is limited. It is dominated by NHS Foundation Trusts and NHS Hospital Trust providers. There are a very limited number of voluntary sector organisations, which provide basic genitourinary medicine and ISRH services. The NHS Provider Selection Regime (PSR), aims to make it easier for decision makers to integrate services and enhance collaboration and includes removing the requirement for mandatory competition. This can include recommissioning established

NHS trusts who are already providing high quality services without running a competitive procurement process.

Staffing implications

42. There are no staffing implications for the council arising from this contract.

Financial implications

43. The King's College Hospital contract value excluding VAT is:

King's College Hospital NHS Foundation Trust	
	Cost excluding VAT
Estimated annual cost	£1,445,425
Estimated initial three year cost (1 April 2024 – 31 March 2027)	£4,336,275
Estimated total cost for 3 + 2 + 2 year (1 April 2024 – 31 March 2031)	£10,117,975
7 year total cost	£10,117,975

44. The total contract value can be met solely from existing Sexual Health budgets allocated within the Public Health Grant. Lambeth Council will make payments on behalf of Southwark Council to KCH, and Southwark will provide funding to Lambeth Council to cover those payments.

45. The estimated annual maximum value of the contract is £1,445,425. The contract year 1 value is based on the current cost of the service in 2023-24. A mechanism has been proposed in the contract to discuss price changes with the provider over the seven-year contract term based on inflation and uplift guidance from national sources, where this is funded, and where an assessment of appropriateness has been made.

Investment implications

46. This is not applicable for this report.

Legal implications

47. This contract will fall under the new Provider Selection Regime (PSR) that came into force on 1 January 2024.

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

Consultation

49. In 2021, Lambeth, Southwark and Lewisham (LSL) commissioners delivered a substantial programme of engagement with service users and clinical professionals to review current integrated sexual and reproductive health services (ISRHS) in order to inform future developments of services. Surveys were conducted with service users and LSL residents who didn't use the ISRHS. Mystery shopping was conducted, with individuals visiting clinics to understand how clinics were performing, and desk-based evidence reviews were undertaken.
50. Commissioners re-engaged service users and clinical professionals to refresh this picture, to understand what has changed since the contracts were first negotiated and to further incorporate their perspectives into the recommissioning of ISRH. This included focus groups, development work, further surveys, campaigns and desk-based research to understand how services have changed and how this has affected the user experience. It has also included the co-production of the specification for the new ISHS with clinicians and other professionals involved within the sexual health system. The findings of this review were used to inform negotiations with KCH to ensure the services meets the needs of Southwark residents.
51. Engagement with service users and providers is planned to continue in order to help inform further service development. Commissioners will continue to review the intelligence gathered and ensure that it helps inform further service improvement throughout the period of the service contracts.

Other implications or issues

52. None identified.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance (35-PHHZ2023-24)

53. The Strategic Director of Finance notes the recommendations set out in this report seeking approval for use of a contract for the delivery of an integrated sexual and reproductive health service, let by Lambeth Council on Southwark Council's behalf to King's College Hospital NHS Foundation Trust for a period of up to seven years, for an estimated contract value of up to £10,117,975.
54. The estimated annual value is £1,445,425, and the contract is broken down into three contract phases, with an initial term of three years, and two extensions of two years each, scheduled to commence on 01 April 2024.

55. The Strategic Director of Finance also notes the financial implications of this report and there is sufficient budget within the allocated available Public Health resources to fund the estimated total contract value.

Head of Procurement

56. This report seeks approval for the use of a contract for the delivery of an integrated sexual and reproductive health service, let by Lambeth Council on Southwark Council's behalf to King's College Hospital NHS Foundation Trust for a period of up to seven years, for an estimated contract value of up to £10,117,975. The estimated annual value is £1,445,425, and the contract is broken down into three contract phases, with an initial term of three years, and two extensions of two years each, scheduled to commence on 01 April 2024.
57. The nature of the services to be procured dictates alignment with the Provider Selection Regime 2023 (the PSR) as relevant to "health care services". In accordance with the PSR, the lead commissioning council (Lambeth) may follow a direct award process, (Direct Award Process C "where the existing provider is satisfying the existing contract and will likely satisfy the proposed new contract, and the contract is not changing considerably") notwithstanding observation of associated record-keeping and transparency requirements. It is anticipated that the lead commissioning council will confirm the aforementioned record-keeping and transparency requirements on behalf of Southwark, and advise accordingly re: completion within timescales stipulated by the PSR. In the event that such confirmation is not forthcoming, Southwark will be required to fulfil this requirement in respect of its own contractual contribution. The report is also consistent with the council's Contract Standing Orders, which reserve decision to approve the recommendation to Cabinet following review at DCRB and CCRB.
58. Headline risks associated with the recommended (use of) contract award is contained within table at the end of paragraph 25.
59. Intended alignment with the Fairer Future Procurement Framework (FFPF) is evidenced within the content of paragraphs 26 - 40 generally. Paragraphs 31 – 33 specifically evidence commitment to payment of the London Living Wage, (LLW) the Mayor's Healthy Workplace Charter, and creation of apprenticeships.
60. Proposed methodology for performance/contract monitoring is detailed within paragraphs 22 - 24. The report also confirms that an annual performance review will be provided to the relevant DCRB in alignment with council Contract Standing Orders.
61. The Community, Equalities and Health Impact Statements are set out in paragraphs 26 - 31.

62. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 32 - 40.

Assistant Chief Executive of Governance and Assurance REF: (SB24012024)

63. This report seeks approval for the use of a contract to King's College Hospital NHS Foundation Trust for the delivery of an integrated sexual and reproductive health service, let by Lambeth Council on Southwark's behalf for a period of up to seven years, including extension options, and scheduled to commence on 01 April 2024.
64. From 1 January 2024 health services of this type are governed by the Health Care Services (Provider Selection Regime) Regulations 2023 ("PSR"). Those Regulations permit the council to conduct a direct award process in cases "where the existing provider is satisfying the existing contract and will likely satisfy the proposed new contract, and the contract is not changing considerably", subject to compliance with certain prescribed record keeping and transparency obligations. It is considered that the proposal set out in the report recommendation satisfies the requirements of the PSR.
65. The recommendation of the report is also consistent with the council's Contract Standing Orders, which expressly reserve the decision in this matter to the Cabinet.
66. In making procurement decisions Cabinet should be mindful of the Public Sector Equality Duty under section 149 of the Equality Act 2010, and to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) 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 duty also applies to marriage and civil partnership but only in relation to (a). The community impact and equalities impact statements which are set out from paragraphs 26 to 30 note the consideration that has been given to equalities issues and advise that an equalities and needs assessment and a health impact assessment are being conducted on the service changes that will be included in the proposed contract. Those assessments will measure the effect and impact of those service changes on individuals and groups within the community, in particular those with a higher need for sexual and reproductive health services, and who possess a protected characteristic under the Act.
67. Cabinet is also referred to paragraphs 49 to 51 which confirms the extent and detail of the engagement and consultation that has taken place (and will continue to take place) with service users and clinicians in order to inform the development of the service.

Director of Exchequer (for housing contracts only)

68. This is not applicable for this report.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
GW1 Integrated sexual and reproductive health services procurement strategy, 10 Jul 2023	Public Health Directorate, Children and Adult Services, 1 st Floor, 160 Tooley Street, SE1 2QH	Layla Glover 020 525 4285
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s115200/Report%20GW1%20Integrated%20sexual%20and%20reproductive%20health%20services.pdf		
Gateway 0 - Strategic Options Assessment for the provision of genito-urinary medicine services, 15 Jun 2021	Public Health Directorate, Children and Adult Services, 1 st Floor, 160 Tooley Street, SE1 2QH	Layla Glover 020 525 4285
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s98982/Report%20Gateway-0-template-GUMcontracts.pdf		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Layla Glover, Head of Programmes for Healthy Adults	
Version	Final	
Dated	22 February 2024	
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)	N/a	N/a
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final draft report sent to Constitutional Team	22 February 2024	

Item No. 15.	Classification: Open	Date: 6 March 2024	Meeting Name: Cabinet
Report title:		S106 & Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD)	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, New Homes and Sustainable Development	

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

New developments can bring significant benefits to our borough, so long as we are clear about our expectations in planning policy, and have the right processes in place for monitoring our requirements and delivering any in lieu provision.

This new Supplementary Planning Document (SPD) aims to support our policies as set out in the Southwark Plan, giving further guidance across key thematic areas and updating the rates for in lieu payments, to ensure that we can meet the cost of delivery, for example, around play provision.

Among other things, this document provides new viability-tested figures for affordable housing in lieu payments, uprating the expected amounts per habitable room across the vast majority of the borough, including in the very north of the borough, where we will now be expecting £250k per habitable room. Administering and monitoring S106 and CIL requirements do have significant cost implications for the council, and so this SPD also sets out our intention to bake these costs into our required contributions.

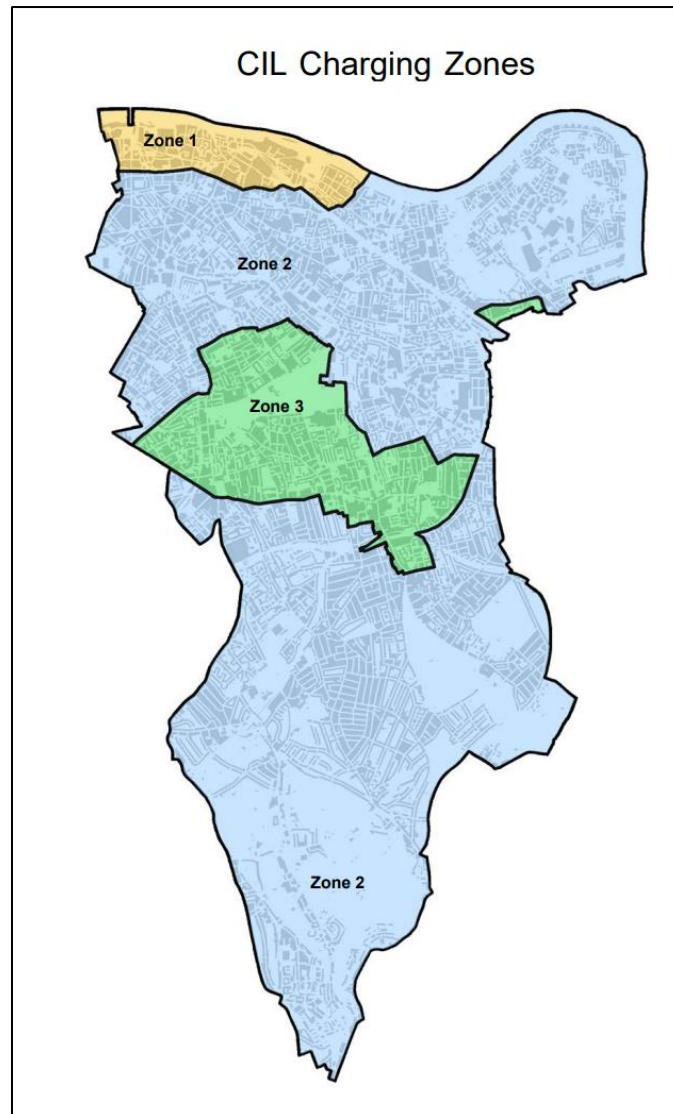
I am delighted that we are publishing this new guidance to support the implementation of the Southwark Plan and would encourage readers to also go through our latest Infrastructure Funding Statement which provides more detail on recent projects delivered through development including work to Cossall Park, Lower Road Cycle Infrastructure, improvements to the Thames Path, and the installation of a new mosaic at London Bridge station. By bringing forward this SPD, we are ensuring that we can secure even greater benefits for Southwark neighbourhoods over the coming years.

RECOMMENDATIONS

1. That Cabinet approve the new Section 106 (S106) and Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD) for consultation.

BACKGROUND INFORMATION

2. The section 106 and CIL SPD has been updated to reflect new planning policies introduced in the Southwark Plan 2022 such as affordable housing and biodiversity net gain. It has also updated the financial contributions that are required to cover the council's monitoring functions and payments in lieu where a development is unable to meet policy on-site.
3. Section 106 planning obligations and CIL are known collectively as developer contributions. These are planning tools to mitigate any negative impacts of development. Almost all development has some impact on the need for infrastructure, services and amenities.
4. Section 106 obligations are financial or non-financial contributions that address the negative impacts of development on residents, and deliver benefits through on-site and off-site infrastructure provision. They are set out in a legal agreement between the council and a developer or landowner.
5. CIL is a set tariff and is charged per square meter of additional floorspace on new development. It is collected by the Council and used to fund new infrastructure including transport, new schools, community and health infrastructure, parks and biodiversity across the borough.
6. The council's CIL is set out in the adopted CIL charging schedule. This is based on the amount of CIL needed to support growth across the borough. Rates are set by different CIL Charging Zones (as set out below). The revised SPD does not make any changes to the existing charging schedule.



7. A review of CIL contributions for student housing is currently underway. If a change is considered appropriate this will be brought to Cabinet for consideration.

KEY ISSUES FOR CONSIDERATION

8. The Section 106 and CIL SPD will replace the existing S106 SPD adopted in 2015 and updated in 2020. It will support the implementation of the Southwark Plan policies by defining the Section 106 planning obligations required from different types of development. It will be a material consideration in planning decisions made by the Council.
9. It sets out how Section 106 obligations and CIL are used by the Council and contains details of the specific financial and non-financial obligations which may be required by new developments on-site or off-site. The contributions are organised by different scales of development in order to help developers and members of the public understand which obligations may be relevant for their specific scheme.

10. The non-financial obligations are linked to policy requirements in the Southwark Plan. A number of the policies in the Southwark Plan 2022 allow a financial contribution to mitigate the impact of development instead of providing the policy requirement on-site. This is referred to as a 'Payment in Lieu' (PIL) and the updated SPD makes clear how this will be calculated for all schemes.
11. The following topics are covered by the draft SPD:
- Social rented and intermediate homes
 - Wheelchair accessible homes
 - Affordable workspace
 - Business relocation
 - Jobs and training in construction and completed developments
 - Local procurement
 - Loss of employment space
 - Supporting the local economy
 - Net zero carbon development
 - Connection to a District Heat Network
 - Air quality
 - Tree management and replacement
 - Biodiversity and ecological management
 - Amenity Space, play space and open space
 - Social, community and other infrastructure
 - Sustainable transport, public realm and highways
 - Archaeology
 - Conservation and restoration management
 - Construction and highways
 - Administration and compliance.
12. Furthermore, the developer contributions for infrastructure and service provision have not been updated since 2015. The existing figures do not reflect the latest Southwark Plan and the current cost of provision. For example, the current Payment in Lieu for play space, of £151 per sqm does not reflect an average provision cost of £598 per sqm. All of the figures have now been updated in order to accurately reflect current costs.
13. The monitoring fees have also been updated and are based on the average amount of time spent by staff per application. There is a set fee per planning application which now covers the administration costs of the Section 106 team and the monitoring functions of the planning policy team.

Viability

14. The proposed financial contributions and monitoring fees have been viability tested by specialist consultants to ensure that they would not have any impact on the deliverability of schemes in the borough. It tested a

number of different typologies including residential development, mixed use residential and office/industrial, office schemes and stacked industrial.

15. The appraisal considered that the obligations within the SPD which would have the biggest implications on viability would be affordable housing, public realm and open space, carbon offset and transport and highways. However, it should be noted that these obligations may not all be considered together on every scheme.
16. The consultants concluded that the appraisal results support the proposed obligations and fees in general, as they can be viably provided in a number of scenarios and typologies within the borough. Where viability has shown to be challenging, this does not mean that the fees and obligations should be scaled back. It shows that when the sites come forward a degree of flexibility should be applied. This reflects current practice and national requirements.

Policy implications

National

17. The [Levelling Up and Regeneration Act \(2023\)](#) sets out a framework for the proposed new Infrastructure Levy to replace developer contributions. However, it is planned that this will be phased in and tested over a 10-year period, therefore there is a need for an up-to-date SPD for S106 contributions to provide certainty to developers on S106 and CIL in the meantime. The transition to the new Infrastructure Levy will be closely monitored, and new arrangements implemented by the council in accordance with the timeframes set out in the final legislation.
18. The proposed reforms to the local plan making process intend to remove SPDs which instead will be considered as part of producing a new local plan. However, these reforms are still subject to further consultation and SPDs developed under the current planning system will remain in place until a new plan is produced.

Local

19. The updated S106 and CIL SPD will support the implementation of the Southwark Plan policies, in particular Policy IP3, by defining the planning obligations required from different types of development. It will be a material consideration in planning decisions made by the Council.
20. The planning obligations included in the new SPD align with Southwark Council's wider strategies, such as obligations for sustainable transport, public realm and highways and net zero carbon development, which crosscut with the new transport strategy [Streets for People](#) (2023-2030) and the [Climate Action Plan](#) (2022).

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

Community impact statement

21. The S106 and CIL SPD is aimed at both developers and the public. The content is intended to deliver benefits to communities which are inclusive and accessible, in line with Southwark Council's vision of a fairer future for all. The new SPD will ensure that all communities benefit from new development. This can be achieved through the financial and non-financial contributions which are made towards service delivery, affordable homes, social and community infrastructure, job opportunities and managing the impact of climate change. Development contributions through S106 planning obligations and CIL have a key role in facilitating this, helping to secure positive change and a better place to live.

Equalities (including socio-economic) impact statement

22. The Equalities Impact Needs Assessment, identifies the protected characteristics and needs of Southwark's diverse communities. It concluded that there are no negative impacts. This is included as Appendix C.

Health impact statement

23. Planning has a key role to play in supporting the council to ensure new development improves and addresses health inequalities. The new S106 & CIL SPD sets out the planning obligations and financial contributions that will mitigate negative impacts from development on the health of Southwark's communities, such as provision of social and community infrastructure where there is a need as well as improvements to air quality. It will also have an impact on factors that have an indirect beneficial impact on health, including improvements to sustainable transport infrastructure that can allow for active travel.

Climate change implications

24. The council has declared a Climate Emergency with the ambition to reach carbon neutrality by 2030. Plan-making will involve the preparation and implementation of planning policies to meet this ambition when implemented through development management processes. This is supported by Southwark's Climate Change Strategy which sets out Action Points to meet this target.
25. Planning applications will be required to meet the policy requirements in the Southwark Plan 2022. Climate change considerations for both mitigation and adaptation should be considered in all development as good practice. Where major development cannot meet the policy requirements, planning obligations are used to address the measures which can help mitigate the impacts on climate change. Such as through consideration of biodiversity, air quality neutral standards, and connection to, or futureproofing a

connection to a District Heat Network. In exceptional circumstances, where major development cannot reduce carbon emission onsite in line with Part L 2021 Building Regulations, carbon off-set payments will be collected into the Green Buildings Fund. This funds carbon off-setting projects within Southwark and is monitored by the Council. The S106 legal agreement will secure the requirements of the Energy Statement. Alongside the Energy Statement.

Resource implications

26. There will be a requirement for officers to administer and monitor S106 legal agreements, however the proposed administration and monitoring fees will ensure that these costs are appropriately resourced.

Legal implications

27. See response from Assistant Chief Executive, Governance and Assurance.

Financial implications

28. This SPD will ensure that the financial requirements for developments are fair and reasonable. It will also ensure that impacts of development are mitigated in line with policy requirements. The increases in contributions are in line with the costs of mitigating the impacts of development. These are flexible and are only applicable where the developer is not able to deliver their obligations on site.
29. There will be no immediate financial implications associated with the consultation stage of this SPD. Any staffing and resourcing costs associated with the consultation will be met within existing budgets. Any new or increased fees will need to be approved by Cabinet and set out in the Fees and Charges Schedule.

Consultation

30. Following approval by Cabinet, the consultation will be carried out for a twelve week period from 11 March 2024 to 7 June 2024. Should any substantive comments be received which require additional changes, a further six week consultation will be undertaken.
31. Consultation on the SPD will follow the requirements of the Statement for Community Involvement. The consultation will be carried out as set out in the Consultation Plan which is included as Appendix D.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (NST210224)

32. Under paragraph 7 of Part 3D Individual Cabinet Members have the power to agree significant policy issues in relation to their area of responsibility. The Cabinet Member for New Homes and Sustainable Development therefore has the power to agree the draft s106 SPD which would include approving a draft for consultation. However, given the significance of the s106 and CIL SPD, the draft is brought to Cabinet for approval.
33. Final approval of the SPD resides with full Cabinet under Part 3C of the Constitution paragraph 21 which states that only full Cabinet has the power to adopt supplementary planning documents taking account of comments from the planning committee.
34. Supplementary planning documents (SPDs) should build upon and provide more detailed advice or guidance on policies in the adopted Southwark Plan 2022. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making. They should not add unnecessarily to the financial burdens on development and the relevant viability considerations are set out at paragraphs 14-16.
35. The National Planning Policy Framework states that SPDs add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites or on particular issues and are capable of being a material consideration in planning decisions but are not part of the development plan.
36. Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing Supplementary Planning Documents. The s106 and CIL SPD will not form part of the statutory development plan but will be an important material consideration in determining planning applications.
37. The Environmental Assessment of Plans and Programmes Regulations 2004 (SEA Regulations) also require the Council to consider whether or not Strategic Environmental Assessment (SEA) of the SPD should be undertaken. A strategic environmental assessment is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004), unless it is considered that there are likely to be significant environmental effects.
38. Before deciding whether significant environment effects are likely, the criteria specified in schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 need to be taken into account. Officers have prepared a screening report (Appendix E) and consider that it is unlikely that there are significant environmental effects. The Environment

Agency, Historic England and Natural England will be consulted on the draft s106 and CIL SPD.

39. Council Assembly on 14 July 2021 approved a change to the council's Constitution to confirm that all decisions made by the council will consider the climate and equality (including socio-economic disadvantage and health inequality) consequences of taking that decision. This has been considered at paragraphs 23 and 24 to 25 above.
40. The Public Sector Equality Duty ("PSED") is set out at section 149 of Equality Act 2010 and requires the council to have due regard in the exercise of its functions (including decision making), to the need to:
 - a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - b) Advance of equality of opportunity between persons who share a relevant protected characteristics and those who do not share it;
 - c) Foster good relations between those who share a relevant characteristic and those that do not share it.
41. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
42. Officers have considered the council's PSED under section 149 of the 2010 Act at paragraph 22 of this report and the Equalities and Impact Needs Analysis (EINA) at Appendix C. Officers have concluded that, at this stage, the draft s106 and CIL SPD is not considered to have any adverse impacts on persons with protected characteristics.
43. The report recommends that the draft s106 and CIL SPD is published for public consultation. Comments relating to equalities considerations will be considered following the consultation and the s106 and CIL SPD updated as appropriate.
44. Section 19(3) of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to comply with their adopted Statement of Community Involvement ("SCI"). The Council's SCI provides for a period of 6 weeks informal consultation followed by 6 weeks formal consultation.

Strategic Director of Finance (FC23/009)

45. The report requests approval from Cabinet for the new Section 106 (S106) and Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD) for consultation.
46. The strategic director of finance notes that there will be no immediate financial implications associated with the consultation stage of this SPD and notes other comments in the financial implications.

47. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Link: The Southwark Plan	Southwark Planning Policy Division	Juliet.seymour@southwark.gov.uk

APPENDICES

No.	Title
Appendix A	Draft S106 and CIL Supplementary Planning Document
Appendix B	Draft viability appraisal
Appendix C	Equality impact needs assessment
Appendix D	Consultation Plan
Appendix E	SEA Screening Document

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Clive Palfreyman, Strategic Director of Finance	
Report Author	Juliet Seymour, Head of Policy, Building Control and the Historic Environment	
Version	Final	
Dated	22 February 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Finance	Yes	Yes
Date final report sent to Constitutional Team		22 February 2024

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