

Cabinet

Tuesday 15 October 2024

11.00 am

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

Membership

Councillor Kieron Williams (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor John Batteson

Councillor Stephanie Cryan

Councillor Helen Dennis

Councillor Natasha Ennin

Councillor Sarah King
Councillor James McAsh

Councillor Portia Mwangangye

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Children, Education and Refugees
Cabinet Member for Health and Wellbeing
Cabinet Member for Climate Emergency, Jobs
and Business
Cabinet Member for Equalities, Democracy
and Finance
Cabinet Member for New Homes and
Sustainable Development
Cabinet Member for Community Safety and
Neighbourhoods
Cabinet Member for Council Homes
Cabinet Member for Clean Air, Streets and
Waste
Cabinet Member for Leisure, Parks and Young
People

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

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

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 7 October 2024



Cabinet

Tuesday 15 October 2024

11.00 am

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

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
	MOBILE PHONES	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED	1 - 2
	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.	
5.	MINUTES	3 - 21
	To approve as a correct record the minutes of the open section of the meeting held on 16 September 2024.	

Item No.	Title	Page No.
6.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of public questions is midnight Wednesday 9 October 2024.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Wednesday 9 October 2024.	
8.	POLICY AND RESOURCES: CAPITAL MONITORING REPORT 2024-25 AND SOUTHWARK 2030 STRATEGIC ALIGNMENT	22 - 63
	To note the forecast capital out-turn position.	
9.	OLD KENT ROAD AREA ACTION PLAN	64 - 87
	To approve the draft Old Kent Road Area Action Plan Regulation 19 submission to Secretary of State.	
10.	AYLESBURY ESTATE PHASE 2B COMPULSORY PURCHASE ORDER	88 - 113
	To approve the compulsory purchase order strategy for Aylesbury Estate Phase 2B regeneration.	
11.	WESTMINSTER BRIDGE ROAD - SE1 7XW	114 - 119
	To agree the sale of the freehold interest.	
12.	GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND SUPPLY CHAIN MANAGEMENT SYSTEM	120 - 140
	To approve the procurement strategy of a direct award from the procurement for housing’s social housing emerging disruptors framework to Plentific Ltd. for their supply chain and procurement management solution platform dynamic purchasing system.	

Item No.	Title	Page No.
13.	RESPONSE TO THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION - SCHOOL AMALGAMATIONS AND CLOSURES	141 - 155
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
14.	RESPONSE TO THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION - COMMUNITY WEALTH BUILDING YOUTH EMPLOYMENT	156 - 168
	To consider the responses to the recommendations in respect of the scrutiny commission report.	
15.	RESPONSE TO THE HEALTH AND SOCIAL CARE SCRUTINY COMMISSION - ACCESS TO TOILETS	169 - 179

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.”

Item No.

Title

Page No.

PART B - CLOSED BUSINESS

16. WESTMINSTER BRIDGE ROAD

**17. GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND
SUPPLY CHAIN MANAGEMENT SYSTEM**

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

Date: 7 October 2024



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

Cabinet 15 October 2024

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

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

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 17 June 2024 at 11.00am Southwark Council offices, 160 Tooley Street, London SE1 2QH will be held partly in closed session for consideration of the following items listed on the agenda:

Item 16: Westminster Bridge Road

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

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

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

Paula Thornton
For Proper Constitutional Officer

Dated: 7 October 2024



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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 15 October 2024

LEAD OFFICER DETAILS

Name and contact details: Hakeem Osinaike
Email: Hakeem.Osinaike@southwark.gov.uk

DETAILS OF THE REPORT

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

GW1 Housing – Procurement Support and Supply Chain Management System

Decision for a direct award to Plentific – end to end platform for award, allocation and management of contracted works by Southwark Repairs.

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

The financial cost if this decision is delayed has the potential to be very high. Currently the majority of the contractors being used to undertake works do not have an in date contract with the authority. This presents a compliance risk. The Council also needs to ensure that we are awarding contracts based on value for money, the Plentific platform allows contracts to be awarded on an order by order basis

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

Week commencing 12 August 2024. However, the previous report submitted to cabinet 16 September 2024 meeting was deferred, not allowing enough time for the forward plan to be updated.

Paula Thornton

For Proper Constitutional Officer

Dated: 30 September 2024



Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 16 September 2024 at 1.30 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Kieron Williams (Chair)
Councillor Jasmine Ali
Councillor Evelyn Akoto
Councillor John Batteson
Councillor Stephanie Cryan
Councillor Helen Dennis
Councillor Natasha Ennin
Councillor James McAsh
Councillor Portia Mwangangye

1. APOLOGIES

An apology for absence was received from Councillor Sarah King.

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

None.

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

No closed items for this meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

5. MINUTES

RESOLVED:

That the minutes of the meeting held on 22 July 2024 be approved as a correct and signed by the chair.

6. PUBLIC QUESTION TIME (15 MINUTES)

There were none.

7. DEPUTATION REQUESTS

There were none.

8. BOROUGH OF SANCTUARY FRAMEWORK AND SANCTUARY ACTION PLAN

The following attended cabinet to provide comments on the report:

- Pauline Nandoo, Southwark Day Centre for Asylum Seekers
- Sally Causer and Madeleine Kelleher, Southwark Law Centre
- Eltayeb Hassan from Southwark Refugee Communities Forum
- Mazan, an asylum seeker who has received refugee status.

Sally Causer advised that she would be retiring this year from her job at the Southwark Law Centre and the Leader placed on record his thanks for her phenomenal work for the past 20 years, transforming peoples' lives in the Borough.

RESOLVED:

1. That it be noted that Southwark Council was awarded Borough of Sanctuary status on 17 June 2024 under the City of Sanctuary movement. Part of undertaking the full assessment, the council was required to have its own Sanctuary Framework and Sanctuary action plan to demonstrate its commitment to being a Borough of Sanctuary by adhering to the terms and values of the City of Sanctuary movement.
2. That the 2024-2027 Southwark Borough of Sanctuary Framework and Sanctuary action plan for the delivery of services to refugee, asylum seeker and migrant communities residing in Southwark be approved and the next steps set out in the report be noted.
3. That the requirement of the implementation of a framework and action plan for sanctuary seekers for future decision making and integration into council's

business and budget planning process be noted.

4. That the four-year grant programme for voluntary community sector (VCS) organisations working with refugees, asylum seekers and disadvantaged migrants with a total budget of 100k per year be approved. This will be paid by the local authority through a number of grants already received from central government.
5. That the progress made against the other resolutions in the motion passed by council assembly on 28 January 2020 be noted.

9. CLIMATE CHANGE STRATEGY ANNUAL REPORT AND PROGRESS ON THE CLIMATE ACTION PLAN FOR 2023-24

RESOLVED:

1. That the following be noted:
 - The progress that Southwark has made in tackling the climate emergency over the last financial year, as detailed within the annual report, and the specific project updates contained within the climate action plan.
 - The adoption of the climate resilience and adaptation strategy and that officers to work collaboratively to implement its actions to adapt the borough and make it more resilient to the effects of climate change.
 - The priorities for the next twelve months and the subsequent preparation of an updated climate change strategy and action plan in 2025 that supports the goals and principles of the Southwark 2030 strategy.
 - That the new investment secured by officers to support tackling climate change in the borough be welcomed, but the significant cost of addressing climate change, and the lack of resources which have been made available by central government in recent years to reduce carbon emissions and expand climate adaptation be noted.

10. FIRST CONSIDERATION OF THE STRENGTHENED BIODIVERSITY DUTY, ARISING FROM THE ENVIRONMENT ACT 2021

RESOLVED:

1. That the requirement to meet the strengthened biodiversity duty, introduced by the Environment Act 2021 be noted and supported.

2. That the report and its Appendix be approved as our statutory First Consideration of the strengthened biodiversity duty.
3. That the new reporting requirements of the duty be noted, including the publication of a first biodiversity report no later than 12 weeks from the end of the reporting period on 1 January 2026. This must detail the actions taken and progress made for biodiversity over the reporting period (1 January 2024 – 1 January 2026), and the objectives and policies in place to meet the biodiversity duty in the next reporting period.
4. That it be noted that subsequent biodiversity reports must be published every five years thereafter, or within 12 weeks of the reporting end date.

11. LOCAL FLOOD RISK MANAGEMENT STRATEGY

RESOLVED:

Decision by the Cabinet

1. That the approval and implementation of the updated Local Flood Risk Management Strategy (LFRMS) as set out in Appendix 1 of the report be agreed.

Decision by the Leader of the Council

2. That the implementation of the strategy as per the council's statutory duties as a Lead Local Flood Authority (LLFA) role be agreed.

12. ALLOCATION OF NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE FUNDING

RESOLVED:

Decisions by the Cabinet

1. That minor changes to the existing process that will allow for allocations of funding collected as neighbourhood community infrastructure levy through the planning process as set out in paragraphs 18 to 23 of the report be agreed. In summary this process will result in project allocations of funding in the ward or neighbourhood in which the funding is generated, assessment of project allocation against Southwark 2030 goals, a minimum level of project funding and a streamlined approval process where local priorities are already agreed.
2. That it be noted that a report setting out a draft revised neighbourhood community infrastructure levy allocation process will be presented to cabinet

in March 2025 prior to consultation and adoption in September 2025.

3. That the minor amendments in the table at paragraph 17 of the report be noted. An updated version of the table was circulated and published.

Decision by the Leader of the Council

4. That the executive scheme of delegation be varied to delegate authority to the cabinet member for new homes and sustainable development to approve individual neighbourhood community infrastructure levy projects for a year in accordance with the framework set out in paragraphs 18 to 23 of the report.

13. POLICY AND RESOURCES: REVENUE MONITORING REPORT 2024-25

RESOLVED:

That the following be noted:

1. The housing revenue account (HRA) initial forecast of an adverse variance of £10.1m, acknowledging the volatility and assumptions that this forecast is based on the adverse variance of £12.9m forecast for the general fund (GF) in 2024-25.

The key adverse variations and budget pressures and mitigating actions underlying the position:

- Housing revenue account (paragraphs 14-30 of the report)
 - General fund (paragraphs 31-84 of the report)
 - Demand pressures in temporary accommodation (TA) (housing)
 - Increased costs for those who have 'No Recourse to Public Funds' (NRPF) (environment neighbourhoods and growth)
 - Increased costs in children services driven by the increased placement costs for children with complex needs and shortage of available foster placements (children's and adults)
 - Planning and growth – less than expected income and cost of maintaining void properties (finance)
 - Customer services – Additional resources into the contact centre to address capacity issues (finance)
2. The dedicated schools grant (DSG) in-year pressure of £0.68m.

That the following be approved:

3. The write-off of a bad debt totaling £0.140m for a commercial outdoor event which is deemed to be irrecoverable (paragraph 67 of the report).

14. TUSTIN ESTATE PHASE 2 COMPULSORY PURCHASE ORDER

RESOLVED:

1. That the following be noted:
 - a) (i) that initial demolition notices (pursuant to Schedule 5A Housing Act 1985) were served (as authorised by the 13 July 2021 cabinet meeting) on qualifying tenants suspending the council's duty to complete any associated right to buy (RTB) applications and (ii) that such initial demolition notices will currently cease to be in force on 30 April 2025.
 - b) the current position in relation to the delivery of 295 new homes at phase 2 of the Tustin Estate redevelopment:
 - A development partnership with BY Development Ltd (trading as Linkcity) to deliver the estate redevelopment, along with the financial plan to deliver the scheme, was agreed by cabinet in October 2022
 - The council appointed BY Development Ltd (trading as Linkcity) to bring forward the phased rebuilding of the Tustin Estate under a development agreement dated 8 November 2022
 - A planning application for phase 2 has been submitted in August 2024, with an expected target date for planning permission in January 2025
 - The council has successfully acquired 13 leaseholder interests in Heversham House
 - Only 15 leaseholder interests remain outstanding in Heversham House
 - The council is pursuing a negotiated settlement with all remaining leaseholders situated within Heversham House with the intention to acquire these remaining interests by agreement without the need for the council to use its compulsory purchase powers. Cabinet notes that the council may need to use its compulsory purchase powers to acquire outstanding land and interests in the absence of a negotiated settlement to acquire such and
 - The council is offering to rehouse all resident leaseholders who want to stay on the rebuilt Tustin Estate, a new leasehold home on a shared ownership or shared equity loan basis in phase 1 or 2. Phase 1 is anticipated to complete in April 2025.

2. That it be agreed in principle, to use compulsory purchase powers under Section 226(1)(a) of the Town and Country Planning Act 1990 (“the 1990 Act”) and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of all land and interests (which are not already owned by the council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2 of the report, for the purposes of facilitating the redevelopment, development and improvement of the land and securing the delivery of 295 new homes on the site in line with the planning application for phase 2 (“the Scheme”) thereby securing the continued redevelopment of the Tustin Estate subject to a formal resolution to make a compulsory purchase order (CPO) at a later date.
3. That it be noted that a further report will be prepared and submitted to cabinet at a later date (if required) seeking cabinet’s formal resolution to make a CPO.
4. That the director of planning and growth, in consultation with the managing director of Southwark Construction, be authorised on behalf of the council to:
 - Acquire for planning purposes all land and interests (which are not already owned by the council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2 of the report and wider masterplan area as may be necessary to facilitate the scheme by agreement, including entering into negotiations with any third parties for the acquisition of the land interests and/or for new rights over their land (as appropriate), and the payment of compensation
 - Make any minor additions, deletions, or amendments to the extent of the land as shown on the plan at Appendix 2 of the report should the need arise, to include all land and interests required to facilitate the construction, maintenance, and use of the scheme; and
 - Appoint and/or retain such external professional advisors and consultants as are necessary to assist the council in facilitating the scheme, including in the promotion of any potential CPO and the settlement of any compensation claims.
5. That the following be approved:
 - To apply to the Secretary of State for consent to (i) extend the initial demolition notices issued by the council dated 28 October 2021 in respect of the Tustin Estate and (ii) issue further initial demolition notices (under Schedule 5A of the Housing Act 1985) in respect the Tustin Estate

- The service of further initial demolition notices under Schedule 5A Housing Act 1985 (subject to receipt of the Secretary of State's consent) in order to suspend the council's duty to complete right to buy applications in relation to qualifying tenants from exercising their right to buy their homes for a period of up to 7 years.

6. That the following be approved:

- To apply to the Secretary of State for redevelopment status in order to rely on Ground 10A of the Housing Act 1985 (in respect of any secure tenants).

15. GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND SUPPLY CHAIN MANAGEMENT SYSTEM - DEFERRED

This item was deferred.

16. MOTIONS REFERRED FROM COUNCIL ASSEMBLY

RESOLVED:

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

Renewing our borough: a strategy for building the homes and infrastructure we need

1. Council Assembly believes that:
 - a. Everyone should be able to afford somewhere they can call home. And that delivering new, high quality social rent, including council homes, and other genuinely affordable homes, should be central to this Council's ambitions and plans;
 - b. That transport and community infrastructure is essential in order to support existing and new residents in our borough, and to help us achieve wider priorities such as tackling the climate emergency, reducing inequality, and creating decent jobs;
 - c. The Council should use every tool available in order to secure delivery of new homes and the infrastructure that residents need;
 - d. The Council will need to work with a wide range of partners in different ways, from voluntary and community groups, public organisations, and developers, in order to further increase the social and affordable housebuilding and infrastructure we need in Southwark.

2. Council Assembly notes that:
 - a. Under Conservative and Liberal Democrat governments we have had 14 years of under-investment in housing and infrastructure, and policies such as the Benefit Cap which have driven an increase in homelessness and numbers on the council's housing waiting list;
 - b. That under the Conservatives, the UK has experienced the lowest levels of investment of any G7 country;
 - c. Building genuinely affordable homes was hugely impacted by the Coalition's decision in 2010 to reduce the affordable housing grant by 60%;
 - d. Housebuilding has completely collapsed across London as a result of Conservative economic mismanagement, with a 90% fall in affordable housing starts in 23/24;
 - e. The Conservative government turned its back on London, failing to back the Bakerloo Line Extension, and failing to invest properly in the nation's capital despite some of the highest levels of deprivation;
 - f. The Labour Party has a plan to get Britain building again with 1.5 million new homes and will build more high-quality, well-designed, and sustainable homes along with the infrastructure our communities need.
3. Council Assembly also notes:
 - a. That the Labour administration has a plan for delivering genuinely affordable new homes in Southwark. That in 2023-24, 550 social rent homes were completed in Southwark, the highest number in London, and that last year we granted planning permission for a further 794 social rent homes in Southwark;
 - b. That the Old Kent Road opportunity area in particular is delivering new homes at a pace, achieving over 50% affordable homes on sites which are completed or on site to date;
 - c. That Southwark is building more council homes than any other council in the country, with 3,000 new council homes either completed or currently on site;
 - d. That our Estate Renewal programmes on the Aylesbury, Tustin and Ledbury Estates are driven by the need for good quality homes for our residents which are sustainable and fit for the future. And that the First Development Site on the Aylesbury Estate is delivering 581 new council homes for local residents;

- e. That whilst the economic recession has affected our ability to deliver new council homes over the last year, the Labour administration has a viable plan to start bringing forward new homes on additional sites, whilst prioritising investment from our Housing Revenue Account (HRA) into existing stock;
 - f. That the Labour administration also has plans to bring forward Keyworker Homes, dedicated homes for older residents, a new nursing home, to expand Housing First, and to facilitate the delivery of Community Land Trusts in Southwark.
4. In addition, Council Assembly notes:
- a. That this Labour administration is among other things delivering:
 - i. Over £70m of investment via Strategic Community Infrastructure Levy (SCIL) into the Elephant & Castle tube upgrade;
 - ii. Additional investment via SCIL into wider station improvements, including at Elephant & Castle Overground Station and Peckham Rye;
 - iii. Significant investment into preparatory work for the Bakerloo Line Extension, and spearheading the Back the Bakerloo campaign with other London Councils;
 - iv. Investment in improvements to our streets including more cycle storage and new pedestrian crossings via our Streets for People strategy;
 - v. A new leisure centre at Canada Water, whilst also opening up Greenland Dock for supervised swimming this summer;
 - vi. New libraries across Southwark including the new Una Marson library on the Aylesbury Estate;
 - vii. Plans for new integrated Health Hubs across the borough including on the Aylesbury, at Canada Water and at Elephant & Castle;
 - viii. A refurbished Walworth Town Hall, following the devastating fire in 2013 with new workspace and community space;
 - ix. Plans for a new LGBTQ+ Cultural Centre as part of the Native Land development at Bankside;
 - x. Innovative community partnership projects with groups like Livesey Exchange and Kingswood Arts;

- xi. A new home for our Southwark Young Advisers coming soon at 231 Old Kent Road;
 - xii. A new home for the Southwark Pensioners' Centre, supported through SCIL;
 - xiii. The extension of SELCHP to reduce our carbon emissions and connect more homes and organisations to this low-carbon source of heating and hot water;
 - xiv. Improved, and new, parks through development, such as the Bramcote Park project and 12 acres of new open space at Canada Water.
- b. That this Labour administration set up the Southwark Land Commission, the first of its kind in London, to look at how we could free up more public land for public good.
 - c. That through development in Southwark, we have not only secured tens of millions of pounds in investment through Community Infrastructure Levy but have also benefited from additional council tax and business rates receipts which support our General Fund and keep our frontline services going.
5. Council Assembly therefore resolves to support the council in:
- a. Bringing forward the next phase of its New Homes Programme, including the delivery of new council homes, keyworker homes, a new nursing home, and backing local people to build genuinely affordable homes via a Community Land Trust pilot scheme;
 - b. Continuing to maximise the delivery of social rent homes through development in accordance with planning policy and always pushing developers to go further;
 - c. Responding to what residents say they need and setting out further plans for capital investment in the borough; and to support its bids to other funders such as TfL and the department for transport (DfT);
 - d. Campaigning for the Bakerloo Line Extension, and in discussions with the Mayor of London about implementing the 'Bakerloop' bus;
 - e. Responding to the Southwark Land Commission including through the establishment of a Southwark Land Partnership, development of 'affordable workspace hubs', and identification of 'pilot sites' to test new models of community participation;

- f. Setting out the process this autumn for a further round of local CIL allocations, whilst preparing the way for a new framework designed to maximise impact and reduce inequality;
- g. Working with the new government to ensure that policies are fit for purpose and that the sustainable Future of Council Housing is especially high on its agenda.

Declaring a Housing Emergency

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council Assembly notes:

- a. Everyone should have a home they can afford, where they feel comfortable and safe. This is an essential foundation for a good life. Yet across our country we face a housing emergency, with over a quarter of a million people homeless, and one and a half million more living in overcrowded homes. In London alone, 1 in 23 children are living in temporary accommodation, more than one in every classroom.
- b. This national emergency is one of the greatest challenges for our community. In Southwark, there are now 3,920 households in our borough living in temporary accommodation, many more living in overcrowded homes and over 17,000 households on our council housing waiting list. This emergency is not new and has been clear to the people of Southwark for well over a decade.

2. Council Assembly further notes:

- a. This crisis is not inevitable. The last Labour government halved homelessness (reducing the number of households living in temporary accommodation from 101,300 to 50,400) and reduced rough sleeping by two thirds, whilst also doubling the proportion of social homes that met the decent homes standard.
- b. In contrast, under the last fourteen years of Conservative and Liberal Democrat governments, street homelessness has risen by 169% and the number of households living in temporary accommodation is up 260%. With policies imposed by the Conservative and Liberal Democrat parties in government deepening the crisis including their Bedroom Tax; changing the national definition of an affordable home to include homes at rents that are unaffordable to people on even average incomes; reducing the Affordable Housing Grant by 60 per cent in 2010; increasing the Right to Buy Discount so thousands more council homes have been lost; capping benefits for housing costs at rates below the cost of even the cheapest private rented homes in our borough; and

rolling out Help to Buy which has pushed house prices up even higher and benefited big developers most. Furthermore, in 2022 under Liz Truss the Conservative Party's mini budget crashed the economy, sending mortgages and private rents spiralling, and causing house building across our country to grind to a halt.

3. Council Assembly further notes:

- a. That for over a decade our borough has been leading the way in tackling the housing emergency, and that this has been the first priority of the council since 2010.
- b. Southwark Council is the largest builder of new council homes in the country with over 3,000 built or on site being built which is more than at any time since the 1970s. Southwark has:
 - i. secured more social rent homes than any other borough through the planning system since 2016.
 - ii. led the way in tackling rough sleeping, with over 130 people supported into long term homes.
 - iii. been a national trailblazer for homelessness prevention.
 - iv. some of the most robust affordable housing planning policies in the country, with over a third of homes given planning permission since 2020 being affordable ones and over a quarter being social rent.
- c. And Southwark is delivering the equivalent of a new town on the Old Kent Road, with half the homes given planning consent being affordable ones.

4. Council Assembly further notes and welcomes:

- a. The publication of the interim report produced by England's 20 largest council landlords focused on five solutions for the new Government to secure the future of England's council housing.
- b. Led by Southwark Council, the cross-party group of council landlords warns that England's council housing system is broken and its future in danger. The interim report finds that the current financial model and erratic national policy changes under recent Conservative and Liberal Democrat governments have squeezed councils' budgets and sent costs soaring.
- c. That unless action is taken nationally, council landlords across the country with struggle to maintain their existing homes to the standards that our residents deserve let alone build the new council homes our communities need.

- d. The recommendations in the report include urgent action to restore lost income and unlock the capacity of councils to work with the Labour Government to deliver its commitments for new council homes across the country.
- e. The five solutions set out detailed and practical recommendations to the new government:
- A new fair and sustainable HRA model – including an urgent £644 million one-off rescue injection, and long-term, certain rent and debt agreements
 - Reforms to unsustainable Right to Buy policies
 - Removing red tape on existing funding
 - A new, long-term Green & Decent Homes Programme
 - Urgent action to restart stalled building projects, avoiding the loss of construction sector capacity and a market downturn.
5. Council Assembly also welcomes:
- a. A new Labour Government which, unlike governments over the last fourteen years, has put tackling the housing crisis centre stage, including commitments to deliver 1.5 million new homes, deliver the biggest increase in social and affordable housing in a generation, review the use of low quality Green Belt, strengthen planning obligations to ensure new developments provide more affordable homes, prioritise the building of new social rented homes and review the increased right-to-buy discounts and increase protections on newly-built social housing
- b. That within a week of the general election, the Labour Government has already taken action including announcing the restoration of mandatory housing targets, the reform of the National Planning Policy Framework and established a new taskforce to accelerate stalled housing sites, all to deliver much needed new homes.
6. Council Assembly resolves:
- a. To support the new Labour Government in its ambitious plans to deliver much needed new homes, whilst always ensuring these are truly affordable for our residents.
- b. To work with the Government's newly established taskforce and the Mayor of London to unlock and increase the pace of delivery of new council, social rent and intermediate homes across the borough.
- c. To ask Cabinet to bring forward and agree plans to:
- i. Deliver the next phase of new council homes in Southwark, going beyond the 3,000 already completed or on site

- ii. Deliver affordable key worker homes for nurses, social workers, teachers and other essential workers in our borough
 - iii. Establish community land trusts in Southwark, providing affordable homes to buy in perpetuity for people on lower incomes
 - iv. Continue to deliver more homes through the planning system, including more social rent and affordable homes
 - v. Invest over £200 million over the next two years in improving the quality of council homes in our borough
 - vi. Continue to improve the council's repairs service, building on the progress over the last few years, working with the council's resident led repairs improvement board
 - vii. Upgrade the councils heat networks so they are more reliable, affordable and sustainable, including expanding SELCHP to serve more council estates
 - viii. Reduce rough sleeping in our borough
 - ix. Further enhance the council's already strong affordable housing polices with thorough new Supplementary Planning guidance on affordable housing
 - x. Work with partners in the borough including TfL, the NHS and faith organisations to identify land partnerships that can deliver more affordable homes
 - xi. Enhance support for council tenants wishing to down size and free up a large home for a family in need.
 - xii. Continue to extend the licencing of private rented homes in Southwark and take robust action against rogue landlords.
- d. To continue to work in collaboration and on a cross party basis with the largest council landlords in England to make the case to Government for the reforms which will make our council homes safe, healthy, modern and sustainable and allow Southwark Council to deliver the thousands more council homes our borough needs.

Debate not Hate

1. Southwark council notes that:
 - a. The intimidation and abuse of councillors, in person or otherwise, undermines democracy; preventing elected members from representing the communities they serve, deterring individuals from standing for election, and undermining public life in democratic processes.
 - b. This council notes that increasing levels of toxicity in public and political discourse is having a detrimental impact on local democracy and that prevention, support and responses to abuse and intimidation of local politicians must improve to ensure councillors feel safe and able to continue representing their residents.

2. Southwark council therefore commits to:
 - a. Challenging the normalisation of abuse against councillors and officers and uphold exemplary standards of public and political debate in all it does.
 - b. Signing up to the LGA's Debate Not Hate campaign. The campaign aims to raise public awareness of the role of councillors in local communities, encourage healthy debate and improve the response to and support those in public life facing abuse and intimidation.

3. Southwark council further commits to:
 - a. Writing to the local Members of Parliament to ask them to support the campaign.
 - b. Write to the Government to ask them to work with the LGA to develop and implement a plan to address abuse and intimidation of all politicians including councillors.
 - c. Ensuring the council has a clear reporting mechanism, which councillors can use to monitor and record incidents of harassment and abuse of councillors and officers.
 - d. Regularly review the support available to councillors in relation to abuse and intimidation and councillor safety.
 - e. Work with the local police to ensure there is a clear and joined-up mechanism for reporting threats and other concerns about the safety of councillors and their families and discuss the need to take a preventative approach that accounts for the specific risks that councillors face, as they do with other high-risk individuals, like MPs
 - f. Take a zero-tolerance approach to abuse of councillors and officers.

Ending the Lower Road chaos

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council Assembly notes:
 - a. That improving active travel infrastructure in Southwark is essential for

combatting the climate emergency and increasing healthy transport options, with segregated cycle lanes being a key part of promoting safe cycling in our borough, helping to reduce our emissions, encourage a healthy and active population, and improve air quality

- b. That Rotherhithe has the most constrained road network in the borough: boxed in by the river and with lots of traffic going through to use the tunnel
 - c. There is a huge amount of development ongoing in the Rotherhithe area which is adding stress to the road network: the Canada water master plan, the reprovision of the bus station, and works on the Blackwall tunnel
 - d. When the Lower Road cycle lane opened, residents, businesses, the local Labour MP and the Rotherhithe Labour councillors raised a number of issues, including regarding safety
 - e. That a public meeting was convened where the council and Transport for London listened to these concerns, and put forward a number of mitigating measures including re-marking all parking and loading restriction road markings, amending the phasing of the traffic lights to give as much “green time” to Lower Road southbound traffic as feasible, and painting the cycle track blue to provide a visual cue to all road users to improve safety
 - f. That the council has further committed to a subsequent meeting in the autumn to assess the impact of these measures and to consider further ones as necessary.
2. Council Assembly resolves that:
- a. The Cabinet Member for Clean Air, Streets and Waste should continue to work closely with local Labour councillors in Rotherhithe, the local Labour Member of Parliament, local residents, businesses, alongside council officers and representatives from TfL to monitor the situation and find further solutions as necessary
 - b. The Cabinet Member for Clean Air, Streets and Waste should restate the invitation for local Liberal Democrat councillors to put forward their ideas to this collaborative process.

17. APPOINTMENTS TO OUTSIDE BODIES 2024-25 - SOUTHWARK AND LAMBETH ARCHAEOLOGICAL EXCAVATION COMMITTEE (DEPUTY) POSITION

RESOLVED:

That Raymond Whitaker be appointed to the vacancy that has arisen for the council's deputy representative to serve on Southwark and Lambeth Archaeological Excavation Committee for the 2024-25 municipal year.

EXCLUSION OF 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.

18. MINUTES

RESOLVED:

That the minutes of the meeting held on 22 July 2024 be approved as a correct record and signed by the chair.

19. GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND SUPPLY CHAIN MANAGEMENT SYSTEM

This item was deferred.

The meeting ended at 2.45pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 24 SEPTEMBER 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.

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Policy and Resources: Capital Monitoring Report 2024-25 and Southwark 2030 strategic alignment
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

Our Capital Programme is rightly ambitious to deliver benefits for all of our residents. Across Southwark we are seeing the positive difference our programme is making in helping to tackle inequalities and improve our neighborhoods and community offer. Through our new council homes being built across the Borough, the Una Marson Library on the Aylesbury Estate, the new leisure centre at Canada Water and our commitment to new children’s homes and nursing homes we are demonstrating the real and tangible benefits that this ambitious programme has and will continue to deliver.

It is encouraging to see the new Government put infrastructure at the heart of it’s plans for growth as well as the recognition that this is essential for our communities and our economy. Long-term, large-scale projects such as the Bakerloo Line extension will be vital to help achieve this.

Southwark 2030 has given us the opportunity to align our capital programme to deliver the things that are important to our residents and in July we agreed the process for capital bids and the alignment with Southwark 2030.

This report gives an update on the programme and our current forecast spend across both the General Fund and the Housing Revenue Account and whilst our ambition remains unwavering, we do have to acknowledge the borrowing requirements across both funds.

This report is also asking cabinet to approve money from the Green Buildings Fund to help deliver a programme of decarbonisation projects to support delivery of our Climate Change Strategy and Action Plan.

There are also new capital bids to approve to help deliver on our Council Delivery Plan commitments to invest in our playgrounds and to help increase our tree canopy.

I am therefore asking cabinet to note and approve the recommendations in the report.

RECOMMENDATIONS

Recommendations for the Cabinet to note:

1. Notes the month 4 2024-25 forecast spend and resources and future years for both the general fund and housing investment programmes as detailed in Appendices A1 and C.
2. Notes the alignment of the general fund capital programme to the Southwark 2030 priorities at Appendix A2
3. Notes the significant borrowing requirement of £303m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A.
4. Notes the significant borrowing requirement of £515m for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix C.

Recommendation for the Cabinet to approve:

5. The virements and variations to the general fund and housing investment capital programme as detailed in Appendix D.
6. The new capital bids in Appendix E and F for inclusion into the capital programme.
7. That the Strategic Director of Environment, Sustainability and Leisure, the Strategic Director of Resources, and the cabinet member for climate change be authorised to apply Green Buildings Fund funds released to a programme of decarbonisation projects to support delivery of the Climate Change Strategy and Action Plan, in line with the council's constitution and departmental scheme of delegation.

REASONS FOR RECOMMENDATIONS

8. Cabinet is asked to note the capital programme forecast at month 4, 2024-25 for the general fund and the housing investment programme.
9. Cabinet to approve the virements and variations to the General Fund and Housing Investment Programme.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

10. None considered as this is a capital monitoring report for 2024-25.

POST DECISION IMPLEMENTATION

11. For the approved virements and variations to be included in the capital programme.

BACKGROUND INFORMATION

12. The projects contained within the council's capital programme endeavour to deliver the council's priorities in the medium and longer term. It looks forward to a vision of a Future Southwark that is a great place to live, learn, visit and do business in the borough. In July 2024, cabinet agreed the 'Southwark 2030' strategy which was jointly developed with residents, communities, businesses and stakeholders. Southwark 2030 sets out a vision to build a fair, green and safe Southwark in the longer term. It is supported by three principles:

- Reducing inequality,
- Empowering people, and
- Investing in prevention.

13. These principles have been translated into a focus on six goals to achieve this vision as follows: -

- Decent homes for all
- A good start in life
- A safer Southwark
- A strong and fair economy
- Staying well
- A healthy environment.

The delivery of these goals will be financed through day-to-day spending (revenue) and through longer term spending (capital).

14. The council monitors both capital and revenue spending and reports regularly throughout the year to cabinet. This report details the council's capital programme spend. This first capital monitoring report for 2024-25, follows a similar format to previous reports, detailing the individual projects by department for both the general fund and the housing investment programme.
15. In addition, the report shows how the capital programmes align to the six goals set out in the Southwark 2030 Strategy. The month 8 capital monitoring report will review the existing capital programme to ensure that resources remain targeted to key priorities and that the council's long-term ambitions are able to be met within existing council resources.
16. Due to the size and scale of the programme and the number of projects

involved, it is inevitable that unforeseeable delays can occur which led to some variations against planned spend. Actual resources may also vary to the plan, due to, for example, a delay in the sale of a property, or an external development with s106 or Community Infrastructure Levy (CIL) obligations not being brought forward as quickly as anticipated. This has historically resulted in the capital programme being over-programmed in year, whilst retaining a balanced programme over the entire ten-year life of the programme. However, the council now faces a position where planned spend is considerably in excess of forecast resources over the life of the programme. A refreshed 10-year programme was approved in February 2024 and new capital programme bids are being scrutinised through a capital board to ensure that the council's capital plans remain affordable.

KEY ISSUES FOR CONSIDERATION

17. The capital programme forecast for month 4, 2024-25 is discussed within the report, structured as follows:
 - Housing Investment Programme (HIP)
 - General Fund (GF) capital programme
 - Southwark 2030 goals
 - New capital Bids.

18. The additional detail is contained within the appendices as follows:
 - Appendix A1 provides further detail on the general fund capital programme by department.
 - Appendix A2 details the current general fund capital programme by the goals of Southwark 2030.
 - Appendix B the accompanying departmental narratives.
 - Appendix C sets out the housing investment programme.
 - Appendix D sets out the capital programme budget virements and variations for approval.
 - Appendix E provides a summary of new capital bids.
 - Appendix F provides the narrative detail of the new capital bids.

HOUSING INVESTMENT PROGRAMME (HIP) Month 4 2024-25

19. The 'Housing Investment Programme' (HIP) is the capital programme for the Housing Revenue Account (HRA). Broadly, there are two major strands: the New Build programme and the Asset Management (AM) programme. The New Build programme is the commitment to new council homes delivery. The Asset Management programme arises from the council acting as a social landlord, with legal obligations to ensure the upkeep of its council homes, to ensure they are safe, healthy and free from things that can cause harm.

20. Table 1 summarises the forecast programme expenditure over the period 2024-25 to 2033-34. Forecast spend is £1.36bn, comprising of £631m for new homes, £721m for asset management and £7m for other programmes.

Table 1 Housing Investment Programme outturn 2024-25 to 2033-34

Programme	Forecast				2024/25-3033/34 Total Forecast
	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2029/30+ Forecast	
			£	£	£
Asset management	80,177,887	103,180,793	104,979,998	246,799,992	720,856,635
New Build and Acquisitions	179,521,235	113,832,538	61,522,840	148,977,915	631,740,661
Other programmes	6,892,035	132,462	-	-	7,024,497
TOTAL EXPENDITURE	266,591,157	217,145,793	166,502,839	395,777,907	1,359,621,792
FUNDED BY:					
Capital Receipts	29,795,393	19,969,929	14,729,723	-	72,495,046
Major Repairs allowance and revenue	67,149,545	70,623,966	77,661,103	246,799,992	617,321,335
Capital Grants and external contributions	14,685,501	12,540,000	2,583,000	4,556,500	73,800,001
Section 106 and CIL	10,910,106	9,222,878	10,000,000	30,000,000	80,911,492
Borrowing	144,050,612	104,789,019	61,529,012	114,421,415	515,093,918
TOTAL RESOURCES	266,591,157	217,145,793	166,502,839	395,777,907	1,359,621,792

21. The forecast spend for the Housing Investment Programme for 2024-25 is £267m. Of this, £180m relates to the new build programme, £80.2m is for asset management and £6.9m for other schemes.
22. A more detailed breakdown of the schemes and budgets within the housing investment programme is included in Appendix C.

Financing the Housing Investment programme

23. The New Build Programme is financed through a range of funding sources including grants, Section 106 receipts, Right to Buy receipts and capital receipts from the sales of assets. Any shortfall is made up through prudential borrowing and the financing cost of this is charged, as a 'first call', to the Housing Revenue Account (HRA).
24. The Asset Management (AM) programme is financed through the depreciation charges levied on the HRA and through the discretionary revenue contribution to capital. However, it has been necessary to fund part of the spend in 2023-24 from borrowing (£59m) and its forecast that an additional £66m of external borrowing will be needed in 2025-26 to 2027-28 with the financing cost of this adding to the burden on the housing revenue account which may result in the slowing of the New Build programme overall.

New Build Programme

25. Like the General Fund programme, the HIP underwent a detailed review to ensure that it continues to meet the strategic policy aims of the council whilst still being affordable and sustainable. As part of this review, the new homes programme has been separated into two categories; a 'committed' and an 'uncommitted' programme.
26. The committed programme comprises those projects for which a contractual commitment exists or where the council has demonstrated a deep commitment to continue with, such as by way of a resident ballot. However, these committed projects still need constant review to ensure their continuing affordability, particularly when both borrowing costs and construction costs are rising. So, completion of these 'committed' projects remains subject to the test of affordability, as they are affected by a range of factors, including inflation, interest rates and other pressures impacting the Housing Revenue Account (HRA).
27. The uncommitted programme comprises the pipeline of projects that the council would like to pursue, but for the time being cannot be contained within the affordability envelope. The council will endeavour to introduce these to the committed programme as and when funding and affordability allow.
28. The council's New Build Programme is constrained primarily by the need to borrow and the impact of the cost of borrowing in the form of interest payable on the Housing Revenue Account (HRA). In recent years the HRA has faced other financial pressures arising from rent caps and high inflation, as well as the need to respond to new regulations for building and fire safety.
29. Given that borrowing rates remain high the council has reduced the pace of borrowing to prevent the cost of servicing the debt from exceeding available resources. This is being achieved in several ways, including by slowing down or pausing projects or by finding other sources of income including capital receipts from the sale of vacant or unproductive assets.
30. In July 2024, the Government announced increased flexibilities on the use of Right To Buy (RTB) for the two financial years 2024-25 and 2025-26, as follows:
 - The maximum permitted contribution from RTB receipts to replacement affordable housing has increased from 50% to 100%.
 - RTB receipts will be permitted to be used with section 106 contributions.
 - The cap on the percentage of replacements delivered as acquisitions each year (currently 50%) has been lifted.
 - These flexibilities are welcomed and will enable the council to use its RTB receipts to build or acquire new homes without recourse to borrowing, and work is underway to identify opportunities to best utilise these flexibilities to deliver new homes whilst ensuring value for money.

Asset Management (AM)

31. Recent changes in the legislative, regulatory and policy environment, have added significant costs to an already ambitious programme and without any additional funding from government. The HIP has an annual budget of £60m-£70m to undertake capital works to its stock but spend in 2023-24 was £108.7m, largely on works to ensure the stock is safe. This has left a funding gap of around £59m, which has been met from borrowing.
32. Officers have considered a range of options to reduce the gap in 2024-25 and beyond including:
 - Reducing spend on the HRA to allow more of the capital asset management programme to be funded via revenue contribution,
 - Reducing or re-profiling the existing asset management programme to bring it closer to the £70m envelope,
 - Reviewing contracts and procurements to maximise value for money,
 - Selling surplus HRA assets (e.g., a small number of long-term voids that have proved uneconomical to repair, vacant land) to generate capital receipts,
 - Prioritising health and safety works.
33. All programmes will be based on sound information on the condition of the stock and its assets and to achieve this a desktop exercise and on-site surveys are underway to review the current condition of the stock. Following completion of the on-site surveys, the information will be cross-referenced with the current two-year proposed programme and fed into future investment planning. A 100% stock and engineering asset condition survey and report will be produced to inform our future investment programme. A forecast of an estimated £7m across four financial years has been allowed for this work.
34. Electrical safety work is in progress in high rise blocks and street property conversions, based on an assessment of risk. A significant data exercise is in progress to validate electrical certificates and reports carried out through all programmes. The testing of all remaining tenanted dwellings in the high-rise and street property conversions is due to complete by May 2025, and a programme is being planned and procured to deliver full compliance across the rest of the stock by March 2026. Completion by planned dates is dependent on gaining access to properties.

GENERAL FUND CAPITAL PROGRAMME

35. Table 2 shows that programmed expenditure over the period 2024-25 to 2033-34 is currently forecast at £423m and that approximately £304m will be funded by borrowing. Appendix A1 details the capital programmes by department and Appendix B provides the departmental narratives. Appendix D sets out the budget virements to be approved.

Table 2: General Fund Capital Programme - Month 4 2024-25 to 2033-34

Department	2024-25			2025-26			Total Programme to 2033-34	
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variations	Revised Budget	Total Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's (incl SSF) and Adults' Services	63,691	63,587	(104)	10,901	11,005	-	83,017	83,017
Finance	12,221	10,215	(2,006)	5,051	10,727	-	37,933	37,933
Governance & Assurance	6,700	7,657	957	5,556	7,105	-	57,193	57,193
Environment, Neighbourhoods & Growth	67,870	42,928	(24,942)	28,337	41,030	2,703	143,288	143,288
Planning & Growth	57,997	28,915	(29,082)	8,946	31,369	-	74,691	74,691
Housing	3,433	3,433	-	2,879	2,879	-	26,464	26,464
TOTAL EXPENDITURE	211,912	156,735	(55,177)	61,670	104,115	2,703	422,586	422,586
FUNDED BY:								
Capital Receipts	5,736	5,736	-	10,000	10,000	-	35,736	35,736
Major Repairs allowance	-	-	-	-	-	-	-	-
Reserves	3,466	3,466	-	1,560	1,560	-	5,026	5,026
Revenue	-	-	-	-	-	-	-	-
Capital Grants	32,029	31,574	(455)	9,712	10,565	853	55,588	55,589
Section 106 and CIL	13,126	10,972	(2,154)	2,203	4,111	1,908	19,337	19,337
External Contributions	3,062	3,062	-	111	111	-	3,186	3,186
TOTAL RESOURCES	57,419	54,810	(2,609)	23,586	-	2,761	118,873	118,874

CAPITAL PROGRAMME SUPPORTING THE 'SOUTHWARK 2030 STRATEGY'

36. The projects within the current general fund capital programme and the housing investment programme have been assigned to the goals set out in the Southwark 2030 strategy. It is necessarily a broad approach to categorisation as some projects support more than one goal or have been included to fulfil health and safety concerns. There are other projects that are not outward facing but are corporate projects. Grouping by goal, does show the scale of the council's investment and ambitions for the long-term future of Southwark.

37. Overall, the council is investing £347m over 10 years, from the general fund to support the vision of Southwark 2030. The housing investment programme

which mainly comprises of the new build programme and asset management is an additional £1,360m over this same 10-year period. Table 3 allocates the forecast over the Southwark 2030 goals, together with the housing investment programme and the corporate projects. Appendix A2 shows more detail.

Table 3: Southwark 2030: Total forecast capital programme spend

Total Capital Programme 2024/25 - 2033/34	
Southwark 2030 Goals	Forecast
	£'000
Decent Homes for All	26,464
Good Start in Life	70,265
A Safer Southwark	36,592
A Strong & Fair Economy	105,537
Staying Well	27,520
Healthy Environment	80,304
Total Expenditure	346,681
Corporate Projects	75,904
Housing Investment Programme (HIP)	1,359,622
Total General Fund and HIP	1,782,207

38. Broadly, the types of projects within each category are as follows:

- **Decent homes for all.** (Building more homes, investing in maintaining and improving social housing, creating new affordable homes)
- **A good start in life.** (Youth services, school refurbishment, air quality improvements, building of children's homes)
- **A safer Southwark.** (Streetcare improvements, CCTV cameras, school streets)
- **A strong and fair economy.** (Regeneration projects, Peckham rye redevelopment, digital connectivity)
- **Staying well.** (Leisure centres, adult social care home improvements)
- **A healthy environment.** (Cleaner, Greener, Safer projects, investments in parks, air quality, climate emergency projects).

Green Buildings Fund

39. The Green Buildings Fund is the council's carbon offsetting fund. It is a collection of financial contributions secured by planning obligations secured through S106 legal agreements. Where a major new development has not achieved net zero carbon emissions, the council collects a financial contribution for each tonne of carbon to make up for the shortfall. The current amount of funding collected within the fund is over £8m.

40. Subject to planning committee approval in November 2024, the current

outstanding balance of the Green Buildings Fund –will be released to help finance the delivery of decarbonisation projects within the council’s Climate Action Plan and Strategy. The Climate Change Team will work with other teams across the council to collate and propose potential projects that will deliver strong decarbonisation outcomes. Projects will be robustly and competitively assessed for carbon savings and other outcomes and presented for decision in a process overseen by the Environment, Sustainability and Leisure Capital Board and the cabinet member responsible for climate change.

41. The GLA recommends that carbon offset funds are targeted towards ‘hard’ measures, including energy efficiency schemes, renewable energy and district heating. ‘Soft’ measures such as behaviour change can be funded but should not benefit from the majority of the carbon offset funding.
42. Each funded project will provide a robust estimate of the tonnage of carbon that delivery will offset, either at decision point or in final reporting, as well as the stage of the project and type of measures being supported (e.g., hard/soft measures as defined in the London Plan). This will be set against details of the S106 agreement where funding was collected, to allow comparison to the tonnage of carbon that would be offset at the carbon price the s106 contribution was secured at, clearly recorded for audit purposes.

New Capital Bids

43. A new capital bid process was reported to the July 2024 cabinet. Any new bids would be formally reviewed by a Capital Board against the affordability criteria and in alignment with key council principles and brought to cabinet for approval. For those that were not brought forward this time, or for new bids during the year, there is a further opportunity to seek approval through this process during the month 8 monitoring.
44. Affordability of the general fund capital programme is dependent on grant income, ‘Section 106’, and Community Infrastructure Levy (CIL) receipts and capital receipts. Any shortfall is met through prudential borrowing, which incurs financing costs. Capital bids totaling £190m were submitted to the capital board in July 2024. As this total was over and above what is affordable the capital board agreed to submit to cabinet for approval those bids that are urgent for health and safety reasons or were key council priorities. The total new bids for these projects are £9.7m with details in Appendix E and F.

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

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

Climate change implications

46. This report provides an update on the council's capital programme as a whole and includes climate change programme updates. The impact of individual projects and programmes will be considered in line with constitutional requirements as part of the specific decision making and procurement processes.

Resource implications

47. This report is the capital outturn report which details the budgetary outcomes in 2024-25.

Consultation

48. No consultation has taken place as this report details the 2024-25 capital monitoring report for month 4.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (NBC 21.08.2024)

49. The council has a duty to maintain a balanced budget throughout the year and, accordingly, members are required to regularly monitor the council's financial position. Section 28 of the Local Government Act 2003 imposes a duty on the council to monitor its budgets throughout the financial year. The council must take necessary appropriate action to deal with any deterioration in the financial position revealed by the review. This report sets out the current situation regarding the general fund capital programme indicating that the costs can be contained within the current funding envelope. It also sets out the position regarding the housing investment programme.
50. Decisions regarding the strategic aspects of the regulation and control of the council's finances are reserved to the cabinet in accordance with Part 3B of the constitution. This part refers to the cabinet having responsibility for the "council's revenue and capital budgets, including the housing revenue account, ensuring effective financial control and the achievement of value for money, within the provisions of financial standing orders. The Financial Standing Orders require the chief finance officer to report on the overall financial position of the council and on capital expenditure incurred by the council to the cabinet on a regular basis.
51. Specific provisions for the approval of virements over £1,000,000 and up to £10,000,000 between capital projects or programme headings as set out in the overall programme approved by council assembly are reserved to cabinet in Part 3C.
52. The capital programme assists the council in complying with the duty under the

Local Government Act 1999 which requires it to make arrangement to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.

53. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
- Eliminate unlawful discrimination harassment and victimisation
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
54. Cabinet needs to take account of this duty in considering this report.
55. The community, equalities (including socio-economic) and health impacts section above indicates that whilst this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities.
56. The public sector equality duty is a continuing duty and will need to be taken account of in any processes to mitigate budget pressures.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A1	General Fund Capital Programme 2024-25 to 2033-34
Appendix A2	General Fund Capital Programme aligned to Southwark 2030
Appendix B	Departmental General Fund Narratives
Appendix C	Housing Investment Programme
Appendix D	Variations and Virements
Appendix E	New Capital Bids
Appendix F	New Capital Bids narrative

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Tim Jones, Director of Corporate Finance.	
Version	Final	
Dated	4 October 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, Resources	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 October 2024	

Appendix A1 - General Fund Capital Programme 2024-25 to 2033-34 Month 4

Capital Programme 2024/25 - 2033/34 Description of Programme / Project	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment, Neighbourhoods and Growth													
CIL 2021- CGS	74	3	54	(20)	0	20	20	0	0	0	74	74	0
Cleaner Greener Safer	2,286	333	1,880	(406)	2,740	2,916	176	8,137	8,367	230	13,163	13,163	0
Cycle Superhighway 4 Project	2,898	0	0	(2,898)	0	150	150	0	2,748	2,748	2,898	2,898	0
Southwark School Streets	751	25	450	(301)	311	311	0	260	561	301	1,323	1,323	0
CIL 2021- Highways	613	49	441	(172)	0	172	172	0	0	0	613	613	0
LIP Programme	2,896	1,210	2,686	(210)	0	210	210	0	0	0	2,896	2,896	0
Other PR Projects	5,720	170	3,791	(1,930)	1,826	3,282	1,456	0	473	473	7,546	7,546	(0)
StreetCare	7,820	301	7,584	(236)	6,488	6,709	221	17,347	17,362	15	31,656	31,656	0
Street Lighting	2,079	0	2,079	0	700	700	(0)	700	700	0	3,479	3,479	0
Street Market	100	0	60	(40)	0	40	40	0	0	0	100	100	0
Air Quality	1,112	72	765	(347)	563	563	0	13	359	347	1,687	1,687	0
Air Quality Action Plan & Climate Emergency Delivery Projects	750	16	318	(432)	193	193	0	0	432	432	943	943	0
Climate Emergency	5,151	104	3,159	(1,993)	600	2,288	1,688	13,779	14,083	304	19,530	19,530	0
CCTV Cameras	1,500	113	1,000	(500)	1,250	1,250	0	250	750	500	3,000	3,000	0
Carbon Reduction Investment	1,331	0	0	(1,331)	0	1,331	1,331	0	0	0	1,331	1,331	0
Youth Services	761	47	761	0	0	0	0	0	0	0	761	761	0
Culture	132	8	118	(15)	113	127	15	267	267	0	512	512	0
Cemetery Burial Strategy	17	0	6	(11)	106	3	(104)	0	115	115	123	123	0
Drinking Water Fountains throughout Southwark	20	4	0	(20)	80	0	(80)	100	200	100	200	200	0
Food Waste Collection	1,316	0	1,316	0	0	0	0	0	0	0	1,316	1,316	0
Tree Planting	1,081	260	1,173	92	542	427	(115)	100	123	23	1,723	1,723	0
CIL 2021- Parks	951	12	150	(801)	195	750	555	(0)	246	246	1,146	1,146	0
Parks	13,133	664	8,455	(4,678)	9,082	9,922	839	3,130	6,968	3,838	25,345	25,345	(0)
South Dock Marina	7,194	111	1,400	(5,794)	1,147	6,365	5,219	0	575	575	8,341	8,341	0
Leisure	8,183	165	5,283	(2,900)	2,400	3,300	900	3,000	5,000	2,000	13,583	13,583	0
Environment, Neighbourhoods and Growth	67,870	3,666	42,928	(24,942)	28,337	41,030	12,693	47,082	59,330	12,248	143,288	143,288	0
Planning	1,676	114	1,354	(322)	0	322	322	0	0	0	1,676	1,676	0
Walworth Town Hall	1,058	0	1,058	0	0	0	0	0	0	0	1,058	1,058	0
Canada Water Leisure Centre	225	19	225	0	0	0	0	0	0	0	225	225	0
Revitalising the Blue	39	18	839	800	2,372	1,572	(800)	0	0	0	2,411	2,411	0
Riverside Walk	1,459	0	0	(1,459)	0	50	50	0	1,409	1,409	1,459	1,459	0
Regeneration North	5,494	451	2,265	(3,229)	516	3,423	2,906	27	349	323	6,037	6,037	0
Revitalising Camberwell	328	0	0	(328)	0	328	328	0	0	0	328	328	0
Peckham Rye Station Redevelopment	10,862	287	1,584	(9,278)	150	6,790	6,640	0	2,638	2,638	11,012	11,012	0
The Old Vic	3,736	0	1,500	(2,236)	0	2,236	2,236	0	0	0	3,736	3,736	0
Regeneration South	8,974	353	6,220	(2,754)	75	2,829	2,754	0	0	0	9,049	9,049	0
21-23 Parkhouse Street	2,791	0	0	(2,791)	0	500	500	0	2,291	2,291	2,791	2,791	0
Peckham Library Square	6,673	42	2,238	(4,435)	0	4,435	4,435	0	0	0	6,673	6,673	0
Regeneration Capital	2,773	16	559	(2,213)	2,625	4,838	2,213	112	112	0	5,510	5,510	0
Strategic Acquisitions	202	0	202	0	0	0	0	0	0	0	202	202	0
Property Services	6,909	125	6,071	(837)	1,200	2,037	837	3,600	3,600	0	11,709	11,709	0
Elephant & Castle Regeneration	4,800	0	4,800	0	2,008	2,008	0	4,008	4,008	0	10,816	10,816	0
Planning & Growth	57,998	1,424	28,915	(29,083)	8,946	31,369	22,423	7,747	14,407	6,660	74,691	74,691	0
Children's and Adults' Services													
Lifecycle Capital Prog- Anchor Homes	1,309	392	1,309	0	1,618	1,618	0	2,877	2,877	0	5,804	5,804	0
Lifecycle Capital Prog- ASC properties	1,000	20	1,000	0	1,158	1,158	0	3,005	3,005	0	5,164	5,164	0
Mosaic Management Information Development	286	116	286	0	305	305	0	0	0	0	591	591	0

Appendix A1 - General Fund Capital Programme 2024-25 to 2033-34 Month 4

Capital Programme 2024/25 - 2033/34 Description of Programme / Project	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bed Based Care	1,000	19	1,000	0	894	894	0	0	0	0	1,894	1,894	0
Changing Places Toilet Programme	14	0	14	0	15	15	0	15	15	0	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
Primary Schools Refurbishment Programme	105	0	0	(105)	2,505	2,609	105	0	0	0	2,609	2,609	0
Primary Schools Refurbishment Programme Pre 24/25	1,476	135	1,476	(0)	0	0	0	0	0	0	1,476	1,476	(0)
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	4,815	0	4,815	0	0	0	0	0	0	0	4,815	4,815	0
Beormund Primary School Redevelopment	17,475	27	17,475	0	367	367	0	0	0	0	17,842	17,842	0
Ilderton Primary - Air Quality Improvements	1	0	1	0	0	0	0	0	0	(0)	1	1	(0)
Permanent Expansion	11,288	2,619	11,288	0	695	695	0	0	0	0	11,984	11,984	0
Riverside Primary School	5,802	1,124	5,802	(0)	154	154	0	28	28	0	5,983	5,983	(0)
Rotherhithe Primary School Expansion	1,108	220	1,108	0	0	0	0	0	0	0	1,108	1,108	0
SEND and Disabilities Development	11,172	33	11,172	(0)	3,159	3,159	0	2,500	2,500	0	16,832	16,832	0
Southwark Inclusive Learning Service KS4	3,200	0	3,200	0	0	0	0	0	0	0	3,200	3,200	0
Childrens Homes	2,238	0	2,238	(0)	30	30	0	0	0	0	2,268	2,268	(0)
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	365	0	365	0	0	0	0	0	0	0	365	365	0
Children's and Adults' Services Total	63,691	4,705	63,587	(105)	10,901	11,005	105	8,425	8,425	0	83,017	83,017	0
Housing													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	468	0	0	0	0	0	0	0	468	468	0
Housing Renewal	2,965	380	2,965	0	2,879	2,879	0	20,152	20,152	0	25,996	25,996	0
Housing Total	3,433	380	3,433	0	2,879	2,879	0	20,152	20,152	0	26,464	26,464	0
Finance													
Public Switched Telephone Network (PSTN) Digitalisation	171	177	253	82	1,051	969	(82)	0	0	0	1,222	1,222	0
Laptop Refresh	10,050	408	4,798	(5,252)	2,000	5,618	3,618	6,662	8,296	1,635	18,712	18,712	0
Digital Strategy	2,000	941	5,164	3,164	2,000	4,140	2,140	14,000	8,696	(5,304)	18,000	18,000	0
Finance Total	12,221	1,525	10,215	(2,007)	5,051	10,727	5,676	20,662	16,992	(3,669)	37,933	37,933	0
Governance & Assurance													
PPM & Compliance Programme (CRP)	400	174	400	0	946	400	(546)	15,547	16,093	546	16,893	16,893	(0)
Operational Buildings Life Cycle Investment	6,300	466	7,257	957	4,610	6,705	2,095	29,389	26,338	(3,052)	40,300	40,300	(0)
Governance & Assurance Total	6,700	640	7,657	957	5,556	7,105	1,549	44,937	42,431	(2,506)	57,193	57,193	(0)
Capital Programme 2024/25-2033/34	Total General Fund Programme												
	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	211,914	12,340	156,735	(55,179)	61,669	104,114	42,445	149,003	161,736	12,733	422,586	422,586	0
Total Resources	57,419	0	54,810	(2,609)	23,586	26,347	2,761	37,868	37,717	(151)	118,873	118,874	1
Forecast Variation (under)/over.	154,495	12,340	101,925	(52,570)	38,083	77,767	39,684	111,135	124,019	12,884	303,713	303,712	(1)
Cumulative position					192,578	179,693	(12,885)	303,713	303,712	(1)	303,713	303,712	(1)

Appendix A2 - General Fund Capital Programme 2024-25 to 2033-34 Month 4

Capital Programme 2024/25 - 2033/34 Southwark 2030 Goals - Description of Programme / Project	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Decent Homes for All													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	468	0	0	0	0	0	0	0	468	468	0
Housing Renewal	2,965	380	2,965	0	2,879	2,879	0	20,152	20,152	0	25,996	25,996	0
Total Decent Homes for All	3,433	380	3,433	0	2,879	2,879	0	20,152	20,152	0	26,464	26,464	0
A Good Start in Life													
Youth Services	761	47	761	0	0	0	0	0	0	0	761	761	0
Primary Schools Refurbishment Programme	105	0	0	(105)	2,505	2,609	105	0	0	0	2,609	2,609	0
Primary Schools Refurbishment Programme Pre 24/25	1,476	135	1,476	(0)	0	0	0	0	0	0	1,476	1,476	(0)
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	4,815	0	4,815	0	0	0	0	0	0	0	4,815	4,815	0
Beormund Primary School Redevelopment	17,475	27	17,475	0	367	367	0	0	0	0	17,842	17,842	0
Ilderton Primary - Air Quality Improvements	1	0	1	0	0	0	0	0	0	(0)	1	1	(0)
Permanent Expansion	11,288	2,619	11,288	0	695	695	0	0	0	0	11,984	11,984	0
Riverside Primary School	5,802	1,124	5,802	(0)	154	154	0	28	28	0	5,983	5,983	(0)
Rotherhithe Primary School Expansion	1,108	220	1,108	0	0	0	0	0	0	0	1,108	1,108	0
SEND and Disabilities Development	11,172	33	11,172	(0)	3,159	3,159	0	2,500	2,500	0	16,832	16,832	0
Southwark Inclusive Learning Service KS4	3,200	0	3,200	0	0	0	0	0	0	0	3,200	3,200	0
Childrens Homes	2,238	0	2,238	(0)	30	30	0	0	0	0	2,268	2,268	(0)
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	365	0	365	0	0	0	0	0	0	0	365	365	0
Total A Good Start in Life	60,826	4,205	60,722	(105)	6,911	7,015	105	2,528	2,528	(0)	70,265	70,265	0
A Safer Southwark													
Southwark School Streets	751	25	450	(301)	311	311	0	260	561	301	1,323	1,323	0
CIL 2021- Highways	613	49	441	(172)	0	172	172	0	0	0	613	613	0
StreetCare	7,820	301	7,584	(236)	6,488	6,709	221	17,347	17,362	15	31,656	31,656	0
CCTV Cameras	1,500	113	1,000	(500)	1,250	1,250	0	250	750	500	3,000	3,000	0
Total A Safer Southwark	10,685	487	9,475	(1,210)	8,050	8,443	394	17,857	18,674	816	36,592	36,592	0
A Strong & Fair Economy													
LIP Programme	2,896	1,210	2,686	(210)	0	210	210	0	0	0	2,896	2,896	0
Street Market	100	0	60	(40)	0	40	40	0	0	0	100	100	0
Culture	132	8	118	(15)	113	127	15	267	267	0	512	512	0
South Dock Marina	7,194	111	1,400	(5,794)	1,147	6,365	5,219	0	575	575	8,341	8,341	0
Planning	1,676	114	1,354	(322)	0	322	322	0	0	0	1,676	1,676	0
Walworth Town Hall	1,058	0	1,058	0	0	0	0	0	0	0	1,058	1,058	0
Revitalising the Blue	39	18	839	800	2,372	1,572	(800)	0	0	0	2,411	2,411	0
Riverside Walk	1,459	0	0	(1,459)	0	50	50	0	1,409	1,409	1,459	1,459	0
Regeneration North	5,494	451	2,265	(3,229)	516	3,423	2,906	27	349	323	6,037	6,037	0
Revitalising Camberwell	328	0	0	(328)	0	328	328	0	0	0	328	328	0
Peckham Rye Station Redevelopment	10,862	287	1,584	(9,278)	150	6,790	6,640	0	2,638	2,638	11,012	11,012	0
The Old Vic	3,736	0	1,500	(2,236)	0	2,236	2,236	0	0	0	3,736	3,736	0
Regeneration South	8,974	353	6,220	(2,754)	75	2,829	2,754	0	0	0	9,049	9,049	0
21-23 Parkhouse Street	2,791	0	0	(2,791)	0	500	500	0	2,291	2,291	2,791	2,791	0
Peckham Library Square	6,673	42	2,238	(4,435)	0	4,435	4,435	0	0	0	6,673	6,673	0
Regeneration Capital	2,773	16	559	(2,213)	2,625	4,838	2,213	112	112	0	5,510	5,510	0
Strategic Acquisitions	202	0	202	0	0	0	0	0	0	0	202	202	0

Property Services	6,909	125	6,071	(837)	1,200	2,037	837	3,600	3,600	0	11,709	11,709	0
Elephant & Castle Regeneration	4,800	0	4,800	0	2,008	2,008	0	4,008	4,008	0	10,816	10,816	0
Public Switched Telephone Network (PSTN) Digitalisation	171	177	253	82	1,051	969	(82)	0	0	0	1,222	1,222	0
Digital Strategy	2,000	941	5,164	3,164	2,000	4,140	2,140	14,000	8,696	(5,304)	18,000	18,000	0
Total A Strong & Fair Economy	70,267	3,851	38,371	(31,896)	13,256	43,221	29,964	22,013	23,945	1,931	105,537	105,537	0
Staying Well													
Drinking Water Fountains throughout Southwark	20	4	0	(20)	80	0	(80)	100	200	100	200	200	0
Leisure	8,183	165	5,283	(2,900)	2,400	3,300	900	3,000	5,000	2,000	13,583	13,583	0
Canada Water Leisure Centre	225	19	225	0	0	0	0	0	0	0	225	225	0
Lifecycle Capital Prog- Anchor Homes	1,309	392	1,309	0	1,618	1,618	0	2,877	2,877	0	5,804	5,804	0
Lifecycle Capital Prog- ASC properties	1,000	20	1,000	0	1,158	1,158	0	3,005	3,005	0	5,164	5,164	0
Mosaic Management Information Development	286	116	286	0	305	305	0	0	0	0	591	591	0
Bed Based Care	1,000	19	1,000	0	894	894	0	0	0	0	1,894	1,894	0
Changing Places Toilet Programme	14	0	14	0	15	15	0	15	15	0	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
Total Staying Well	12,054	735	9,134	(2,920)	6,470	7,290	820	8,997	11,097	2,100	27,520	27,520	0
A Healthy Environment													
CIL 2021- CGS	74	3	54	(20)	0	20	20	0	0	0	74	74	0
Cleaner Greener Safer	2,286	333	1,880	(406)	2,740	2,916	176	8,137	8,367	230	13,163	13,163	0
Cycle Superhighway 4 Project	2,898	0	0	(2,898)	0	150	150	0	2,748	2,748	2,898	2,898	0
Other PR Projects	5,720	170	3,791	(1,930)	1,826	3,282	1,456	0	473	473	7,546	7,546	(0)
Street Lighting	2,079	0	2,079	0	700	700	(0)	700	700	0	3,479	3,479	0
Air Quality	1,112	72	765	(347)	563	563	0	13	359	347	1,687	1,687	0
Air Quality Action Plan & Climate Emergency Delivery Projects	750	16	318	(432)	193	193	0	0	432	432	943	943	0
Climate Emergency	5,151	104	3,159	(1,993)	600	2,288	1,688	13,779	14,083	304	19,530	19,530	0
Carbon Reduction Investment	1,331	0	0	(1,331)	0	1,331	1,331	0	0	0	1,331	1,331	0
Cemetery Burial Strategy	17	0	6	(11)	106	3	(104)	0	115	115	123	123	0
Food Waste Collection	1,316	0	1,316	0	0	0	0	0	0	0	1,316	1,316	0
Tree Planting	1,081	260	1,173	92	542	427	(115)	100	123	23	1,723	1,723	0
CIL 2021- Parks	951	12	150	(801)	195	750	555	(0)	246	246	1,146	1,146	0
Parks	13,133	664	8,455	(4,678)	9,082	9,922	839	3,130	6,968	3,838	25,345	25,345	(0)
Total A Healthy Environment	37,899	1,634	23,145	(14,753)	16,548	22,544	5,997	25,858	34,615	8,757	80,304	80,304	0
Corporate Projects													
Laptop Refresh	10,050	408	4,798	(5,252)	2,000	5,618	3,618	6,662	8,296	1,635	18,712	18,712	0
PPM & Compliance Programme (CRP)	400	174	400	0	946	400	(546)	15,547	16,093	546	16,893	16,893	(0)
Operational Buildings Life Cycle Investment	6,300	466	7,257	957	4,610	6,705	2,095	29,389	26,338	(3,052)	40,300	40,300	(0)
Total Corporate Projects	16,750	1,048	12,455	(4,295)	7,556	12,722	5,166	51,598	50,727	(871)	75,904	75,904	(0)
Capital Programme 2024/25-2033/34	Total General Fund Programme												
	2024/25				2025/26			2026/27- 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	211,914	12,340	156,735	(55,179)	61,669	104,114	42,445	149,003	161,736	12,733	422,586	422,586	0
Total Resources	57,419	0	54,810	(2,609)	23,586	26,347	2,761	37,868	37,717	(151)	118,873	118,874	1
Forecast Variation (under)/over.	154,495	12,340	101,925	(52,570)	38,083	77,767	39,684	111,135	124,019	12,884	303,713	303,712	(1)
Cumulative position					192,578	179,693	(12,885)	303,713	303,712	(1)	303,713	303,712	(1)

APPENDIX B

DEPARTMENTAL NARRATIVES – GENERAL FUND

ENVIRONMENT NEIGHBOURHOODS AND GROWTH

1. The total value of the capital programme for the department is currently £143.3m for the 10-year programme. The projected 2024-25 outturn is £42.9m against the revised budget of £67.9m (after allowing for reprofiling of budgets due to slippage in this year's programme).
2. Year to date spend is currently £3.7m or 5.4% which is below where spend is expected to be month 4. Officers are currently working on enhancing the project management resources to ensure that the capital programme remains on target.
3. The department has also setup a capital programme review board in June 2024 to strengthen the focus on capital projects, their delivery and to help unblock any bottlenecks that may be preventing delivery to plan. The focus will be to encourage a better approach to forecasting, as well as reviewing any potential new capital bids.
4. Table 1 below summaries the 2024/25 financial position by key schemes and responsible division:

Table 1

	2024/25						
	Agreed Budget	Budget Virements	Budget Variations	Revised Budget	Spend	Forecast	Variance
	£	£	£	£	£	£	£
Leisure	8,182,721	0	0	8,182,721	164,615	5,282,721	(2,900,000)
South Dock Marina	7,193,685	0	0	7,193,685	111,201	1,400,000	(5,793,685)
Parks - Programme and Projects	7,418,220	442,833	700,000	8,561,053	294,551	5,469,421	(3,091,632)
Parks - Others	6,516,803	0	123,896	6,640,699	645,776	4,314,471	(2,326,228)
Culture	893,339	0	0	893,339	54,410	878,471	(14,868)
TOTAL - Leisure & Culture	30,204,768	442,833	823,896	31,471,497	1,270,553	17,345,084	(14,126,413)
Climate Change and Sustainability	6,482,090	0	0	6,482,090	103,681	3,158,650	(3,323,440)
TOTAL - Climate Change and Susta	6,482,090	0	0	6,482,090	103,681	3,158,650	(3,323,440)
Street Lighting	1,588,794	490,306	0	2,079,100	0	2,079,100	0
Regulatory Services	1,861,881	0	0	1,861,881	87,699	1,082,979	(778,902)
StreetCare	7,741,590	0	78,900	7,820,490	300,615	7,584,429	(236,061)
Other PR Projects	7,072,642	0	2,909,984	9,982,626	243,801	4,681,630	(5,300,996)
LIP PROGRAMME	952,328	0	1,944,000	2,896,328	1,210,304	2,686,328	(210,000)
Cleaner Greener Safer	2,359,944	0	0	2,359,944	336,589	1,934,138	(425,806)
Street Market	100,000	0	0	100,000	0	60,000	(40,000)
Stronger Neighbourhoods	1,500,000	0	0	1,500,000	112,699	1,000,000	(500,000)
Waste & Cleaning	1,315,889	0	0	1,315,889	0	1,315,889	0
TOTAL - Environment	24,493,068	490,306	4,932,884	29,916,258	2,291,707	22,424,492	(7,491,765)
TOTAL	61,179,926	933,139	5,756,779	67,869,844	3,665,941	42,928,226	(24,941,619)

The financial overview and progress of some of the major programmes by Division are detailed below: -

Climate Change & Sustainability Division

5. The projected 2024-25 outturn is £3.2m against the revised budget of £6.5m mainly due to reprofiling existing budgets to ensure a realistic target is set for the year.
6. Cabinet agreed an additional £25m capital budget to enable the council to do more, faster, to reduce carbon emissions. £23m of the £25m has been allocated to strategic project areas that meet our carbon reduction ambition as set out in the council's climate action plan. This is profiled over the next 6 years. Recent work undertaken includes the launch of the Southwark Community Energy Fund, which will see £400k allocated to expanding renewable energy generation in the borough, alongside building skills and capacity within the community for further energy saving. LED Street Lighting, cycle hanger and leisure centre retrofit programmes have also seen their delivery rapidly increased through this funding, alongside allocating additional funding for increased planting and greening for highway schemes.

Leisure Division

7. The projected 2024-25 outturn is £17.3m against the revised budget of £31.5m mainly due to reprofiling existing budgets to ensure a realistic target is set for the year.

Parks, Leisure Centres. Youth and Play

8. The programme includes 34 individual projects. The most significant expenditure in the programme this year will be in respect of the following projects:
 - South Dock Marina Boatyard Essential H&S works - construction works (£1.2m)
 - Burgess Park Sports Pavilion and Pitches - completion of pavilion construction, ancillary landscaping and basketball court (£1.8m)
 - Borough wide tree planting programme - £1m (Nov 24 – Mar 25)
 - Peter Hills Footbridge replacement - £650k
 - Parks Footpaths repair & Replacement - £250k
 - South Dock Marina Boatyard Crane – supply and installation - £900k
 - Adventure Playgrounds – construction at 3 sites (£735k)
 - Active Southwark Community Investment Fund – 3rd 4th and 5th round grants awarded and projects delivered (£755k)

9. There are also 11 individual projects, primarily covering lifecycle maintenance and replacement works at various Leisure Centres. The programme includes roof repairs and glass replacement at Dulwich Leisure Centre, roof repairs at Camberwell Leisure Centre, replacement of training boats at Surrey Docks Fitness & Watersport Centre, structural repairs to Dulwich Leisure Centre Fitness Room and electrical works at Dulwich and Camberwell Leisure Centre.
- Leisure centre lifecycle maintenance – £246k
 - Camberwell Roof lantern – £150k
 - Canada Water Leisure Centre – £1.4m
 - Leisure Centre Gym replacements – £1.6m
 - Leisure Centre remedial repairs and improvements – £3m
 - Decarbonisation of Leisure Centres – £600k
 - Leisure Centres digital transformation – £500k
10. Also included within the Youth and Play Service capital budget (Youth New Deal) is approximately £748k remaining for planned capital works, including significant improvements to the Brandon Youth Centre (September 24 to March 25).

Libraries and Culture

11. The libraries capital programme includes IT innovation projects, building improvements and costs associated with new library projects and library refurbishments. The budget for 2024/25 is being used to fund the Dulwich library refurbishment project. Project is due to start in Q4 of 2024-25. Total spend is expected to be approximately £250k with anticipated £100k spend in 2024/25 and remaining spend in 2025/26. Project timescales may change and any changes to forecast will be reflected in the month 8 capital monitor..

Environment Division

12. The projected 2024-25 outturn is £22.4m against the revised budget of £29.9m due to reprofiling existing budgets to ensure a realistic target is set for the year.

Cleaner Greener Safer, (Including air quality projects)

13. The Cleaner Greener Safer 2024-25 programmes spend, and completion targets were agreed at the start of the year: 200 projects have been committed at an estimated cost of £1.88 million. These include the refurbishment of rotten planting beds at Cossal Estate, the removal of graffiti on a building on Alpha Street and protecting it with anti-graffiti coating, building a new playground for under 5s in Peckham Park Rye and installing secure bicycle parking at Rockingham estate. Progression against targets is going well Targets will be reviewed in the autumn and revised if needed.

The Mayor's Air Quality Fund (MAQF)

14. A new project has commenced using money from MAQF working with

schools to raising awareness of asthma, enhance the health and educational experience of students, particularly those with asthma, by monitoring air quality and promoting awareness and behavioural change. The project will monitor indoor air quality in classrooms and in pupil's homes by collecting real-time pollution data in these environments. Currently the council is completing the necessary procurement to support the delivery of the project and undertaking various promotional activities to increase participation in the project. Signing up of participating schools and pupils will take place during the period September to November 2024.

15. Earlier projects funded through the MAQF have now been completed, including the Walworth Low Emission Neighbourhood (LEN). Bookable permit holder only loading bays are being trialled on Walworth Road to reduce parking stress for loading and unloading commercial vehicles and to improve air quality.

Streets and Highways

16. The Non-Principal Road (NPR) programme, delivering major resurfacing of footways and carriageways is on target.
17. School Streets Programme - Decisions are due shortly on which schools will be included in the programme for this year.
18. Cox's Walk footbridge major repair works commenced in February 2023 and is expected to be completed this financial year. The projected cost has increased significantly due to inflation and the severe deterioration of the abutments and labour-intensive works to avoid the tree roots, an additional capital growth bid has been submitted for the funding required to complete the Cox's Walk footbridge refurbishment works.
19. The cycle Superhighway 4 opened in March 2024 with monitoring of the Scheme continuing and following the road safety audit minor works have been carried and further improvements to be made over the coming months. Officers are working with TfL to agree further funding from them to carry out further enhancements to the current scheme following the audit. Design has completed on the first phase of the Peckham to Rotherhithe cycle route, with construction due to start in the autumn.
20. The cycle hangars programme has started well, with 21 delivered to date and a further 21 having been issued to the contractor for installation during Q2. Informal consultation has been carried out on 40 more locations that will form the majority of the Q3 installations.

PLANNING AND GROWTH

- The total value of the capital programme for the department is currently £74.7m for the 10-year programme. The projected 2024-25 outturn is £28.9m against the revised budget of £58m (after allowing for reprofiling of budgets due to slippage in this year's programme).
- Table 1 below summaries the 2024/25 financial position by key schemes and responsible division:

Table 1

Teams	2024/25						
	Agreed Budget	Budget Virements	Budget Variations	Revised Budget	Spend	Forecast	Variance
	£	£	£	£	£	£	£
Planning	1,676,286	0	0	1,676,286	113,621	1,353,878	(322,408)
Sustainable Growth - North	8,182,957	0	92,128	8,275,085	488,022	4,386,891	(3,888,194)
Sustainable Growth - South	30,573,155	0	0	30,573,155	681,344	11,542,171	(19,030,984)
Sustainable Growth - Capital Projects	5,563,314	0	0	5,563,314	15,806	559,438	(5,003,876)
Property Services	7,110,270	0	0	7,110,270	124,884	6,272,785	(837,485)
E&C REFCUS(Regen North)	4,800,000	0	0	4,800,000	0	4,800,000	0
TOTAL - Planning & Growth	57,905,982	0	92,128	57,998,110	1,423,677	28,915,163	(29,082,947)

The progress of some of the major programmes by Division are detailed below: -

Peckham Rye Station development

- The first phase of works to construct new commercial space on Blenheim Grove, has been completed. The buildings are currently being fitted out. In parallel, phase 2 tender documents are being finalised, for the works to demolish the buildings in front of the station to form the new civic square, with a start on site anticipated for Spring 2025. This scheme will be further complemented by a planned major upgrade to Peckham Rye station. This will deliver a fully accessible station, subject to Department for Transport (DfT) funding. As part of the Station scheme the council is investing £1m of Strategic Community Infrastructure Levy funding.

Aylesbury Plot 18

- This council flagship scheme in Walworth, will provide new community facilities including a new library, a GP health centre including community health and early year's facilities surrounding a new public square. Una Marson Library completed in autumn 2023 and it is anticipated that the Harold Moody Health Centre will be completed by the end of August.

Canada Water Leisure Centre

5. Works are progressing well with this new building and completion is scheduled for spring 2025.

Walworth Town Hall Refurbishment

6. The works to this listed building are scheduled to be completed in September 2024.

CHILDRENS' AND ADULT'S SERVICES

1. The total value of the department capital programme for the 10-year period, 2024-25 to 2024-35 is £83m.

Adult Social Care

2. The capital programme value for the period 2024-25 to 2034-35 is £13.5m. The main projects are: £5.8m for an essential lifecycle capital programme for the four residential care homes; £5.2m in respect of a programme of improvements to existing care settings; and £1.9m allocated towards new bed-based care within the borough through the provision of a new nursing home.
3. The Adult Social Care Capital Board has identified a number of priorities for 2024-25 and beyond, in order to meet current and future needs of vulnerable adults in the borough. Accessibility is the key to improving the lives of those with disabilities and their carers. Projects such as the council's contribution to the provision of new Changing Places Toilets and the insourcing of three hostels have been undertaken to deliver improved services to all.
4. The Adult Social Care service invests in its property portfolio to ensure buildings provide a safe and secure environment for staff and users. A proactive strategy of replacing building assets as they reach the end of their lifecycle and investing in low carbon/sustainable technology results in reduced breakdowns, lower maintenance and operating costs and helps the council meet its low carbon commitment.
5. The capital programme also includes an estimated £0.6m to enhance the council's social care IT systems to develop business intelligence that will drive savings, enhance management information and result in improved outcomes for our service users.
6. The council owns a range of properties that are used by Adult Social Care for residential and nursing care for older people and supported living accommodation for mental health and learning disabilities service users. The lifecycle work on these properties, including four residential/nursing homes for the elderly, consists of a five-year programme to March 2029 to upgrade and maintain the buildings fabric and the mechanical and electrical infrastructure. The work also includes a number of projects that will make the buildings more energy efficient and help the council meet its low carbon target. These projects include LED lighting, installing air source heat pumps (ASHP), new double glazed windows and solar panels.
7. The four residential/nursing homes programme reflects the responsibilities agreed with the new care provider Agincare who are taking over the redecoration of residents' en-suite rooms. The programme consists of various projects of life cycle works such as lifts, replacement lighting, fire alarms, window replacements and pipework. Connection of heating system to district heating network at Bluegrove and Waterside is being investigated with a

planned tender later in the year and completion by 2025.

8. The planned lifecycle work on ASC-supported living accommodation is ongoing. Following refurbishment at Grosvenor Terrace, contractors have been instructed to proceed with windows replacement, and work started in July with an estimated completion by September. A £350k tender for planned works at 3, Bowley Close is due in August. Redecorations at Crebor Street have been carried out at one of the upstairs flat while assessing requirements for the rest of the property, and roof repairs at Southwark Resource Centre are in progress. Significant works to the heating and cooling system at Riverside/Cherry Garden have been put on hold due to the longer-term decisions that are to be made on the future of the building.
9. The Corporate Facilities Management team are in the process of carrying out condition surveys to identify the feasibility, cost/benefit return and prioritisation of further low carbon schemes. This will be done with a view to reviewing the projects included in the latter part of the five-year programme, producing an updated programme for 2026-30 and obtaining authorisation to proceed with the next tranche of works in 2026-28.

Children's Services and Southwark Schools Capital Programme

10. The Children's Services capital programme forecast for 2024-25 to 2034-35 is £70m. This consists of £9.7m for the schools refurbishment programme and £16.8m for special education needs and disabilities capital strategy. It also includes certain specific projects such as £12m for Charter School and other permanent expansion retention costs, £17.8m for Beormund Special School and £6m for Riverside Primary School, £1.1m for Rotherhithe Primary School, as well as £2.2m for the development of the two children's homes.
11. The overall programme is focussed on rightsizing provision, ensuring estate remains fit for purpose. In addition, a key priority is to ensure there is sufficient high needs provision in the borough to meet future need. Rising construction prices affect the capital programme by increasing demands on existing resources. Material costs are beginning to stabilise, but the shortage of labour is now the biggest concern for contractors with wage inflation outstripping the general marketplace.
12. There is spare capacity in the primary sector (albeit spread unequally across the borough) because of falling rolls caused by a reduced birth rate and a change in the population demographics. In addition, there has been a reduction in pupil numbers in the earlier secondary year groups. Opportunities are being explored to maximise the use of existing assets to ensure the continued viability of schools and the efficient use of the council's resources. These proposals may be subject to future capital bids. There is also pressure to develop special needs provision to ensure capacity meets the future need for our pupils, which is a national issue for all education authorities.
13. Furthermore, another key priority of the programme is to ensure that any new school buildings are energy efficient in line with the council's target to become

carbon neutral by 2030. To address this, all current new school buildings have to meet a BREEAM 'excellent' standard, which means they are disconnected from the gas network. Changes in the planning process also require higher levels of 'biodiversity' to be provided and this can be difficult in school environments on tight inner-city sites and may require more expensive systems (such as green roofs) to meet these target areas.

14. The Children and Families division has two capital projects in process at present, these being the two planned new children's homes. The main construction works on the first home are complete, with the service organising for OFSTED approvals. The second is back from tender and these are being analysed ready for award of the main works contract in September 2024. Completion will be in May/June 2025 and will open as a care home for children in late Summer/Autumn 2025.

Primary Provision

15. The Primary School refurbishment programme delivers an annual programme of planned refurbishment works alongside emergency reactive works where necessary. Under this programme, the decarbonisation strategy for the school estate will be developed to plan for the move away from using fossil fuels in the heating of schools. This programme also includes work to improve the air quality around schools utilising GLA grant funding for this. This programme is funded from the School Condition Allocation grant, and it is calculated based on pupil numbers therefore the yearly allocation has been reducing in line with falling rolls. Funding of £1.115m has been secured from the Climate Capital Fund to fund works at two schools and £0.3m for Air Quality projects is being funded from the Environmental Protection Team.
16. Riverside Primary School is being redeveloped to re-provide defective early year's classrooms, dining space and safe access into the school. Contractors have been appointed to deliver phase 1 of the scheme, which includes the new classrooms and the dining hall. This contract commenced in the October 2023 half term. Expected completion date for phase 1 of this project is autumn 2024. Phase 2 will cover the new entrance works into the main school building. Negotiations with the Phase 1 contractor are progressing with a potential start date once the dining hall is completed.

Secondary Provision

17. The Charter School East Dulwich is being expanded to address a shortfall in spaces in the local area. The project is in its second stage, with the demolition of the former buildings already completed and construction of a new hall, renovation of the original 'Chateau' building and new play landscaping. This work also includes the additional resource base for 20 pupils. The original completion date for the project has been delayed due to the main works contractor withdrawing from the contract. Therefore, new procurement arrangements had to be undertaken. Construction work commenced in December 2023 and the new facilities are expected to be available to the school in December 2024 /January 2025.

Special Education Needs provision

18. In order to address a growth in the number of pupils with Education Health and Care Plans (EHCPs), options are being explored to redefine the local offer of special education provision from the early years to post-19 in Southwark. This is being done to increase the cost effectiveness of provision and reduce the incidence of pupils being educated out of borough or in high cost independent schools, which do not necessarily provide the best outcomes.
19. Beormund School is being expanded and relocated to Peckham. The new site will provide a purpose-built facility and support modern teaching techniques and learning for the Beormund SEMH School. It will also increase the school capacity to 56 pupils. The contract for the Pre-Construction Services Agreement (PCSA) is still on-going and won't complete until October 2024. The award of the main contract is after the PCSA is complete and this is currently October/November 2024 with works starting in December/January 2025. The anticipated completion for the project is Autumn/Winter 2026.

HOUSING – GENERAL FUND CAPITAL - MONTH 4

1. The Housing General Fund capital programme is forecast to spend approximately £26.5m over the period to 2033-34, comprising housing renewal schemes (£26m) and residual works on travellers' sites (£0.5m).

Asset Management - Housing Renewal

2. The aim of the housing renewal programme is to support vulnerable people in living independently in private sector accommodation through assistance with repairs, improvements and adaptations to their homes. It also aims to provide support to private landlords and property owners in bringing empty properties back into use. This support is provided through the provision of grants and loans and is largely funded through the Disabled Facilities Grant (DFG) and the council's own resources. The DFG service has been successful in increasing the delivery of major adaptations. Demand remains high, averaging eight referrals per month.
3. The Empty Homes service was successful in bringing 43 empty homes back into use during 2023-24, with promotional campaigns continuing to run. Cabinet approved additional resources of £2m specifically for the compulsory purchase of empty homes, and to date, eight properties have been identified for acquisition. Officers are attempting to make contact with the property owners to bring the properties back into use.

Resident Services - Traveller Sites

4. A comprehensive programme of reconfiguration and improvement works to address health and safety and compliance issues (principally fire safety) has already been undertaken and further investment in sites is planned.

FINANCE

5. The total value of the finance capital programme for the ten years to 2033-34 is £38m.

Technology and Digital Services (TDS)

1. TDS supports and manages investment in the council's IT infrastructure. This is necessary to improve the on-line experiences of residents, enabling them to find the information and guidance they require and access our services. In addition, investment in technology continues to enable staff to deliver improved public services across communities and help the council become one of the best-connected and digital boroughs in London. Use of emerging technology and data also helps to enhance our communities and to ensure that residents are able to connect to fast accessible broadband.
2. Last year the IT Investment and Smart Working programmes came to a close and Cabinet approved two new programmes going forward, namely Laptop Refresh at £18.5m and £18m for future Digital Strategy.
3. The investment across these programmes will concentrate on the replacement of networking technology across the wider operational estate, improving workplace collaboration through upgrades to meeting spaces, a rolling programme of laptop replacement for employees with older devices, continued development of the Customer Relationship Management (CRM) system to improve use of data, case management and enhance transformation within Customer Services and Housing.
4. Other planned investment includes delivering a Modern Data Platform to support the council in becoming a data led organisation, further website development to enhance channels to citizens and customer portal technology and review and completion of the data centre migration, embracing cloud computing.
5. Investment to put in place measures to ensure there is IT security compliance will continue and this along with other investment opportunities including robotic process automation to remove repetitive work from employees and the integration of back office systems to improve productivity completes the main objectives of the longer term technology and digital strategy.
6. At month 4 the investment delivery in 2024-25 is expected to be £4.8m through the Laptop Refresh programme and £5.2m of Digital Strategy related schemes.

Public Switched Telephone Network (PSTN)

7. In November 2017, BT Openreach announced they would be switching off the Public Switched Telephone Network (PSTN) in December 2025. The PSTN allows the delivery of "analogue" telecommunications services via copper lines

and is being switched off to be replaced with Voice over Internet Protocol (VoIP) services delivered over a fibre network. Switching off the PSTN and moving to VoIP is also called the digital switchover.

8. A number of technologies are dependent on PSTN wiring and will need to be upgraded to deal with this change. For the council, this includes our lift infrastructure and SMART monitor systems. The general fund programme budget of £3.59m was approved to enable works relating to Telecare (SMART), Council offices, Schools & Nurseries and Highways and CCTV.
9. The aim of the programme was to manage all commercial and residential services that will be affected by the Public Switched Telephone Network (PSTN) switch off that is due to be completed by December 2025. This involves overseeing the migration, replacement and implementation of new technologies to limit the effect of this decision upon the residents, services provided and officers within Southwark.
10. The initial strategy to deliver the equipment upgrade necessary for residents who are receiving the Telecare (SMART) service has been revised. Further consideration of the options available mean that the initial upfront cost can now be spread across a number of years, alleviating the need to directly call on the PSTN capital programme budget. As such cabinet are asked to approve a variation to the overall PSTN budget to remove the £2m set aside for Telecare.
11. Spend across the remaining PSTN programme is currently forecast at £253k for 2024-25.

GOVERNANCE AND ASSURANCE

Asset Management - Corporate Facilities Management (CFM)

1. The CFM capital programme continues to focus on lifecycle works where the priorities are maintenance of the fabric of operational buildings, meeting sustainability targets through upgrading heating and lighting systems, including the installation of air sourced heat pumps and LED lights. There is also a separate compliance programme where CFM supports the council in meeting its statutory responsibilities through a comprehensive inspection and assessment regime. The investment ensures operational buildings are compliant with building standards and health & safety rules and regulations and helps to provide environments that support the wellbeing of both staff and service users.
2. The 2024-25 forecasts at month 4 are £7.3m and £0.4m respectively for Lifecycle and Compliance.
3. In addition to investment directly funded by CFM, the service continues to deliver a number of other projects on behalf of departments.

HRA Capital Programme-2024/25 Month 4 Monitor- Appendix C

Programme	Programme Area	Scheme	Spend at month 4	Forecast						2024/25-3033/34 Total Forecast
				2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	
			£	£	£	£	£	£	£	£
Asset Management	Investment	Major works	3,922,641	25,094,337	14,019,880	31,098,005	55,150,861	37,688,163	139,504,556	302,555,802
		District Heating	199,197	2,020,787	5,700,149	4,744,342	734,617	150,027	-	13,349,922
		Fire/Building Safety	57,436	76,148	-	-	6,000,000	7,291,119	-	13,367,267
		Security	-	-	-	-	-	-	-	-
			4,179,275	27,191,271	19,720,029	35,842,348	61,885,477	45,129,309	139,504,556	329,272,991
	Engineering	Asbestos	-	1,895,734	1,600,000	1,600,000	1,600,000	1,600,000	6,400,000	14,695,734
		Boiler replacements	327,807	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	16,000,000	36,000,000
		District Heating	933,454	4,555,461	9,224,918	11,898,651	15,742,428	1,600,000	6,400,000	49,421,457
		Electrical	2,546,279	14,195,916	36,000,746	19,983,900	4,600,000	4,600,000	4,600,000	83,980,562
		FRA Tasks	114,282	114,282	-	-	-	-	-	114,282
		Fire Safety	-	2,500,000	4,000,000	3,000,000	3,000,000	3,000,000	12,000,000	27,500,000
		Lifts	-	1,600,000	3,200,000	5,200,000	1,900,000	1,500,000	6,300,000	19,700,000
		Ventilation	-	750,000	350,000	400,000	400,000	400,000	1,300,000	3,600,000
		Water tanks	4,149	1,020,032	750,000	500,000	500,000	500,000	2,000,000	5,270,032
		Data systems improvements	-	-	-	-	-	-	-	-
		Security	-	157,906	500,000	500,000	500,000	500,000	2,000,000	4,157,906
		Ladders	-	-	130,000	1,300,000	1,188,750	1,160,000	1,120,000	4,898,750
				3,925,970	30,789,331	59,755,664	48,382,551	33,431,178	18,860,000	58,120,000
	Repairs	Adaptations	301,170	3,149,100	3,149,100	3,149,100	1,600,000	1,600,000	6,400,000	19,047,300
		Communal	330,333	3,107,416	2,800,000	3,550,000	3,550,000	3,550,000	14,200,000	30,757,416
		Emergency structural	-	50,000	850,000	50,000	-	-	-	950,000
		FRA Tasks	3,416,318	8,486,491	6,456,000	1,456,000	1,456,000	1,456,000	5,824,000	25,134,491
		Health & Safety	-	-	-	-	-	-	5,751,436	5,751,436
		Major voids	-	534,000	-	-	-	-	-	534,000
		Major repairs	12,682	-	-	-	-	-	-	-
		Roofing	317,636	1,924,605	2,250,000	2,250,000	2,250,000	2,250,000	9,000,000	19,924,605
		Voids	29,755	1,893,063	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	17,893,063
			4,407,894	19,144,675	17,505,100	12,455,100	10,856,000	10,856,000	49,175,436	119,992,310
	Building Safety	Fire/Building Safety	565,753	2,852,610	3,300,000	5,800,000	3,100,000	-	-	15,052,610
		Stock Condition Survey	-	200,000	2,900,000	2,500,000	800,000	800,000	-	7,200,000
			565,753	3,052,610	6,200,000	8,300,000	3,900,000	800,000	-	22,252,610
	Total Asset Management		13,078,892	80,177,887	103,180,793	104,979,998	110,072,655	75,645,309	246,799,992	720,856,635
	Financing									
	Major Repairs Reserve & Revenue Contributions			67,149,545	70,623,966	77,661,103	79,441,420	75,645,309	246,799,992	617,321,335
	Non RTB receipts			13,028,342	15,195,143	5,000,000	4,000,000			37,223,485
	RTB receipts									-
	Grants & external contributions									-
	S106 receipts									-
	Borrowing				17,361,684	22,318,895	26,631,235			66,311,814
	Total financing		-	80,177,887	103,180,793	104,979,998	110,072,655	75,645,309	246,799,992	720,856,635
				(0.00)	-	-	-	-	-	(0.00)

HRA Capital Programme-2024/25 Month 4 Monitor- Appendix C

Programme	Programme Area	Scheme	Spend at month 4	Forecast						2024/25-3033/34 Total Forecast
				2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	
			£	£	£	£	£	£	£	£
Asset Management	Investment	Major works	3,922,641	25,094,337	14,019,880	31,098,005	55,150,861	37,688,163	139,504,556	302,555,802
New Build & Acquisitions	Acquisitions	Acquired	- 989,574	634,147	2,375,683	-	-	-	-	3,009,830
		Delivered and in defects	-	-	-	-	-	-	-	-
	Total Acquisitions		- 989,574	634,147.00	2,375,683	-	-	-	-	3,009,830
	New Build	Delivered	- 131,352	1,448,043	-	-	-	-	-	1,448,043
		Delivered and in defects	677,250	4,618,177	1,065,203	265,712	778,508	-	-	6,727,600
		On site - under construction	31,803,959	138,364,562	77,744,778	40,397,191	27,891,728	33,202,610	61,140,590	378,741,459
		Pre-construction	5,364,824	31,472,898	31,865,572	20,834,986	33,469,771	32,493,577	87,812,374	237,949,178
		Paused	686,563	2,983,408	781,302	24,951	24,986	24,951	24,951	3,864,551
	Total New Build		38,401,244	178,887,088	111,456,855	61,522,840	62,164,993	65,721,138	148,977,915	628,730,831
	Total New Build & Acquisitions		37,411,670	179,521,235	113,832,538	61,522,840	62,164,993	65,721,138	148,977,915	631,740,661

HRA Capital Programme-2024/25 Month 4 Monitor- Appendix C

Programme	Programme Area	Scheme	Spend at month 4	Forecast						2024/25-3033/34 Total Forecast	
				2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast		
			£	£	£	£	£	£	£	£	
Asset Management	Investment	Major works	3,922,641	25,094,337	14,019,880	31,098,005	55,150,861	37,688,163	139,504,556	302,555,802	
	Financing										
	Major Repairs Reserve & Revenue Contributions										-
	Non RTB receipts				14,795,040	1,966,000	5,000,000	4,000,000	-	-	25,761,040
	RTB receipts				1,926,359	2,808,786	4,729,723	-	-	-	9,464,869
	Grants & external contributions				11,724,501	12,540,000	2,583,000	27,507,000	11,928,000	4,556,500	70,839,001
	S106 receipts				10,910,106	9,222,878	10,000,000	10,778,508	10,000,000	30,000,000	80,911,492
	Borrowing				140,165,229	87,294,873	39,210,117	19,879,485	43,793,138	114,421,415	444,764,259
	Total financing			-	179,521,235	113,832,538	61,522,840	62,164,993	65,721,138	148,977,915	631,740,661
Other Programmes											
	Home Purchase Scheme		198,575	551,185	132,462	-	-	-	-	683,647	
	Regeneration		12,888	102,978	-	-	-	-	-	102,978	
	T&RA Halls		-	1,645,897	-	-	-	-	-	1,645,897	
	Marie Curie Acquisitions		284,721	1,630,975	-	-	-	-	-	1,630,975	
	Leathermarket JMB consolidation		-	2,961,000	-	-	-	-	-	2,961,000	
	Total Other		496,184	6,892,035	132,462	-	-	-	-	7,024,497	
Financing											
	Major Repairs Reserve & Revenue Contributions			-	-					-	
	Non RTB receipts			-	-					-	
	RTB receipts			45,652	-					45,652	
	Grants & external contributions			2,961,000	-					2,961,000	
	S106 receipts			-	-					-	
	Borrowing			3,885,383	132,462					4,017,845	
	Total financing		-	6,892,035	132,462	-	-	-	-	7,024,497	
Total Housing Investment Programme			50,986,746	266,591,157	217,145,793	166,502,839	172,237,648	141,366,448	395,777,907	1,359,621,792	
Financing											
	Major Repairs Reserve & Revenue Contributions		-	67,149,545	70,623,966	77,661,103	79,441,420	75,645,309	246,799,992	617,321,335	
	Non RTB receipts		-	27,823,382	17,161,143	10,000,000	8,000,000	-	-	62,984,525	
	RTB receipts		-	1,972,011	2,808,786	4,729,723	-	-	-	9,510,521	
	Grants & external contributions		-	14,685,501	12,540,000	2,583,000	27,507,000	11,928,000	4,556,500	73,800,001	
	S106 receipts		-	10,910,106	9,222,878	10,000,000	10,778,508	10,000,000	30,000,000	80,911,492	
	Borrowing		-	144,050,612	104,789,019	61,529,012	46,510,721	43,793,138	114,421,415	515,093,918	
	Total financing		-	266,591,157	217,145,793	166,502,839	172,237,648	141,366,448	395,777,907	1,359,621,792	

Appendix E : New Capital Bids

Division	Programme	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34+	Total
Leisure	Play Investment Programme		1,500,000	1,500,000								3,000,000
	St Pauls Ground - Pitch Refurbishment	10,000	340,000									350,000
	Youth & Play Services - H&S & Facilities Improvements	130,000	550,000									680,000
Environment	Dawes Street Depot - Perimeter Wall	100,000										100,000
	Trees		1,500,000	1,500,000								3,000,000
	Cox's Walk Footbridge	900,000										900,000
Planning & Growth	Canada Water Library Roof Replacement	330,000	1,340,000	30,000								1,700,000
Total		1,470,000	5,230,000	3,030,000	-	-	-	-	-	-		9,730,000

APPENDIX F

GENERAL FUND CAPITAL BIDS

The bids outlined below are for only health & safety and key Southwark 2030 priorities that are essential to secure funding in-year to enable their delivery. They include both new bids as well as request for additional funding for existing projects where costs exceed current funding. The January round is expected to focus on other priorities and is expected to be funded on a “one in one out” basis as services reprioritise existing funding and projects.

Play investment programme (£3m)

This bid supports the S2030 goal – ‘a good start in life’. This new bid is seeking £3m funding to continue to support the council’s ambitious ‘Investment in Play Programme’ across the borough’s parks and open spaces. The funding will enable the delivery of a combination of new playgrounds and improvement projects over the next 2 years.

The council understands the role and importance of play for children. For many in Southwark, a playground may be their only access to play, green or open space. Playgrounds are important for the crucial early year’s development where children learn and develop a wide range of physical, social and emotional skills and abilities. They also help to keep young people active. Good-quality playgrounds give parents and guardians the confidence to allow children to play independently in a safe, purposely designed environment.

Since 2017 the council has invested over £16m in over 14 different parks playgrounds and has successfully delivered major refurbishments to these playgrounds. This does not include the capital invested in adventure playgrounds or estate playgrounds.

In current delivery and near completion, we have a further 2 parks playgrounds - Fredericks Playground and Nursery Row - and capital to fund a further three playground improvement schemes.

As these projects are in delivery or nearing completion stages, it is now time to identify the next wave of investment in order to continue to drive this key council priority. This next investment programme has been informed by the play audit undertaken in 2023. The funding will enable replacement/improvement of some older pieces of play equipment in locations such as Goose Green playground. It will also be used to improve the accessibility and inclusivity of many of our existing playgrounds where a high level geographical assessment has been undertaken to identify areas across the borough which could benefit from more inclusive play opportunities in existing play spaces, and to also create a flagship, wholly inclusive playground at Surrey Square Park, which was identified in the audit as a high priority for investment.

Tree Planting programme (£3m)

This bid supports the S2030 goal – ‘A Healthy Environment’. Southwark Council has a long-standing and ambitious commitment to plant more trees across the borough as part of its commitments related to environment and climate change. As a council we recognise the importance of trees in supporting the wellbeing of our residents, as well as the benefits they deliver in respect of climate change. This commitment was articulated in the Corporate Delivery Plan targets, which set out to plant 100,000 trees, with 10,000 planted by May 2022. This target has been successfully achieved.

A subsequent Corporate Delivery Plan target was set in 2022 which outlined the ambition to plant a further 20,000 trees by 2026, with a particular focus on planting where currently there is low canopy cover.

To achieve these targets, we have had capital investment of £5m since 2020.

This new bid is seeking approval for £3m capital investment to fund tree planting delivery between 2024 and 2026, to meet, and exceed, the Council’s Delivery Plan targets, and to support the drive towards Carbon Neutrality.

St Pauls Ground pitch refurbishment (£350k)

This bid supports the S2030 goal – ‘Staying Well’. St Pauls’ Sports Grounds is a council sports facility serving the north of the borough. The facility is managed on behalf of the council by Millwall Community Trust. The facilities comprise of one full size 3G Astro football pitch, spectator stand, changing rooms and club room with kitchen.

This request is for capital funding to replace the sports surface (3G artificial grass with rubber infill).

The ground has been open since 2017 for community football activity, including hosting training and fixtures for Fisher FC. A lifespan of an artificial pitch surface is about 7-10 years depending on the volume of use. In addition, the League requirement for Fisher FC specifies a higher technical performance from the artificial grass surface than regular play and play provision requires. The pitch has performed above expectation in meeting these technical League requirements, particularly when considering the high volume of use annually.

The pitch assessment this year (May 2024) has suggested that the age of the pitch and quality of material is likely to mean that the pitch won’t pass another inspection. In view of this, a bid for £350k is being submitted to enable replacement. This will ensure that football can continue to be played safely at the site, and also that the league requirements for Fisher FC are met.

Youth and Play service health and safety and facilities improvements (£680k)

This bid supports the S2030 goal – ‘a good start in life’. The proposed bid will enable the service to undertake health and safety and capital improvements to youth and adventure play facilities to ensure that they are fit for purpose, maximise income generation opportunities and use, and are safe and accessible for children, young people and staff. The service currently has a capital programme for two youth sites:

Brandon Youth Centre and New Venture Youth Centre. The former is a large refurbishment and accessibility project that will create lift access and new internal spaces so that multiple activities can take place with different groups of young people at the same time within the larger footprint of the current space, which is currently one large room with a small kitchen area. The latter is to create a music studio space from cupboard and office space for the young people.

This bid will provide additional funding to the existing youth capital programme, to make the following programme affordable:

- Upgrades and replacements of equipment not covered by the main Corporate Facilities Management contracts.
- Accessibility improvements, such as installing ramps, lifts and accessible toilets
- Security improvements, such as installing CCTV, locks and fences
- Modifications to building layouts to maximise use of space, increase income generating capacity and provide suitable and safe space for a menu of activities in accordance with the Youth Work Curriculum and Play Types that our buildings cannot currently deliver to due to their design.

Rebuild of perimeter wall of Dawes Street depot (markets and street trading) (£100k)

Dawes Street depot is a storage facility for placement of market stalls and used via market traders, barrow staff and council officers. This capital bid is required to rebuild two sections of the perimeter wall of the depot, (a school and residential properties back onto the wall) on the basis of health and safety grounds.

The wall has been inspected by a structural engineer who has identified defects including cracking and settlement plus six number buttresses supporting the wall have fractured giving the wall a loss of stability.

The structural engineer produced a specification for the works which have been costed by the council's term contractor. The total cost of the works is £100,000.

Rebuilding of Cox's Walk footbridge (£900k)

This bid seeks additional funding to enable bridge repairs and ramp construction. Due to the challenges of the site, and the need to protect the environment, the cost of the project has increased. The capital budget currently available is £800k – this bid seeks gap funding of £900k.

The works are complicated with the refurbishment of the 170-year-old bridge within a forest. The challenges of the construction in the protection of the trees, protection of the ecology and the access for materials and plant.

The scope of the works has increased due to the configuration of the bridge and the environment. There has been an increase in the scope of the works to cover the following:

- Design and implementation of additional surfacing to the footpath for the protection of trees for movement of plant.
- Design and implementation of additional works to the support beams to the deck of the bridge
- The complete demolition, design and reconstruction of the bridge abutments
- The design and replacement of the waterproofing of the deck
- The reconstruction of the intermediate piers

There has also been a significant increase in the cost of the works and the overall duration of the works. The steel beams required major work to strengthen and on excavation the condition of the abutments has been found to be beyond repair. The reconstruction of the abutments has a greater input of manual labour operation rather than machine operations. This approach has ensured the protection of trees and vegetation. The works are critical to the safety and working of the bridge.

Canada Water Library Roof Replacement (£1.7m)

This proposal is to permanently resolve the identified issue with the roof and parapet construction at Canada Water Library. The roof defects were discovered as part of the repairs to the timber wall cladding system caused by the failure of the roof system to keep water out of the building. This was after two external metal cladding panels became detached from the walling due to the timber construction rotting away due to leaks coming from the parapets on the roof.

The redesign has been developed via a feasibility study, which has informed this bid. The design is to replace the mineral felt roof with a high-performance metal upstand roof. This will be covering the existing timber parapet construction, which is vulnerable to water leaks, which in turn raises the risk of this damaging and rotting the timber wall construction of the library building.

A cost consultant was part of the design team for the feasibility study for the new roof covering and they have reviewed the design and costed the proposals based on market rates at the time. They have also factored in for inflation and that this is a unique project with logistical challenges. The design team are recommending a two-stage design & build process, with the advantage of developing the contractors design further with a Pre-construction Services Agreement stage (PCSA). This should ensure that the design is deliverable and confirm the costs for the works stage (second tender).

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Old Kent Road Area Action Plan: 2024 Draft
Cabinet Member:	Councillor Helen Dennis, New Homes and Sustainable Development
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/A

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

I am delighted to present the submission version of the Old Kent Road Area Action Plan, our ambitious growth strategy for the area comprising the delivery of the Bakerloo Line Extension (BLE), 20,000 homes of which at least 7,000 would be affordable and 10,000 new jobs. The Old Kent Road provides the largest capacity to deliver homes of any of Southwark’s Opportunity Areas. We have been making excellent progress on delivery of the draft plan with planning permission granted for 9,500 homes with over 3,000 homes built, under construction or about to start on site, of which 51% are affordable and 30% are social rent.

The formal adoption of the plan would underline our commitment to the delivery of the BLE and the benefits that flow from that to local communities, primarily the impact it would have on addressing our housing needs. Progressing to the formal adoption of the plan would considerably enhance the case for the funding of the BLE, and would be completely in line with the government’s drive to increase house building through the efficient and effective operation of the planning system.

This latest iteration is the final submission version, which will go to the Secretary of State following a further 6 week period of consultation. Subject to there being no further significant changes following that consultation, this will be the version that undergoes an Examination in Public (EiP) by the Secretary of State’s Planning Inspectors in the summer of 2025.

The latest iteration has responded to extensive consultation undertaken since 2016, with different versions of the plan having been produced in 2016, 2017 and most recently in 2020. Subsequently three Design Codes have been produced for the area in 2021, 2023 and 2024 which have also been subject to extensive consultation.

The submission version of the plan provides an update on the delivery of the BLE, which is due to start construction in 2030 with completion expected in 2038.

The adoption of the Area Action Plan will set out a clear commitment from Southwark to do its part by delivering the planning permissions to build homes, which will strengthen the case for the funding of the BLE. Alongside delivering on all six of the Southwark 2030 goals, this will help us realise our ambition to make the Old Kent Road area a truly sustainable and family friendly community.

RECOMMENDATIONS

Recommendations for the Cabinet

That Cabinet:

1. Approve the proposed submission documents set out at Appendix A to G (i.e. the Old Kent Road Area Action Plan: 2024 Draft (Appendix A) for consultation, the Consultation Plan (Appendix B), Consultation Report (Appendix C), Integrated Impact Assessment (Appendix D), Habitats Regulations Assessment (Appendix E), Equality Impact Assessment (Appendix F) and Health Impact Assessment (Appendix G)) in principle for Regulation 19 statutory public consultation and to authorise officers to proceed to Regulation 22 (i.e. submit to Secretary of State and to notify the public of the submission), subject to no major modifications arising from the Reg 19 statutory public consultation (subject to recommendations 2 and 3 below);
2. Delegate the approval of any minor non-substantive amendments resulting from its meeting and a final review by officers on the Old Kent Road Area Action Plan: 2024 Draft to the Director of Planning and Growth in consultation with the Cabinet Member for Cabinet Member for New Homes and Sustainable Development before agreement by Council Assembly as per recommendation 3 below;
3. Recommend to Council Assembly that they:
 - i. Approve the final version of the documents specified in recommendation 1;
 - ii. Resolve to publicly consult on the proposed submission documents set out at Appendix A to G to this report;
 - iii. Authorise officers to proceed to Regulation 22 (i.e. submit to Secretary of State and to notify the public of the submission), subject to no major modifications arising from the Reg 19 statutory public consultation of the proposed submission documents;
4. Recommend to Council Assembly that they delegate the approval of any minor non-substantive amendments resulting from its meeting or consultation on the Old Kent Road Area Action Plan: 2024 Draft to the Director of Planning and Growth in consultation with the Cabinet Member for Cabinet Member for New Homes and Sustainable Development before submission to Secretary of State.

REASONS FOR RECOMMENDATIONS

5. The Council would like to manage growth sustainably and inclusively in the Old Kent Road area, and the Area Action Plan (AAP) is the mechanism to achieve this.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

6. The Council has a Local Development Scheme (LDS) covering the period 2022-2025. The LDS sets out a timetable for the preparation and adoption of various local planning policy and guidance documents, including Area Action Plans (AAPs). The LDS commits the Council to submitting the draft Old Kent Road AAP for Examination in Public before the end of 2024. It expects the Inspector's report to be published in summer 2025, and for the AAP to be adopted shortly thereafter.
7. For this reason, no alternative options to preparing the draft Old Kent Road AAP have been considered. Adopting an up-to-date AAP within the timeframe stipulated by the LDS is essential to ensure an effective set of policies are in place for delivering regeneration outcomes and informing decision making on planning applications.
8. The Integrated Impact Assessment (IIA) explored the likely impact of two different masterplan options for growth in the area, along with 'low', 'medium' and 'high' growth scenarios based on the evolution of evidence base documents and discussions with the local community. The IIA found 'Option B - High Growth' to be the most appropriate option, and as such the other options have been discounted.

POST DECISION IMPLEMENTATION

9. Once the Cabinet approves the recommendations, the draft Old Kent Road AAP will need to be agreed for consultation by a meeting of the Full Council. It will be subsequently published on the Council website and consulted on in other ways in the run-up to the submission of the draft to the Secretary of State for its Examination in Public. At this consultation stage if significant issues in respect of the soundness of the plan are raised then it may need to be reported back to cabinet and to Full Council. If minor issues are raised, officers are requesting the delegated authority to make those minor changes. Once submitted to the Secretary of State, issues raised by the Inspectors and other stakeholders as part of the Examination in Public may require some of the content of the AAP to be updated. The Inspectors will issue their report after the Examination in Public, and their recommendations will be incorporated into a final draft of the AAP. Once the Inspectors are satisfied with the final draft, the AAP will be adopted at Council Assembly.
10. Following adoption, the AAP will be reviewed and updated on an ongoing basis to take into account any changing circumstances affecting the Old Kent Road area, Southwark or any changes in regional and national policy as

required. Such updates to the AAP will be consulted upon before being determined by Cabinet.

Key Activity	Target completion date
Public and stakeholder consultation on the draft Old Kent Road AAP	Q3/Q4, FY 2024
Examination in Public of the draft Old Kent Road AAP	Q1, FY 2025
Inspector's Report and adoption of the draft Old Kent Road AAP	Q2, FY 2025
Ongoing post-decision monitoring and updating	Post Q3, FY 2025

BACKGROUND INFORMATION

11. In December 2020, Cabinet resolved to consult on the revised draft Old Kent Road Area Action Plan (AAP), an ambitious growth strategy for the Old Kent Road area, which the Mayor of London designated as an opportunity area in 2015. Over the next 18 years the Opportunity Area will be transformed through:
 - the delivery of two new underground stations as part of the Bakerloo Line Upgrade and Extension (BLUE);
 - 20,000 new homes, of which 7,000 will be affordable (including 5,000 social rented homes); and
 - 10,000 additional jobs.
12. The AAP embeds the Council's commitment to putting local residents, communities and others at the heart of the regeneration. The AAP is planned to be family friendly, with a commitment to improving the area for families and young people, and integrating older people into community life.
13. The AAP contains a commitment to tackling the Climate Emergency, principally achieved by requiring all new development to achieve net zero carbon.
14. The plan continues to promote a healthier environment and transport improvements including the Bakerloo Upgrade and Extension (BLUE), limitations on car parking, reduced air pollution and sustainability improvements for water, drainage and energy. The Old Kent Road high street itself will be improved with a strategy for healthy streets; this includes safer crossing points, segregated bus lanes, a range of new cycle routes and more tree planting.
15. Extensive consultation has taken place over the last eight years on previous drafts of the AAP and on the Design Codes produced for the AAP.
16. Following Examination in Public in 2021, the Southwark Plan was adopted in early 2022. The vision, policies and site allocations it sets out apply to development in the Old Kent Road Opportunity Area. The AAP builds on the strategy set out in the Southwark Plan 2022, providing additional policies and

a masterplan that together prescribe specific land uses and promote an integrated approach to place-making and transport improvements.

17. Once adopted, the AAP will form part of Southwark's Local Development Framework and be used alongside the Southwark Plan 2022 to determine planning applications and focus investment. It will also be endorsed by the Mayor of London as an Opportunity Area Planning Framework document. As a part of Southwark's Local Development Framework, it is required to be consistent with the borough-wide Southwark Plan 2022 and must be in general conformity with the London Plan 2021.
18. One of the key drivers for change in the Old Kent Road area is the delivery of the Bakerloo Line Extension (BLE) and improvements to surface transport on the Old Kent Road high street. For the last eight years, the Council has been actively campaigning in coalition with Lewisham Council and more recently with Central London Forward to "Back the Bakerloo".
19. In 2020, and following two rounds of earlier consultation, TfL launched a consultation for the preferred option location of two stations on the Old Kent Road high street (one at Burgess Park and one at the northern end of Asylum Road). 89% of respondents made positive or supportive comments about the BLE proposals. Work is ongoing by TfL and the boroughs to update the business case for the BLE and complete the feasibility design, including packages of work looking at station design and funding options.
20. The Secretary of State for Transport has issued directions to safeguard land needed to deliver the BLE. The directions preserve parcels of land for future infrastructure, either temporarily during construction or permanently, to ensure the extension can be delivered as soon as possible. Safeguarding also covers land which, if developed, could otherwise impact on the ability to construct or operate the railway, for example due to foundation design.
21. The estimated cost of the BLE is £8 billion, and delivery of this major piece of new transport infrastructure remains dependent on a viable funding package being put together. TfL and the Mayor of London remain committed to delivering the BLE. However, it is vital that the government works with TfL to agree a longer term funding package so that the thousands of new homes and jobs which the project is set to bring are not put at risk.

KEY ISSUES FOR CONSIDERATION

22. The draft OKR AAP 2024 is an ambitious plan for the regeneration of the Old Kent Road area. It provides more detail to the Southwark Plan 2022 vision, objectives and policies to manage change over the Plan period.
23. The key elements of the draft OKR AAP 2024 are the Vision, the Strategy and the Policies, all of which have been guided by the series of goals set out in the Southwark 2030 Strategy agreed by Cabinet in July 2024. Before going into detail about the Vision, Strategy and Policies, the bullet points below set out each of the 2030 goals along with some examples of how the AAP will play its role in delivering these:

- a) Decent homes (people live in safe, well-maintained homes)
- The AAP seeks to: deliver a total of 20,000 new homes, in a mix of affordable and private tenures; increase the number of genuinely affordable homes in the Old Kent Road OA; and improve the supply of specialist and older people's housing.
- b) A good start in life (children and young people have a great childhood that builds on a solid foundation for adult life)
- The AAP seeks to: improve the environment in and around schools; support the expansion of schools where there is demand for extra places; provide a network of outdoor space and youth facilities that will improve outcomes for children who face disadvantage and ensure all young people can participate in positive activities.
- c) A safer Southwark (crime is low and people feel safe)
- The AAP seeks to deliver buildings, streets, parks, other public spaces and a public transport network that through their design reduce opportunities for crime and engender greater confidence about spending time in and moving through the Old Kent Road Area during both the day- and night-time.
- d) A strong and fair economy (ensuring everyone can benefit from Southwark's economic strength and growth)
- The AAP seeks to: deliver 10,000 new jobs, including in higher-paid and emerging sectors; support the existing business ecosystem, including SMEs, in part through the delivery of affordable workspace; and support the town centre to flourish into a hub for recreation, shopping and entertainment.
- e) Staying well (ensuring that people across our whole community can have good health and wellbeing)
- The APP seeks to: create more opportunities for exercise and outdoor recreation through a network of open space and green links; and enhance local health care provision through the delivery of a health hub.
- f) A healthy environment (our environment is clean, green and healthy)
- The APP seeks to: create more green space and biodiversity for our community to enjoy; help people and businesses switch to healthy, clean and green transport; and reduce carbon emission associated with the construction and operation of new buildings and infrastructure, the District Heat Network playing a major role in this goal.

Vision of the draft OKR AAP 2024

24. The Vision remains focused on re-establishing the Old Kent Road as one of London's most important arteries, connecting the city to the rest of Europe. The three prongs of the Vision are:
25. the 'Greener Belt', an ambitious plan to create a green corridor through the Opportunity Area by linking together enhanced existing open spaces, new

green pedestrian and cycle routes and new parks (with the potential to extend into other parts of the borough and our neighbouring boroughs of Lambeth and Lewisham);

26. 'Connecting Communities', a strategy to deliver for all existing and future residents a range of high quality housing, youth facilities, schools leisure, health centres, parks and a wide variety of jobs; and
27. The "Bow Tie" employment strategy, which seeks to capitalise on the area's geographic location and leverage the benefits of the BLE to integrate the Old Kent Road Area into the cluster of business and economic centres north and south of the Thames (the City of London, the West End, Waterloo, Bankside, Vauxhall, Nine Elms, Canada Water and New Bermondsey).

Strategy of the draft OKR AAP 2024

28. The Strategy section of the AAP set out how, through a number of plan objectives, the Vision will be achieved. These objectives are:
 - a) Bakerloo Line Extension
 - Extend the Bakerloo Line and deliver two new stations along the Old Kent Road.
 - Deliver the 'Bakerloop Bus' which will provide an enhanced service along the Old Kent Road to support growth in advance of the delivery of the BLE.
 - b) New Homes
 - Build 20,000 new homes co-located with new employment space.
 - At least 7,000 of these new homes will be affordable including at least 5,000 social rented homes.
 - Provide a mix of home sizes with housing suitable for every stage of life.
 - Provide a mix of home types, primarily flats but including terraced houses, delivered in high density, mixed use neighbourhoods.
 - 50% of new Council homes will be let to local residents.
 - c) Employment, Jobs and Business
 - Double the number of jobs from approximately 10,000 to 20,000.
 - Promote the Old Kent Road area as a location for Life Sciences employment space supporting the wider life sciences clusters at Guys and St Thomas's (London Bridge), King's College / Maudsley (Camberwell) and Canada Water.
 - Increase the range of jobs by providing different types and sizes of employment space from laptops to forklifts including light industrial, maker spaces, warehousing and distribution, offices, workspaces, retail, leisure and entertainment facilities.
 - Provide local jobs and skills training for young people.
 - Sustain the business ecosystems which help to make the Old Kent Road area successful.
 - Develop the Council's own affordable workspace provision.

d) Town Centre, Leisure and Entertainment

- Create two new district town centres which promote a sense of community and prevent loneliness and social isolation.
- Provide a variety of shops and facilities including local independent shops and large stores such as supermarkets, homeware and hardware available on the high street.
- Deliver exciting new activities in leisure, entertainment, recreation and play in the town centre for local people of all ages to get out and have fun in the day and night time.

e) Movement

- Make the whole of the Old Kent Road high street an exemplary Healthy Street, where people can choose to safely walk, cycle and use public transport by providing sufficient footway widths, and where possible segregating bus and cycle lanes subject to the final design of the TfL Healthy High Street project.
- Provide efficient, rationalised and sustainable service routes to the new stand-alone and co-located workspace in a way that does not compromise the function of either the residential or workspace uses.
- Implement a Controlled Parking Zone across the whole of the Opportunity Area and create low traffic neighbourhoods around local roads which will also ensure that service routes to employment uses can function efficiently.
- Deliver High Street links to create better pedestrian and cycle connections to the Old Kent Road from its residential and commercial hinterland, helping to secure the economic revival of the high street.
- New residential development will have zero car parking (other than Blue Badge), new commercial development will need to commit to the use of electric vehicles, and TfL will be encouraged to have a low emission bus fleet.

f) Parks and Open Space

- Increase the public open space provision to 30 hectares and deliver more trees on streets and in the new open space.
- Create four new major parks: Mandela Way Park, Livesey Park (at the old gasworks), Surrey Canal Park and Frensham Street Park, which will connect existing and new neighbourhoods and help deliver the Greener Belt.
- Create a network of green links and spaces that connect established residential neighbourhoods with the parks, stations, high streets and community hubs.

g) Energy and Climate Change

- Address the Climate Emergency by working towards the carbon neutrality target.
- Create low carbon jobs and businesses, and support existing individuals and business owners to move towards zero carbon.
- Reduce carbon emissions from vehicles by requiring car free residential development and by reducing the number of commercial trips through the provision of last mile logistics hubs and the use of electric commercial vehicles, cargo and quadricycles.

- Provide infrastructure and work with infrastructure providers of transport, energy and other utilities to enable reduction in carbon.
- h) Schools, Community and Youth
- Potential to expand existing primary schools to provide additional pupil numbers as needed, with an option to deliver a new secondary school.
 - Promote the co-location of nurseries, primary schools and older people's accommodation for intergenerational wellbeing.
 - Ensure every child has a safe and positive experience of growing up in the Old Kent Road area.
 - Create a new network of youth facilities including at 231 Old Kent Road, Leyton Square, Frensham Street Park and the Tustin Estate. These will be delivered to ensure access to youth facilities and resources are spread equitably across the plan area.
- i) Culture and Heritage
- Strengthen the identity of the Old Kent Road area as a cultural destination, attracting new creative enterprises, a higher education institution and a major cultural attraction.
 - Integrate the Old Kent Road area's historic and valued character into new development, celebrating its industrial past and present.
 - Protect and enhance listed and non-listed heritage assets and buildings and features of townscape and historic interest, and find new uses for old buildings.
- j) Health and Wellbeing
- Reduce air pollution to improve the health and wellbeing of our residents.
 - Deliver NHS health services including a co-located health facility at Verney Way.
 - Support school streets programmes, reducing vehicular movement outside schools and locating servicing entrances for propose developments are located away from key access points and playgrounds.

29. The 10 categories under which these objectives have been grouped are a refinement of the 13 categories in the Strategy section of the draft AAP 2020. Notwithstanding, the spirit and substance of the objectives remains largely unchanged. The only changes relate to the deletion of some of the more technical requirements (these are now referenced in the applicable policy instead) and the introduction of references to the new life sciences and Bakerloop Bus objectives.

Policies of the draft OKR AAP 2024

30. The Policies section of the AAP sets out the thematic principles that will guide development across the Opportunity Area in order to achieve the Vision and Strategy. The key points of note are:

Policy AAP1: The Masterplan

31. The text content of AAP1 remains largely similar to the corresponding policy in the draft OKR AAP 2020, but has been updated to ensure conformity with the Southwark Plan 2022 and the AAP masterplan and design codes.
32. It also shows how the site allocations, including estimated numbers of homes and jobs which are identified in the Southwark Plan 2022 can be delivered.

Policy AAP2: Bakerloo Line Upgrade and Extension

33. The policy now includes definitions of various terms relating to the Bakerloo Line Upgrade and Extension (BLUE). Two of the key ones are:
 - the Bakerloo Line Extension (BLE) acronym, which describes the southwards extension of the Bakerloo Line in two stages from Elephant and Castle to Hayes, the initial stage being from Elephant and Castle to Lewisham involving the construction of two new underground stations, and the second stage from Lewisham to Hayes; and
 - the Bakerloo Line Upgrade (BLU) acronym, which describes the provision of new rolling stock together and modernisation of signalling equipment, enabling faster line speeds, increased train frequencies, and improved safety and reliability on the existing Bakerloo Line.
34. The policy also explains why the BLU is needed as a precursor to the BLE.
35. The policy provides an update on the timeframes for delivery of the BLE, explaining that the letting of the construction contract and start of works is expected in 2030, with construction set to complete in 2038.
36. The policy brings the timescales of the two-phase Housing Delivery Plan up to date, setting out that the 9,500 homes within Phase 1 are expected to be constructed by 2032, with the 10,500 in Phase 2 to be complete by 2042.
37. References to investment in schools, health and leisure facilities have been removed from the policy and placed in the other applicable policies.
38. With regard to the monitoring of which schemes are in Phase 1 and Phase 2 delivery, the policy upholds the commitment in the 2020 OKR AAP to undertake annual reviews of both the grant of planning permissions and the implementation of schemes. If schemes in Phase 1 are not implemented they may be moved into Phase 2 and Phase 2 schemes which are more likely to be implemented moved to Phase 1. In this way our aim is to maximise delivery of housing in advance of the BLE being confirmed.
39. In support of the policy, we have recently launched the Moving London Forward report, which identifies and quantifies the social and economic benefits the BLUE will unlock. We will also complete in the coming weeks the BLE Funding Considerations Study. Both of these studies have been prepared in collaboration with London Borough of Lewisham, TfL and Central London Forward.

Policy AAP3: Homes for All

40. Under the draft 2020 OKR AAP, this policy required at least 35% of new homes to be affordable and for development proposals to deliver a specific mix of housing. Although these requirements have now been adopted in the Southwark Plan 2022, AAP3 still mentions them to ensure readers remain aware of the policy requirement.
41. The policy now makes express reference to providing new Council housing including for the over-55s, and reinforces the local need for larger family homes. It also explicitly links housing density to the capacities the BLE can support, and strengthens the co-location ambition. The policy also includes reference to Key Worker Housing to ensure consistency with the CIL and S106 SPD, adoption of which is targeted for early-to-mid 2025.
42. The Old Kent Road Opportunity Area overall is achieving the highest average % delivery of affordable housing in London, with 3,333 homes being delivered, of which 51.2% are affordable. The 'Reasons' section of the policy refers to these up-to-date statistics as a way of demonstrating delivery.

Policy AAP4: Student Homes

43. The draft OKR AAP 2024 includes a student housing policy, AAP4, that sets out how consistency with the London Plan Purpose Built Student Accommodation policy (Policy H15) requirement to create mixed and inclusive communities will be achieved in the Old Kent Road Opportunity Area.
44. In the 'Development Must' section, the policy requires proposed student housing developments to demonstrate how, through their design and location, they will help create mixed and inclusive neighbourhoods. It explains that, when assessing whether a planning proposal would achieve this aim, the following matters will be taken into consideration:
 - proximity to other student housing schemes; and
 - the availability of other sites for other types of homes, including affordable and family homes; and
 - whether the proposal will deliver other plan priorities (including affordable housing, affordable workspace, open space and the high street).
45. The words "mixed and inclusive neighbourhoods" have been used to ensure consistency with the policies of the London Plan 2021.
46. Across the Opportunity Area we have been requiring all student housing developments, not just conventional housing proposals, to make a contribution towards public open space. Where a proposal cannot deliver the required amount of public open space on-site, a payment-in-lieu has been applied using a conversion rate of every 2.5 student bedspaces being equivalent to 1 conventional home. This is as per the approach endorsed in the London Plan. A tariff is applied for each 5 square metres of public open space shortfall; this financial contribution is then secured through the s106 agreement. To provide clarity to readers, this requirement has been included in the 'Development

Must' section of AAP4. The payment-in-lieu mechanism is also reflected in the draft S106 and CIL SPD 2024.

47. Policy P5 of the Southwark Plan 2022 sets out affordable housing requirements for student housing proposals depending on the operation of the accommodation (e.g. direct let or nominations) and the provision of student rooms at affordable rates. Policy P5 also stipulates wheelchair accommodation requirements for student housing proposals. To avoid duplication of a pre-existing policy, AAP4 makes no mention of these matters.

Policy AAP5: Businesses and Workspace – The Bow Tie

48. Requirements for new developments to provide affordable workspace and relocation options for displaced businesses have been removed from this policy because these became policy requirements when the Southwark Plan 2022 was adopted. These have now been moved into a 'Commitments' section so that readers are aware that the requirements exist and are part of the Southwark Plan, with the rationale expanded upon in the 'Reasons' section.
49. The policy is strongly underpinned by the themes of co-location of residential and commercial uses and industrial intensification, explaining that these are critical to making the most efficient use of land in order to deliver homes and jobs whilst strengthening the special character of the Old Kent Road Opportunity Area as a creative and productive part of London.
50. AAP5 also explains the broad spatial strategy for where certain employment uses will be located. Guided by the overarching "Bow Tie" employment strategy, it expects office or "lap top" uses to be focused in the town centre nearer to the new BLE stations and heavier "forklift" industrial uses to be located in the Opportunity Area Core, Locally Significant Industrial Sites (LSIS) and Strategic Protected Industrial Locations (SPIL).
51. The policy refocuses attention on the importance of designing mixed use developments so that servicing arrangements enable residential and commercial uses to coexist with each other.
52. The figure of 10,000 new jobs is underpinned by up-to-date projections for different kinds of employment space (office, studios, light industrial and logistics/distribution etc.) and the estimated job numbers arising from this.

Policy AAP6: Life Sciences

53. 'Life Sciences' is the second of two new policies proposed for inclusion in the draft OKR AAP 2024. It has been positioned immediately after AAP5 because of the common thread of seeking to diversify and strengthen the Opportunity Area's economy and business environment.
54. With proximity to the emerging life sciences cluster at Bankside and London Bridge, as well as Guys and St Thomas' and Kings College hospitals, the Old Kent Road area holds significant potential to provide "wet labs" and other

facilities associated with medical and life sciences sectors including “back of office” support space. The policy seeks to capitalise on the Old Kent Road area being the geographic centrepoint between Southwark’s clusters and a number of other clusters in neighbouring boroughs.

55. AAP6 encourages meanwhile life sciences use of development sites in advance of the delivery of the BLE.
56. The policy is borne out of the Life Sciences Strategy produced and promoted by SC1 London, which aims to make south central London a world-recognised district for life sciences expertise and innovation.
57. AAP6 is fully aligned with the National Planning Policy Framework draft, the London Plan and the Southwark Plan in supporting the growth of the life sciences sector.

Policy AAP7: Town Centres, Leisure and Entertainment

58. The ‘Strategy’ section of the policy now clarifies that there are two District Town Centres in the Old Kent Road area. It introduces a requirement for new leisure and town centre links to be delivered; these will provide increased connectivity from existing and proposed residential and business communities to the high street to support the town centre economy.
59. The NHS strategy for Southwark aspires to deliver three health hubs: one in the Old Kent Road area, one at Elephant and Castle, and one at Canada Water. The ‘Strategy’ section of this policy continues to refer to an Old Kent Road health hub. The policy also includes a map identifying sites where the health hub could be located.
60. The ‘Reasons’ section of the policy has been updated to include details of redevelopments currently under construction, as well local investment projects underway, including those that have received Future High Streets grant funding.

Policy AAP8: Movement – People Place, Experience

61. The ‘Targets’ section of this policy has been updated to include the following strengthened and new ambitions:
 - make the Old Kent Road high street an exemplary Healthy High Street and deliver TfL’s Healthy High Streets project;
 - deliver the Bakerloop Bus to support Phase 1 growth;
 - design commercial servicing intelligently to ensure the mixed use agenda is successfully delivered;
 - deliver town centre links to improve the walking and cycling experience across the Opportunity Area and better integrate Old Kent’s Road neighbourhoods with each other and with the high street; and
 - convert the roads at the front of John Keats and Phoenix Primary Schools into parks.

62. Another of the 'Targets' which has been carried-forward into the 2024 draft of the AAP from the 2020 draft is the implementation of an area-wide Controlled Parking Zone. Since the date of the 2020 draft AAP, the extent of Controlled Parking Zone coverage in the Old Kent Road area has increased such that the designation now applies to the majority of the area. The Council's Highways division intend to complete all remaining works by winter 2024 / spring 2025, subject to all statutory consultation processes.
63. The 'Development Must' section of this policy has been updated to place stronger emphasis on the need for proposals to provide coordinated commercial servicing, appropriate electric vehicle infrastructure and adequately-sized footways. This section of the policy also provides greater clarity about the s106 financial contributions that will be sought from new developments in the Opportunity Area
64. With regard specifically to the matter of commercial servicing, the major changes to the policy since 2020 are:
- it introduces the concept of primary commercial service routes (more location-specific detail about which is provided in the sub-areas); and
 - it recognises the importance of providing appropriate infrastructure for sustainable emerging forms of delivery vehicle (electric vehicles, cargo bikes, quadricycles etc.).
65. The 'Reasons' section of the policy has been updated to reflect the changes, but the key message of needing to provide healthier and better connected neighborhoods through cleaner and greener infrastructure remains dominant. The 'Reasons' section also rationalises the demolition/construction management guidance for developers.

Policy AAP9: The Greener Belt Strategy – Parks and Healthy Streets

66. This policy, the name of which differs slightly to that used in the draft OKR AAP 2020, now has a more detailed 'Strategy' section explaining the rationale behind the Greener Belt.
67. AAP9 includes further explanation about how the public open space "equalisation" mechanism works. It also includes two guides, one named 'Principles of Public Open Space Delivery' and the other 'Principles of Playspace Delivery', to help developers prepare their planning application proposals.
68. The locations and sizes of parks proposed in the draft OKR AAP 2020 remain largely unchanged in the 2024 draft, with the exception of an increase in size of the Livesey or Gas Works Park.
69. There has been some rationalisation and elaboration of the 'Reasons' section of the policy.
70. With regard to capital funding, this would come from a combination of s106 financial contributions and CIL monies. Most running costs will be covered by developers where they retain freeholds (such as Mandela Park and Ruby

Triangle) through their service charge regimes. Where parks are shared across freeholds (such as Surrey Canal Park) we have developed s106 mechanisms to ensure they are managed as a single space. In some instances, s106 and CIL payments are going to fund capital works improvements to our parks and we will continue to manage those park spaces (such as Brimington Park and Leyton Square). There will be some new open spaces that the Council owns, for which revenue funding would be required (Frensham Street and Livesey Park are two examples). Bramcote Park is an example of a park we own part of the freehold of; we are in the process of establishing whether it would be best to fund the maintenance regime via the Council's Housing Team or the Council's Park Team.

Policy AAP10: Tall Buildings – The Stations and the Crossings

71. The 'Strategy' section sets out where tall buildings will be located in the Old Kent Road Opportunity Area and what height they will be. Additions have been made to the design requirements of tall buildings, including consideration of townscape, relationship to heritage assets, to local and strategic views, and managing changes in urban scale and form. More detail has also been provided about the role that Tier One, Two and Three tall buildings will play in the townscape.
72. Consequently the 'Development Must' section of the policy has been simplified, essentially requiring that development must implement the three tier tall building strategy.
73. There have been some deletions from the wording in the draft OKR AAP 2020 that repeats the tall building policy of the Southwark Plan 2007, the latter having been rescinded upon the adoption of the Southwark Plan 2022.

Policy AAP11: Character and Heritage

74. Following the adoption by the Council in December 2023 of locally listed buildings, this policy has been updated where appropriate to refer to this designation. The policy continues to identify a small number of buildings in the Opportunity Area that are not locally listed but nevertheless warrant a degree of protection because of their townscape, architectural, cultural and/or heritage merit. The 'Definitions' section of the policy defines each of these classifications. They are reflected on an accompanying map.
75. Since the date of the draft OKR AAP 2020, there have been five new conservation areas adopted in the Old Kent Road area. Furthermore, the historic industrial chimney and part of the original factory building at Glengall Road has been retained and integrated as part of a co-located residential/workspace redevelopment. These developments have been referenced in the 'Reasons' section of the policy.
76. The policy gives stronger emphasis to the archaeological heritage of the Opportunity Area, requiring developments to conserve sites of interest including and, where appropriate, make the results of archaeological work publicly accessible.

Policy AAP12: Design

77. The 'Strategy' section of this policy now makes an express requirement for new development to be well-designed and constructed in high quality durable materials that will withstand the test of time.
78. A 'Targets' section has been introduced to match the presentation style of other policies. It communicates the continued focus on quality-driven and contextually-responsive new development.
79. The 'Development Must' section of the counterpart policy in the draft OKR AAP 2020 included dedicated topic-based design guidance covering matters such as design of streets, parks and buildings. In the draft OKR AAP 2024, some of this guidance has been retained and made more detailed where it applies masterplan-wide, with the area-based detailed design guidance now included in the sub-area sections. The latter has been informed by the design code commissions. This aligns with the approach promoted by the NPPF 2023. Where appropriate, design codes will be commissioned for the remaining sub areas.
80. Some sections of the guidance have been removed because they would otherwise repeat content from the Southwark Plan 2022 and/or other policies within the draft AAP.
81. With the dedicated area-based design guidance having been moved into the sub-areas, the 'Development Must' section of this policy now gives focus to three key topics:
 - Materials;
 - Building Typologies; and
 - Connecting Communities.
82. The 'Reasons' section remains unchanged compared to the AAP 2020 version, except that it mentions the successful delivery of schemes to date and some of the lessons learnt.

Policy AAP13: Climate Emergency

83. This policy of the draft AAP gives increased focus to the District Heat Network (DHN), as this is a major low carbon energy project particular to the Old Kent Road area. We are working with partners to deliver the DHN and, following the adoption of the Local Development Order in 2023 that enables the network's rollout, we have already begun laying some of the pipework infrastructure. This aligns with the Council's Climate Change Action Plan 2021, which promotes the creation of a DHN.
84. AAP13 now includes detailed design requirements that development proposals must accord with in order to facilitate future connection to the DHN.
85. AAP13 also gives focus to reducing emissions generated by transport, through delivering car free development and facilitating new industrial

typologies that encourage electrification and cargo bikes/quadracycles. The stacked logistics hub at Mandela Way, granted consent in 2023, is an example of a typology that responds to the Last Mile Logistics challenge.

Policy AAP14: Water Management, Air and Noise Quality

86. Previously called 'Cleaner, Green, Safer', AAP14 has been renamed to better reflect the thrust of the policy.
87. The policy has been rationalised and reordered to make it more focused, but the substantive content has largely been retained, the exceptions being the drainage hierarchy and grey water references. These have been removed because these are now captured in the Southwark Plan 2022.

Policy AAP15: A Great Start Life

88. This policy has been re-named since the publication of the draft OKR AAP 2020 (at which time it was called 'Best Start in Life') to align with the Great Start in Life policy of the Southwark Plan 2022, SP3.
89. The current situation with school under-subscriptions in the Old Kent Road area is such that the wording of AAP13 now refers to the "potential" for additional pupil places and new schools to be delivered, depending on demand. This is different to the wording of the policy in the draft OKR AAP 2020, which commits to delivering two new primary schools and a new secondary school. We continue to own the land on which the secondary school would be located so it remains an option should delivery be required in the future.

Policy AAP16: Child and Youth Provision

90. The only change to this policy is a new commitment to develop a youth facility and space for local residents and community organisations at Leyton Square. The 'Reasons' section of the policy explains that this would be funded through CIL contributions.
91. These projects' capital costs have mostly been funded by a mix of s106 and CIL funding, with some funding for the capital costs of indoor/outdoor sports facilities (for projects such as Brimington Park) primarily covered by the Council's Parks and Leisure Department and supplemented by s106 payments. These projects' running costs would be mainly from the Council's Parks and Leisure Department. The one exception to this is the 231 Old Kent Road facility, where developer contributions have been secured to cover running costs.

Deleted Policy: Sub-area and Site Allocations

92. The 'Sub-area and Site Allocations' policy, which was AAP15 within the draft OKR AAP 2020, is no longer required. This is because the site allocations have been adopted in the Southwark Plan and Policy AAP1 states that proposals must comply with the guidance contained in the sub area sections.

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

Community impact statement

93. The draft AAP has the aims of:
- promoting regeneration that benefits existing communities in Southwark;
 - providing new and improved facilities for residents and businesses; and
 - accommodating much needed growth in housing and transport infrastructure.
94. In preparing the draft OKR AAP 2024 the Council has completed an integrated impact assessment. This assessment found that the AAP has strong objectives for improving the quality of the environment in the Opportunity Area including fostering community cohesion, improving health and equal opportunities for all. Policies reflect the aim of achieving revitalised neighbourhoods with new community facilities, healthcare, education, cultural, business, leisure and arts space. The AAP provides many opportunities to replace, enhance and expand community, business and cultural functions, which will be an integral part of the place-making strategy. The implementation of the AAP will ensure high quality development is delivered across the Opportunity Area, encouraging sites to consider wider considerations to achieve the aspirations of the Plan, including new green spaces, improved transport infrastructure, connecting routes and high quality new buildings.

Equalities (including socio-economic) impact statement

95. The Equalities Impact Assessment that supports the AAP identifies the protected characteristics and needs of Southwark's diverse communities. It concludes that there are no negative impacts arising from the AAP that cannot be adequately mitigated.

Health impact statement

96. The draft OKR AAP 2024 has a key role to play in supporting the Council to ensure new development across the Opportunity Area improves and addresses health inequalities.
97. The positive health impacts from high quality new housing, business diversification and the associated employment opportunities, sustainable modes of transport, enhanced town centres, and investment in open space are well documented. This correlation is expressed in the IIA and other policy documents referenced above.
98. The draft AAP includes mitigation for negative impacts from development on the health of local communities, such as provision of social, health 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

99. Following Council assembly on 14 July 2021, the Council has committed to considering the climate change implications of any decisions. The Council's climate change strategy is available [here](#).
100. Climate change considerations are threaded through and strongly represented within the objectives, policies and visions of the draft OKR AAP 2024, as explained in detail in the earlier paragraphs of this Cabinet Report. Examples of this include encouraging sustainable travel and reducing car use, enhancing and creating new green spaces, creating new green jobs and businesses, and rolling out a District Heat Network and promoting other forms sustainable energy generation.
101. The overarching planning policy framework within which the AAP will sit sets ambitious carbon savings targets for new development proposals.

Resource implications

Budget implications

102. There are no immediate budget implications arising from the proposed consultation on the draft OKR AAP 2024. Any potential budget issues from any specific proposals emerging from the preparation and adoption of the plan or any queries thereof will be submitted as separate reports for consideration in line with the appropriate protocols.

Staffing implications

103. There are no immediate staffing implications arising from the proposed consultation on the draft OKR AAP 2024. Any potential staffing implications from any specific proposals emerging from the preparation and adoption of the plan or any queries thereof will be submitted as separate reports for consideration in line with the appropriate protocols.

Legal/Financial implications

104. There are no immediate financial implications arising from the proposed consultation on the draft OKR AAP 2024. Any potential additional costs from any specific proposals emerging from the preparation and adoption of the Plan or any queries thereof will be submitted as separate reports for consideration in line with the appropriate protocols.
105. There are no immediate legal implications arising from the proposed consultation on the draft OKR AAP 2024. Relevant legal matter are addressed in a subsequent part of this Cabinet Report entitled Supplementary Advice From Other Officers.

Consultation

106. Over the course of the past eleven years of AAP preparation, the Council has conducted extensive community consultation. This took the form of five phases:

Phase	Time period	Consultation
1	July 2013 to October 2015	Early informal consultation
2	June to September 2016	Consultation on the Old Kent Road Area Action Plan (June 2016 draft) Preferred Option
3	June to September 2017	Consultation on the New and Amended Policies Preferred Option (June 2017)
4	December 2017 to March 2018	Consultation on the Further Preferred Option version (December 2017)
5	January 2021 to May 2021	Consultation on the Old Kent Road Area Action Plan (December 2020 draft)

107. Phase 2 of the consultation comprised 48 formal events and elicited over 1,200 responses.

108. Phase 3 of the consultation comprised 35 formal events and elicited over 750 responses.

109. We produced a Consultation Summary covering Phases 2 and 3. This was presented in a 'You Said, We Did' style, explaining the actions taken in response to the recurring/predominant themes raised by the public.

110. Phase 4 of the consultation comprised 33 formal events and elicited over 180 responses.

111. Phase 5 of the consultation has comprised workshops for the three proposed design codes (Sub-Areas 1, 3 and 4), intended to be more locally specific and targeted at the relevant stakeholders. There were a number of one-to-one events with businesses and local residents as well as public consultation events held within the sub areas, which were well attended. In addition to this, a number of consultations on public realm projects within the Old Kent Road area took place throughout this phase to make gradual steps towards implementing the strategic vision of the AAP.

112. An extensive summary of Phases 4 and 5 is set out in the Consultation Report. Comments from statutory consultees, individuals, community groups, businesses and developers/landowners received during the 2021 consultation can be found within the Consultation Report.

113. The draft OKR AAP 2024 and all supporting documents will be available to view on the Council website from October 2024 to early 2025, which shall include a Consultation Plan for the up-coming 2024 consultation. A mini AAP, which will summarise the vision and strategy for the Opportunity Area without going into the detail of the policy and site allocations, will be used during this period as part of additional consultation in the period running up to the Examination in Public.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources

114. This report is requesting that Cabinet to agree the Old Kent Road Area Action Plan: December 2024 Draft for consultation and note the supporting documents – namely the Consultation Plan, Consultation Report, Integrated Impact Assessment, Habitats Regulations Assessment, Equalities Impact Assessment and Health Impact Assessment.
115. The Strategic Director of Resources notes that there are no immediate financial implications arising from this report and any costs from specific proposals emerging from the adopted plan would be subject to separate report for formal approval.
116. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

Assistant Chief Executive (Governance & Assurance) – NST300924

117. This report requests that Cabinet recommends the draft Old Kent Road Area Action Plan ('OKR AAP') and accompanying submission documents to Council Assembly subject to any further changes needed arising from Cabinet and a final review by officers. Once adopted, the OKR AAP will be a development plan document.
118. Under Part 3A, paragraph 10 of the constitution, the decision to agree development plan documents (which form part of the development plan framework) is reserved to Council Assembly.
119. Under Part 3D, paragraph 21 the Cabinet Member for New Homes and Sustainable Development may agree draft local development framework documents for consultation, but given the significance of the OKR AAP the decision to make the recommendations set out in this report to Council Assembly, is being brought to full Cabinet for decision.
120. The ORK AAP is an optional development plan document. The OKR AAP provides specific planning policy and guidance for the Old Kent Road area. Once adopted, the OKR AAP will be local development document that will have development plan status. Once it is adopted by the Council, development control decisions must be made in accordance with the OKR AAP, unless material considerations indicate otherwise.

121. The Planning and Compulsory Purchase 2004 (as amended) (“the 2004 Act”) and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) (“the 2012 Regulations”) set out the requirements and the statutory procedure for the preparation of a development plan document.
122. Regulation 19 of the 2012 Regulations provides that before submitting a local development plan document to the Secretary of State under section 20 of the Act, the local planning authority must (a) make a copy of each of the proposed submission documents and a statement of the representations procedure available in accordance with regulation 35, and (b) ensure that a statement of the representations procedure and a statement of the fact that the proposed submission documents are available for inspection and of the places and times at which they can be inspected, is sent to each of the general consultation bodies and each of the specific consultation bodies invited to make representations under regulation 18(1).
123. Officers have considered the council’s PSED under section 149 of the 2010 Act at paragraph 95 of this report. A detailed equality impact needs analysis is set out in Appendix F. Officers have concluded there are no adverse impacts on persons with protected characteristics.
124. The Human Rights Act 1998 imposes a duty on the council as a public authority to apply the European Convention on Human Rights; as a result the Council must not act in a way which is incompatible with these rights. The relevant rights for planning purposes are Article 8 (respect for homes) and Article 1 of the First Protocol (peaceful enjoyment of property). The OKR AAP is not anticipated to engage or breach the provisions of the Human Rights Act 1998.
125. 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 96 to 101 above.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
London Plan 2021	Southwark Council 5 th Floor Hub 2 160 Tooley Street London SE1 2QH	planningpolicy@southwark.gov.uk
Web link (please copy and paste into browser): https://www.london.gov.uk/sites/default/files/the_london_plan_2021.pdf		
Southwark Statement of Community Involvement 2022	Southwark Council 5 th Floor Hub 2 160 Tooley Street London SE1 2QH	planningpolicy@southwark.gov.uk
Web link (please copy and paste into browser):		

Background Papers	Held At	Contact
https://www.southwark.gov.uk/assets/attach/211294/Statement-of-Community-Involvement-Dec-2022.pdf		
Saved Southwark Plan 2022	Southwark Council 5 th Floor Hub 2 160 Tooley Street London SE1 2QH	planningpolicy@southwark.gov.uk
Web link (please copy and paste into browser): https://www.southwark.gov.uk/assets/attach/94325/Southwark-Plan-2022.pdf		
National Planning Policy Framework 2023	Southwark Council 5 th Floor Hub 2 160 Tooley Street London SE1 2QH	planningpolicy@southwark.gov.uk
Web link (please copy and paste into browser): https://assets.publishing.service.gov.uk/media/65a11af7e8f5ec000f1f8c46/NPPF_December_2023.pdf		
Old Kent Road draft AAP 2020	Southwark Council 5 th Floor Hub 2 160 Tooley Street London SE1 2QH	planningpolicy@southwark.gov.uk
Web link (please copy and paste into browser): https://www.southwark.gov.uk/assets/attach/31641/Old-Kent-Road-AAP-December-2020-Draft.pdf		
Old Kent Road Area Action Plan Viability Study (authored by BNP Paribas)		

APPENDICES

No.	Title
Appendix A	Proposed Vision, Strategy and Policies (plain text) of the Draft Old Kent Road AAP 2024
Appendix B	Old Kent Road AAP 2024 Draft (desktop-published version)
Appendix C	Consultation Report
Appendix D	Various as listed
Appendix E	Habitats Regulations
Appendix F	EQIA
Appendix G	Health Assessment

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Colin Wilson, Head of Strategic Development	
Version	Final	
Dated	01 October 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 Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	04 October 2024	

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Aylesbury Estate Phase 2B Compulsory Purchase Order
Cabinet Member:	Councillor Helen Dennis, New Homes and Sustainable Development
Ward(s) or groups affected:	Faraday
Classification:	Open
Reason for lateness (if applicable):	Not Applicable

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

The council remains unwavering in its ambition for the renewal of the Aylesbury Estate and the delivery of high quality, sustainable homes for our residents who live there. Over the last year, we have seen the completion of new council homes on the First Development Site as well as Plot 18, and it is wonderful to see residents moving into their new homes.

With the new phase 2b planning application having recently been submitted, for planning approval by Notting Hill Genesis, the Council’s fulfilment of its obligations to provide vacant possession is one of the key milestones in the delivery of the new homes in this next phase.

We are in negotiations with the leaseholders to buy back their properties and I am pleased that most leaseholders are engaging in these negotiations. This report now asks Cabinet to approve, in principle, the use of the Council’s compulsory purchase powers under section 226 of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976, subject to a formal resolution to make a Compulsory Purchase Order at a later date, which will only be needed as a last resort in the event that acquisition of all relevant interests cannot be reached by agreement with relevant parties, so as to enable the continued delivery of the Aylesbury Estate.

RECOMMENDATIONS

1. That the cabinet note that approval has previously been obtained for Aylesbury Phase 2B, as designed by Notting Hill Genesis prior to new legislation on fire safety and 2 staircases, and prior to the outcome of the Judicial Review hearing on the resolution to grant consent on the previous planning submission. This report provides an update on Notting Hill Genesis’ current design proposals, updated tenure mix and programme, and the council’s progress on rehousing existing residents and achieving vacant

possession of the blocks on Phase 2B.

2. That the cabinet, having understood the changes as set out within this report, re-affirm its consent as previously granted on 14 June 2022, to proceed with the Compulsory Purchase Order as set within this report.
3. That the cabinet note the current position in relation to the delivery of new homes at Phase 2B of the Aylesbury Estate regeneration programme:
 - A resubmitted planning application for the redevelopment of the site to provide 640 homes, including 173 social rent homes, has been submitted by Notting Hill Genesis;
 - Vacant possession of 348 existing properties has been achieved; and
 - The council has successfully acquired 1 freehold and 62 leasehold properties by agreement, and successfully rehoused 309 households on to a secure tenancy (the disparity with the 348 figure above is because of the numbers of void properties which have been converted to temporary housing).
4. That the cabinet note that officers are continuing to negotiate with the remaining 6 leaseholders at Phase 2B, with the intention to acquire these remaining interests by agreement.
5. That the cabinet resolve to make a Compulsory Purchase Order under Section 226 (1)(a) of the Town & Country Planning Act 1990 (“the 1990 Act”) for all land and rights within the area of land identified within the plan at Appendix 1 for the purposes of securing the delivery of new homes on the site in line with the proposed planning consent (“the Scheme) and thereby securing the continuation of the regeneration of the Aylesbury Estate in line with the adopted Aylesbury Area Action Plan.
6. That the cabinet agree to the Director of Planning and Growth, in consultation with the Director of Housing, be authorised on behalf of the Council to:
 - Negotiate and complete a CPO indemnity agreement with Notting Hill Genesis, which allows them to underwrite all costs (apart from the buyback costs) associated with the CPO process;
 - Take all necessary steps to secure the making, confirmation and implementation of the CPO, including the publication and service of all notices and the presentation of the Council’s case at public inquiry should one be called;
 - Acquire for planning purposes all interests in land and new rights within the CPO area as may be necessary to facilitate the Scheme, either by agreement or compulsorily, including entering into negotiations with any third parties for the acquisition of the land interests and/or for new rights over their land (as appropriate), the payment of compensation and dealing

with any blight notices served in connection with the CPO;

- Approve agreements with landowners, setting out the terms for the withdrawal of objections to the CPO, including where appropriate seeking the exclusion of land or new rights from the CPO or giving undertakings as to the enforcement of the terms of the CPO;
- Make any minor additions, deletions or amendments to the extent of the land to be included in the CPO as shown in Appendix 1 should the need arise, so as to include all interests in land and rights required to facilitate the construction, maintenance and use of the Scheme;
- Take all necessary actions in relation to any legal proceedings relating to the CPO, including defending or settling (as appropriate) any compensation claims referred to the Lands Chamber of the Upper Tribunal due to the making or implementation of the CPO, and to take all necessary steps in respect of any other legal proceedings that relate to the making, confirmation or implementation of the CPO; and
- Appoint and/or retain such external professional advisors and consultants as necessary to assist the council in facilitating the Scheme, including in the promotion of the CPO and the settlement of any compensation claims.

7. That Cabinet notes the progress on acquiring leasehold interests as part of the Aylesbury Estate regeneration.

REASONS FOR RECOMMENDATIONS

8. There are various third party interests in the land at Phase 2b of Aylesbury Estate. The Council will need to acquire those interests in order to secure vacant possession of Padbury, Ravenstone, 241-471 Wendover and Winslow, at Aylesbury Estate (which it is contractually obliged to do) so as to enable the scheme, including the demolition works scheduled to commence during 2025.
9. The preparation of a CPO is crucial to the Scheme's success and Cabinet is therefore being asked to confirm its willingness to investigate the use of compulsory purchase powers. If a CPO needs to be made, the Council must be able to demonstrate that it has taken reasonable steps to acquire all of the land and interests included in the CPO by agreement.
10. The Initial Demolition Notices served in respect of the Aylesbury Estate are due to expire on 30 April 2024. It is unlikely that demolition will occur by such date and therefore in order to ensure that suspension of the Council's duty to complete right to buy applications new notices will need to be served.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

11. There are none. The council cannot guarantee it will secure vacant possession of Phase 2b voluntarily by agreement and therefore considers starting the Compulsory Purchase Order (CPO) process (subject to a formal

resolution to make a CPO at later date) is an appropriate action to take to enable the council to meet the delivery programme.

12. The land referencing exercise will be carried out in December 2024 - March 2025.

POST DECISION IMPLEMENTATION

Key Activity	Target completion date
Land referencing and diligent enquiries to be made about the interests held in the land shown on the Plan at Appendix 2	December 2024 - March 2025
Review of position and requirement for CPO to be considered and formal authority to make a CPO to be sought from Cabinet (if required)	May 2025

BACKGROUND INFORMATION

13. The background to the redevelopment of the Aylesbury Estate has been covered extensively in previous reports but is summarised here for context.
14. Having spent a number of years investigating plans for refurbishing the estate, it became apparent that the extent and cost of works required to refurbish the estate to an acceptable standard would be prohibitive and would not overcome the fundamental design flaws of the layout of the estate. The council took the decision in 2005 to redevelop the estate. The council has been successful in securing Compulsory Purchase Powers for three sites on Aylesbury Estate - Phase 1a, Site 7 (developed by L&Q) and the First Development Site.
15. In March 2007, the council undertook the preparation of the Aylesbury Area Action Plan, to establish the policy framework for the redevelopment of the estate. The Aylesbury Area Action Plan (AAP) was adopted by the council in January 2010, following extensive public consultation and an Examination in Public in 2009. It deals directly with the redevelopment of the Aylesbury Estate, therefore its policies have significant weight in any decisions on planning applications in this area.
16. Having undertaken a competitive procurement process to secure a development partner for the delivery of the regeneration of the estate, the council appointed Notting Hill Housing Trust (now Notting Hill Genesis (NHG)) to bring forward the phased regeneration of the Aylesbury Estate. A Development Partnership Agreement (DPA) between the council and NHG was signed on 28 April 2014. Since then, a number of variations to the DPA have been agreed in order to respond to changes in requirements or the condition of the estate.
17. Following further consultation on the masterplan for the estate, applications were submitted by NHG for detailed planning permission (reference no.

14/AP/3843) for the redevelopment of the First Development Site (FDS) within the south west corner of the estate and for outline planning permission (reference no. 14/AP/3844) for the redevelopment of the wider estate, both in line with the requirements of the development plan and the aspirations of the AAAP. Both were granted consent on 5 August 2015.

18. To date, 827 homes have been completed by L&Q in Phase 1A and Site 7 developments of the former Aylesbury Estate, and by the council on FDS A and on parts of FDS B, and by NHG on Plot 18. Works are on site to complete a further 284 council homes on FDS B, as well as NHG's development of 321 homes on FDS C – these homes are programmed to complete in Spring 2025 and Summer 2026, respectively. The completions to date also include a new library, health centre and early years centre on Plot 18, and a community centre on FDS A.
19. The AAAP showed that the next phase for development was Phase 2. This next phase of development covered the following blocks:
- Padbury
 - Ravenstone
 - 241-471 Wendover
 - Winslow
 - Wolverton
 - Brockely House
 - 1 – 240 Wendover

Since 2014, tenants and leaseholders from these blocks have had the opportunity to move to Site 7, off-estate developments, FDS A and FDS B. Residents have also had the opportunity to express an interest in moving to the remaining properties which are due to hand over on FDS B.

20. Due to changes in external funding for housing re-provision by the GLA and the council's view on the timescales for achieving vacant possession, the council and NHG agreed that it was practical to take forward the following blocks as sub-phase Phase 2B:
- Padbury
 - Ravenstone
 - 241-471 Wendover
 - Winslow

In addition to these blocks, the development site includes the property of the former Foxcote House and 140 Albany Road which have both been acquired through negotiation and demolished.

21. Due to the physical condition of these blocks, it is not considered to be value for money to refurbish rather than redevelop them to provide modern, efficient homes with communal areas that meet current standards.

22. NHG has funding in place to redevelop the site, subject to obtaining planning permission, for 640 homes, of which in accordance with the AAAP 50% of the homes on a habitable room basis will be affordable. In addition, the Scheme will include two substantial areas of open space, a MUGA and commercial premises. A drop-in, standalone planning application was originally submitted to planning in October 2022. The current resubmission has a programmed start on site date of May 2026, subject to vacant possession, which is currently programmed for Autumn 2025.
23. In January 2023, Planning Committee passed a resolution to grant consent to the standalone application for Phase 2B, on the basis of a separate S96A application to the outline consent, inserting the word 'severable' into the description of the phases. This decision was successfully challenged at a Judicial Review hearing in January 2024. The judgement means that NHG is not able to rely on the outline consent in their resubmitted application for Phase 2B. The redesigned Scheme is due to be resubmitted in September 2024, and the details of the design are included in paragraphs 28 to 31 below.
24. NHG will procure a contractor for this development through their contractor framework.
25. It is considered that this phase will bring about significant economic, social and environmental benefits, including improvements in the quality of homes on the estate. The space standards and access to private space, which are in accordance with the New Southwark Plan, would significantly increase the amenity for local residents. A variety of housing types - houses, flats and maisonettes - will be constructed to make an inter-generational neighbourhood that meets people's needs over time. Homes are designed to give views onto green open spaces and to reduce opportunities for crime and antisocial behaviour. New homes will be built to zero carbon targets.
26. A condition of GLA grant funding for estate regeneration schemes is that a policy compliant resident ballot has taken place. Under the terms of the guidance, exemption from a ballot can be granted by the GLA in circumstances where planning permission was in place before the guidance was issued and there has been a programme of extensive community consultation. In 2018, the GLA granted this exemption to NHG for the Aylesbury regeneration programme – the guidance remains unchanged, and it is the council's understanding that this exemption remains in place.
27. The Aylesbury Estate regeneration programme has been developed in accordance with the National Estate Regeneration Strategy.
28. The council's policies for acquisition of leasehold properties in estate regeneration schemes has developed over the last 25 years. The current policies have been compared favourably with those of other London boroughs by an external expert at a public inquiry and at a November 2023 rehousing workshop with external consultants and legal advisors. Officers seek to secure vacant possession through negotiation of the market value of the property and pay compensation for homelessness and disturbance, in line with

legislation. Rehousing options available for resident leaseholders include a bespoke shared equity offer through a choice-based system of properties across the borough, as well as opportunities to purchase new homes on similar shared equity terms from the new homes being delivered on the footprint of estate. Where affordability may prevent a leaseholder being able to afford the ongoing cost of ownership, it may be that some leaseholders are able to be rehoused as a council tenant.

29. In January 2022, Cabinet agreed additional funding for leaseholder acquisitions on the Aylesbury Estate.
30. The use of CPO powers is a last resort in this process.
31. This report sets out the current position in relation to the delivery of the Scheme.

KEY ISSUES FOR CONSIDERATION

The legislative framework for Compulsory Purchase Orders and the Crichel Down Rules

32. Under Section 226 of the Town and Country Planning Act 1990, a council can acquire land compulsorily for development and other planning purposes. An application for compulsory purchase is assessed against a series of criteria known as the Crichel Down Rules. In relation to this application, in summary the Rules are satisfied as follows:
 - a) There is a compelling case in the public interest:

The regeneration of the Aylesbury Estate has been the focus of consultation and council strategy for over 20 years. The case has been examined at public at both planning and CPO inquiries. The redevelopment of this site will provide high quality housing, open spaces and commercial facilities which meet local and borough-wide needs.
 - b) The purposes of the CPO justify interfering with the human rights of those affected:

The Council is seeking to mitigate the impact on human rights of those affected through the rehousing and acquisition policies which apply to tenants and leaseholders.
 - c) The acquiring authority must have a clear idea of how it intends to use the land which it is proposing to acquire:

NHG has submitted a planning application to redevelop the order land.
 - d) The acquiring authority must show that all the necessary resources are likely to be available to achieve that end within a reasonable timescale:

NHG have funding in place from internal resources and GLA grant to implement the Scheme.

- e) The Scheme is unlikely to be blocked by any physical or legal impediments to implementation:

Subject to planning permission and securing vacant possession, the Scheme is not impacted by any physical or legal impediments to implementation. The Scheme is in accordance with local and regional planning policy.

The Scheme

33. In summary, the proposed development comprises the demolition of the existing buildings on site and construction of five buildings (known as Blocks 4A, 4B, 4C, 5A and 5C). The proposed building heights range from between 5 to 25 storeys, with the tallest element located on the corner of Albany Road and Thurlow Street, as a gateway building next to Burgess Park. Two new public spaces are proposed (Thurlow Square and Bagshot Park). The site will be connected through a network of tree-lined streets and the existing public realm will be enhanced through detailed landscaping proposals. A total of 4,030m² of public open space is proposed.
34. A total of 640 residential units (2,070 habitable rooms) is proposed within the unit mix below:

Proposed Accommodation Schedule

	Private		Social		Intermediate		Total	
	Unit No.	HR	Unit No.	HR	Unit No.	HR	Units	HR
1 Bed	156	317	30	60	32	65	218	442
2 Bed	208	644	55	216	57	201	320	1,061
3 bed	14	65	28	137	-	-	42	202
4 bed	-	-	49	288	-	-	49	288
5 bed	-	-	11	77	-	-	11	77
Total	378	1,026	173	778	89	266	640	2,070

The residential accommodation provides:

- 49.6% private and 50.4% affordable units (by habitable room) with an affordable split of 74.5% social and 25.5% intermediate.
 - 34.1% 1-bedroom units, 50% 2-bedroom units, 6.6% 3-bedroom units, 7.6% 4-bedroom units and 1.7% 5-bedroom units.
 - 10% of units are wheelchair accessible (64 units).
 - 70% of units are dual (or more) aspect and there are no single aspect north facing units.
35. The residential units will be supported by the following:

Private and Communal Amenity:

Private amenity is provided through private rear gardens for ground floor homes and balconies for those at upper floors. A total of 5,845m² of private amenity space will be provided throughout the site.

Each proposed residential building will be served by a communal garden. Block 5C also has a roof terrace and Block 5A will have an area of amenity on a podium. The total communal amenity provision is 4,275m².

Play Space:

A total of 3,205m² of play space is proposed in the form of three public play spaces (including a new Multi Use Games Area in Bagshot Park) as well as doorstep play in communal areas.

Car and Cycle Parking:

Car parking for wheelchair users and existing residents is provided on-street, within the Block 5A podium and within the Block 4A/D basement. A total of 83 spaces are provided, 6 of which are car club spaces.

1,299 cycle spaces are provided across the site, including 66 visitor cycle parking spaces. The cycle parking stands comprise a combination of sheffield stands, two-tier standard and spaces for cargo bikes.

Servicing:

Loading bays are located throughout the development, with 5 bays in total.

Refuse:

Each block will accommodate its own refuse storage within communal stores, which will include food storage and bulky waste storage. All refuse storage accords with the Southwark Waste Management Guidance Note for Residential Developments (2014).

36. The Scheme proposes circa 450m² (GIA) of flexible floorspace for commercial business and service uses (Class E) and local community and learning uses (Class F1/F2(a)(b)). This is located at the ground floor of Block 5A and Block 4D. Two main non-residential units are proposed, one facing onto Thurlow Square and one wrapping around the corner onto Mina Road.
37. The delivery of Phase 2B Site within the programme is a key priority for the council as it will deliver key rehousing options for tenants and leaseholders on the later phases of the scheme thereby enabling vacant possession to be secured.
38. As set out above resident consultation took place on the AAAP and the masterplan for the Estate. Since July 2021, NHG has been consulting on the detailed proposals for the site. The methods used include a Commonplace website, in person events at the market and on the Estate, youth workshops and consultation with groups such as the TRAs and Friends of Burgess Park. Residents were generally positive about the proposed plans, with many keen to see the development progress. Comments were received about ensuring open space provision for picnics, areas for quiet contemplation, and accessible play equipment for children with disabilities.
39. In accordance with the relevant legislation governing CPOs, the development proposal has the following benefits for the area:

a) Economic

The proposals will provide a level of flexible commercial space. This will be available for local businesses and will therefore benefit the local economy. The building contract to implement these proposals will create a series of construction jobs and training opportunities targeted at the local community.

b) Social

The proposals will provide a large number of high-quality homes for rent, sale and shared ownership. This will significantly improve the quality of housing accommodation available in the area. The proposals also create spaces for community and learning opportunities.

c) Environmental

The proposals will be serviced by a modern, efficient energy and heating system including the use of air source heat pumps and photo voltaic panels. The proposals provide amenity space, play space and landscaped open space.

Tenure Mix

40. The currently proposed scheme for the Phase 2B site includes a total of 640 mixed-tenure housing units comprising units for social rent, units for intermediate shared equity and units for private sale. The tenure split is consistent with that required by the AAAP and NSP (50.4% affordable by habitable room).
41. Once completed, these units would provide further opportunities to rehouse existing secure tenants and resident leaseholders from later phases within the estate.

The Site

42. The extent of the Phase 2B site is shown in the plan at Appendix 1. It comprises of the residential blocks at Padbury, Ravenstone, Winslow and 241 - 471 Wendover. The current occupation (as at 13 August 2024) is:

Block	Total number of units	Number of secure tenants	Number of leaseholders	Number of temporary accommodation units	Void
Padbury	25	0	2	0	23
Ravenstone	81	1	0	4	76
241-471 Wendover	237	6	2	2	225
Winslow	30	0	2	3	24
Total	373	7	6	9	348

43. The council has already rehoused 309 secure tenants and negotiated to acquire 62 leasehold properties in these blocks. Agreement is in place with a further 3 leasehold interests. Of the 62 leaseholders who have already moved, 24 were resident leaseholders, of whom 1 moved to a council home, 3 moved to NHG property off estate and 1 moved to a L&Q home on Aylesbury Site 7.
44. The secure tenants and those in temporary accommodation in these blocks are prioritised under the Local Lettings Scheme for the new Council homes at FDS A and FDS B.bn Resident leaseholders in the existing blocks are being offered the opportunity of a new shared equity home on FDS A and FDS B.

Vacant Possession

45. While construction of the Phase 2B scheme can commence on land already within the council's control, full implementation of the scheme will require the council to achieve vacant possession of the blocks listed above to enable these buildings to be demolished and this land to be redeveloped as part of the scheme in line with the proposed planning application.
46. To date, the council has successfully rehoused a total of 309 of the 316 households on secure tenancies on the same basis and the council's Area Housing Office is continuing to work with the remaining households on a secure tenancy to facilitate their move to a new property. As with all tenants relocated from the Aylesbury Estate, all tenants relocated retain the option to return to new homes on the estate should they wish to do so.
47. The council has reached agreement with 3 of the remaining leaseholders and is continuing to seek to negotiate with all 3 remaining leaseholders where agreements have not been reached with the intention to acquire the remaining interests by agreement. The council's aspiration is to acquire all outstanding interests by agreement and thereby secure vacant possession of the block and complete the redevelopment of the site without the need to utilise its statutory compulsory purchase powers.
48. As further properties become vacant within the block, following successful rehousing of the remaining secure tenant households, or buy back of outstanding leaseholds, these properties will no longer be utilised for further

lettings and will be held void until the block is fully vacant prior to its demolition. A total of 348 properties within the blocks are currently held void in this way.

49. The council has been seeking to acquire the leasehold interests since 2014 and a number of offers have been made to the majority of the leaseholders over this time. Two of the leaseholders have instructed lawyers to complete the negotiations with the council. One of the leaseholders has accepted the council's offer but is yet to instruct solicitors as they are still looking for a replacement property. Of the remaining 6 leaseholders, 5 have appointed surveyors to act on their behalf and discussions are ongoing, whilst 1 leaseholder, who is non-resident, has not had regular engagement with the council although an offer has been made.
50. The council is continuing to negotiate with the remaining leaseholders, however it is now considered necessary to promote a compulsory purchase order for the blocks comprising Padbury, Ravenstone, Winslow and 241-471 Wendover and associated land as identified in Appendix 1 in parallel with negotiations, as provided for in the Guidance on the use of Compulsory Purchase powers issued by the Department for Levelling Up, Housing and Communities. This will give further impetus to stalled negotiations and ultimately to provide certainty of acquiring all remaining interests required to ensure full vacant possession of these blocks within the timescale required by the construction programme for Aylesbury Estate regeneration programme. It will ensure the redevelopment of the Phase 2B site is fully in line with the proposed Scheme and thereby ensure delivery of new homes on the site to support the existing and incoming residents.

Policy framework implications

51. The local plan for the borough, the Southwark Plan 2022, was adopted in February 2022 and fully replaced the Aylesbury Area Action Plan 2010. The Southwark Plan 2022 includes policies specific to the Aylesbury Estate including the site allocation NSP01 for the Aylesbury Action Area Core. The site allocation sets out the site requirements, a minimum residential capacity of 4,200 homes (gross), the phasing plan for the site and reports on the delivery of homes and new community facilities so far.
52. The outline masterplan for the regeneration of the estate provides for new housing, open space and commercial properties in this location, within the site now referred to as Phase 2B. In determining the application for outline planning permission, the masterplan was assessed against the relevant development plan policies and guidance at that time, among which significant weight was attached to the policies of the Aylesbury Area Action Plan, and the principles of the masterplan were found to conform to the policy framework.
53. The outline planning permission was granted subject to a range of parameter plans in relation to the height, layout, open space provision, land use, basement area, access /circulation and phasing.

54. In developing proposals for the site, both Notting Hill Genesis and the council have had regard to policy H8C of the London Plan in determining the approach to retention of the existing buildings on the site.

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

Community impact statement

55. As set out in the detailed description of the scheme at paragraphs 28 to 31 the proposed redevelopment brings about significant benefits which together contribute to a significant increase in the social, economic and environmental well being of the site itself, the wider estate and the borough as a whole. The implementation of the scheme for Plot 18 will deliver a range of new community facilities which will support the new and existing residents.
56. The scheme will address the poor quality of existing physical environment. Existing buildings are of poor quality, using poor quality building materials, employing outdated construction methods, severely in need of costly repair, and representing inefficient land use with a low density of residential accommodation. The site also comprises under-utilised spaces, reducing personal security and perceived safety, with the ground plane dominated by car-focussed uses, deterring the use of this space by local people.
57. The proposed redevelopment of the site will bring about a significant improvement of the physical environment within the site. It will deliver a broad range of open spaces, a MUGA and commercial space. The development will also provide new high-quality homes, contributing towards an increase in both the quantum and quality of residential accommodation on the site and contributing to corresponding improvements in the wider area. The homes that will be built will see significant improvement on the existing stock and will retain the spaciousness of the existing properties.
58. While these scheme benefits are significant and compelling they must however be weighed against any potential disbenefits. The council has given detailed consideration to the potential adverse impacts of bringing forward the proposed redevelopment and promoting the associated CPO. The primary potential area for direct adverse impacts arises from the requirement for households currently resident within the Site to be relocated outside of the Site in order to allow for the construction of the development in line with the existing planning consent. In the absence of council rehousing policies to enable affected residents to be able to stay in the local area this could give rise to a number of resulting adverse impacts such as disruption, unfamiliarity with a new area, difficulty maintaining access to local amenities, services and other social and cultural amenities. However, it is considered that the council's rehousing assistance and associated support and guidance enable these potential adverse impacts to be fully mitigated.
59. As outlined above, the land to be included in any CPO currently comprises blocks of 373 residential properties, of which 22 are presently occupied. It is considered that the adverse impacts on these households resulting from the

scheme are mitigated as they would be rehoused through the council's regular rehousing processes by the time of implementation.

60. There are currently 7 households occupying a property on a secure tenancy. These tenants have priority rehousing status and the housing office are working with them to assist them with the rehousing process. Again, it is considered that the adverse impact on these households resulting from the scheme are mitigated. They have been given priority status in bidding for alternative accommodation either within existing council stock or that of housing association partners. As this is a choice-based bidding system, tenants are able to exercise personal choice in the location of moves. This ensures the ability to remain within the local area should they wish to do so.
61. There are 6 leasehold interests remaining in the site. In line with Compulsory Purchase and Compensation guidelines set out by the Government, leaseholders receive market value for the purchase of their property, plus a home loss payment of 10% for resident leaseholders, or 7.5% for non-resident leaseholders, as well as disturbance payment to cover the reasonable costs of moving, such as removals costs and fees. Even where purchasing properties by agreement, the council makes offers on this basis in recognition that this would be the basis for a purchase under a CPO.
62. While issues relating to the value of leasehold interests are not in themselves a consideration in promoting a CPO, it is acknowledged that there is a disparity in existing values on the estate and those in the surrounding areas which, if unmitigated, could present a barrier to resident leaseholders remaining in the area and continuing to access services, employment opportunities and community ties. The council has, therefore, put in place a range of rehousing options for resident leaseholders which, depending on the individuals' specific circumstances, can result in the offer of a council tenancy on a council-owned property, the purchase of a council property on either shared ownership (where rent is paid on the unowned portion) or shared equity (where no rent is paid on the unowned portion) terms, or the purchase of a housing association property on either shared ownership or shared equity terms. Such options provide the opportunity for existing residents to be able to choose to remain in the local area, should they wish to, and thereby mitigating any potential impacts on individuals' ability to continue to access local services and amenities resulting from the proposed CPO.
63. The council has sought to mitigate any disbenefits through a range of reasonable and proportionate measures focused on rehousing and compensation options, in order to realise the public benefits associated with the redevelopment. The council has given consideration to the potential disproportionate impacts that could potentially arise and has identified and implemented measures to mitigate such impacts as far as possible. It is therefore considered that there remains a compelling case in the public interest for the scheme to proceed and therefore for the council to promote a CPO for the site.

Equalities (including socio-economic) impact statement

64. Section 149 of the Equality Act 2010 lays out the Public Sector Equality Duty (PSED) which requires public bodies when taking decisions, to have due regard 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 share it; and
 - c) Foster good relations between those who share a relevant characteristic and those that do not share it.
65. The council through a process of regular review has been considering the impact on all protected groups throughout the development of the council's proposals for all regeneration projects within the borough. This has led to the council developing rehousing policies for leaseholders affected by regeneration proposals in the borough.
66. These have identified that the council has a range of measures in place to mitigate any potential impacts of regeneration proposals, including:
- a) Rehousing policies through the council which provide a range of local rehousing opportunities that enable residents to move locally (if they choose to do so) to a new home that meets the needs of their family and financial position.
 - b) A dedicated team of officers which supports both tenants and leaseholders through the rehousing process.
 - c) Providing support and guidance about a range of routes to all residents affected by regeneration but with particular focus on those that may be vulnerable or in need of additional support.
 - d) The development of new homes in the borough which will provide high quality homes built to modern standards, for residents in the borough to move to.
67. Therefore, the council considers that the potential impacts of the Scheme are fully addressed through the operation of its rehousing policies and provision of dedicated support and guidance available through council officers and local independent organisations that provide support and guidance to Aylesbury Estate residents.
68. Through the consultation process, the council has also sought to update its understanding of the makeup of individuals affected by the rehousing and process. The council will continue to monitor any resulting impacts. The council will also seek to update and expand upon this information throughout

the ongoing process as it continues to discharge its public sector equality duty.

69. In addition, an Equality Health and Impact Assessment (EqIA) has been undertaken by the council and completed by Mott McDonald, in August 2022, to ensure the impacts of the re-development of the estate have been independently assessed. This will be redone to update the details of the estate.
70. The Mott McDonald EqIA assessment in 2022 identified that the “*Aylesbury Phase 2b project has the potential to provide improved living conditions for local residents, as well as enhancements to housing quality, accessibility, the public realm, and other community facilities. There is, therefore, a compelling case in the public interest for the redevelopment. Furthermore, the council have embedded a series of actions within the design and delivery of the scheme in order to manage any risk associated with potential changes in social conditions which can arise from redevelopment programmes of this kind*”. Levels of deprivation are high, with the assessment noting that 73% of the population lives within the most deprived quintile, which is considerably higher than the comparative population for London (16%) and England (20%). The council’s rehousing policies, the high sustainability standards of the new homes and access to green, open spaces will seek to mitigate the issues identified.
71. An updated EqIA will identify differential or disproportionate effects, both positive and negative, on those with protected characteristics from the development proposals and sets out mitigation or enhancement measures that the council can put in place. It looks at these factors ahead of confirming decisions and policy. Relevant mitigation measures are identified and are embedded into the redevelopment programme.
72. The updated equalities impact assessment will be carried out in accordance with the Equality Act 2010 and the council’s Public Sector Equality Duty and build upon previous work already carried out by the council.
73. The assessment will be shared with the consultants engaged to work on this programme to inform their resident engagement process alongside the council’s.
74. The funding allocations proposed relate to the implementation of policies including leaseholder policy, local lettings policy and compulsory purchase activity for which separate Equality Health and Impact Assessments are completed.
75. The compulsory acquisition of land will interfere with Article 1 First Protocol Convention Rights. However Article 1 of the First Protocol allows such interference if it is in the public interest and in accordance with the law. The use of CPO powers as contemplated by this report is lawful in Article 1 terms provided that the Council strikes a fair balance between the public interest and the private rights of individuals which are protected by Article 1. It is also

relevant that compensation is available to persons affected by compulsory acquisition in certain circumstances. It is considered that the compelling benefits of the Scheme in the public interest justify the interference with Article 1 rights in this case when weighed against the private rights of individuals.

76. As regards Article 6 Convention Rights, there are well established statutory procedures that will give all of those likely to be affected by a CPO the right to be notified and the opportunity to object. Any such objections may cause a public inquiry to be held where those objections can be heard. Compensation disputes can be referred for hearing by the Lands Chamber of the Upper Tribunal. For these reasons Article 6 is complied with.

Health impact statement

77. The health impacts of the policies that this funding relates to are addressed in the EQIA referred to above.

Climate change implications

78. The redevelopment of the site will lead to the development of new homes which meet modern standards. The energy efficiency measures include:

- Thermally efficient, well insulated building fabric meeting the London Plan's 'Be Lean' target.
- Communal Air Source Heat Pump, provides low CO₂ emission heating and hot water source. With backup communal gas boiler providing for peak demand.
- PV panels to provide on-site green electricity generation.
- The risk of overheating is being minimised in anticipation of warm weather events.
- Large sustainable urban drainage (SUDs) features such as a rainwater attenuation basin reduces pressure on mains drains.
- The potential for existing site materials to be reused, and the potential to reduce embodied carbon emissions in new buildings is being reviewed as part of the GLA's Circular Economy and Whole Life Carbon assessment requirements.
- A net increase in the site's biodiversity is being targeted as part of the GLA's sustainability.

79. In accordance with GLA guidance, the planning application assesses the carbon impact of demolishing the existing buildings on the site taking into account the level of building materials that can be recycled.

Resource implications

80. The acquisition process continues to be met within existing resources within the council, supplemented with external professional advice as required.

Legal implications

81. The report recommends that a compulsory purchase order is made under Section 226(1)(a) of the 1990 Act. The report of the Assistant Chief Executive, Governance and Assurance below sets out further detail of the legal implications of that recommendation.

Financial implications

82. There are no financial implications for the council arising from the recommendations made in this report. The costs of acquiring properties in the CPO area will continue to be met from the approved budget within the council's Housing Investment Programme. A CPO indemnity agreement is being agreed with NHG, which sets out that they will underwrite all CPO costs (apart from the residents rehousing costs).

Consultation

83. Consultation is ongoing with all affected leaseholders and tenants. In addition discussions have taken place with the wider estate TRAs.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

84. The acquisition of land through the use of compulsory purchase powers is a matter reserved to Cabinet by virtue of part 3C of the Council's constitution.
85. The purpose of this report is to seek renewed authorisation of the making and (subject to confirmation by the Secretary of State) implementation of a CPO under section 226(1)(a) of the Town and Country Planning Act 1990. In addition, a CPO indemnity agreement would be authorised.
86. Appendix 2 to this report sets out the legal powers available to the council in connection with the use of its CPO powers and the curbs on the use of those powers, including the tests to be met under sections 226(1)(a) and 226(1A) of the 1990 (among other legal requirements). The report sets out the benefits of the scheme, including those that the CPO would directly deliver.
87. Due regard must be had to the equality implications of the CPO, particularly on groups sharing a protected characteristic as defined in the Equality Act, including eliminating discrimination, harassment and victimisation, and advancing equality of opportunity and fostering good relations between persons who share a relevant protected characteristic and persons who do not share it. In terms of human rights, there needs to be a fair and proportionate balance struck between the adverse effects of the CPO and the public interest benefits which the new CPO will deliver.

Strategic Director of Resources

88. The Strategic Director of Resources notes the current position in relation to the delivery of new homes at Phase 2B of the Aylesbury Estate regeneration programme and the recommendation that Cabinet re-affirm its consent to proceed with the Compulsory Purchase Order as set within this report. Costs associated with the acquisition of properties in the CPO area are expected to be contained within the approved budget that exists for this scheme and there are, therefore, no additional financial implications arising from the recommendations made in this report.

Other officers

89. There are none.

BACKGROUND DOCUMENTS

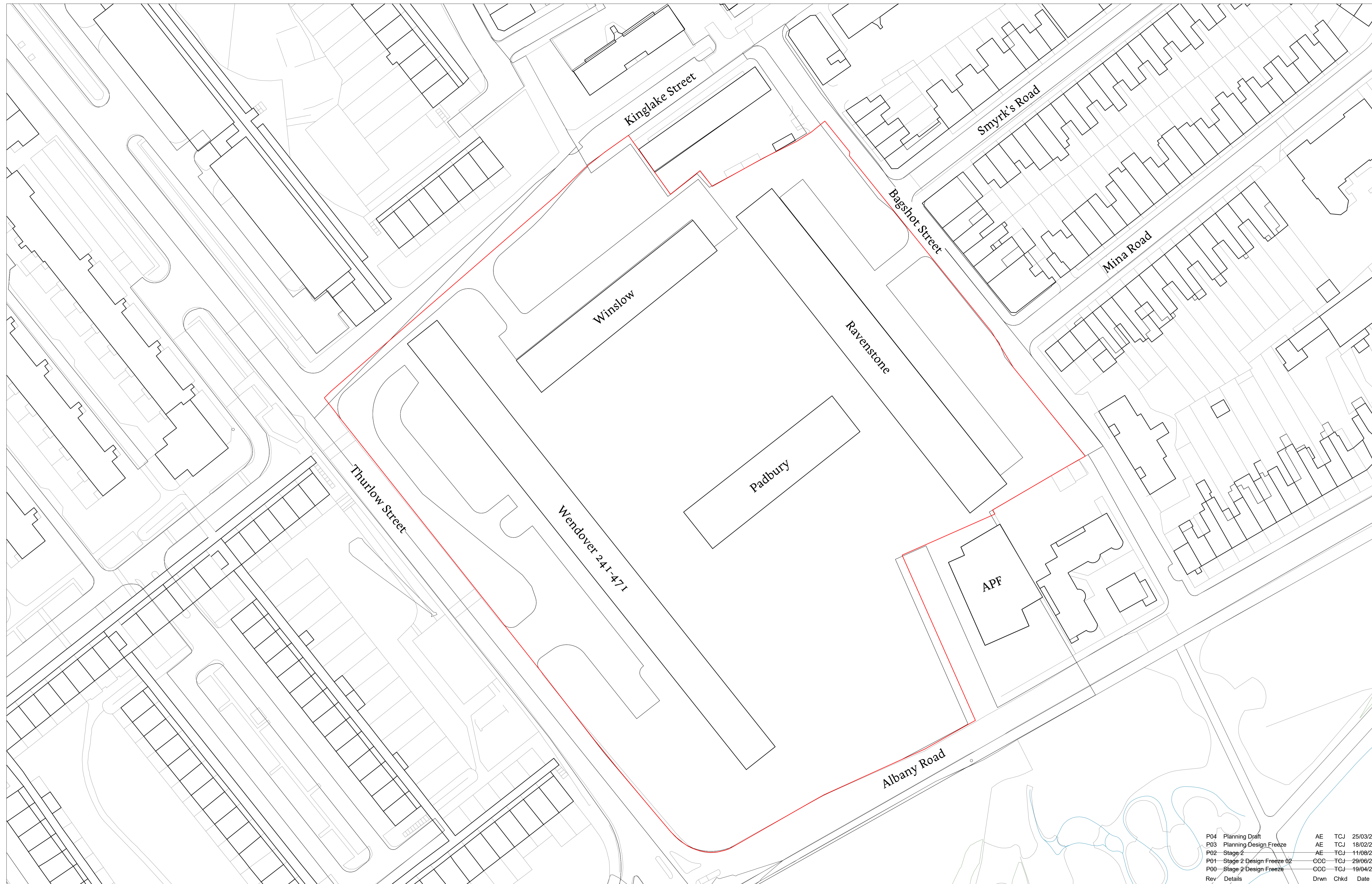
Background Papers	Held At	Contact
Aylesbury Estate Phase 2b CPO https://moderngov.southwark.gov.uk/documents/s107262/Report%20Aylesbury%20Estate%20Phase%202B%20CPO.pdf	Planning and Growth, Finance Strategic Directorate, 160 Tooley Street, London, SE1 2QH	Neil Kirby 0207 525 1878
Aylesbury Estate update – Current phases https://moderngov.southwark.gov.uk/documents/s121494/Report%20Aylesbury%20Estate%20Update%20-%20Current%20Phases.pdf	Southwark Construction, 160 Tooley Street, London, SE1 2QH	Lorraine Roach 07902 705200

APPENDICES

No.	Title
Appendix 1	Aylesbury Estate Phase 2B CPO red line boundary plan
Appendix 2	Aylesbury Estate Phase 2B CPO Procedural and Legal matters

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Hakeem Osinaike, Strategic Director of Housing	
Report Author	Julia Williams, Project Manager – Aylesbury	
Version	Final	
Dated	3 October 2024	
Key Decision?	Key	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 October 2024	



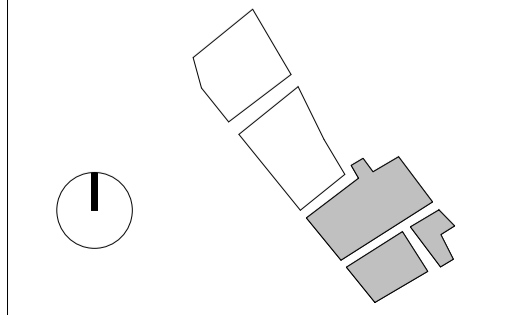
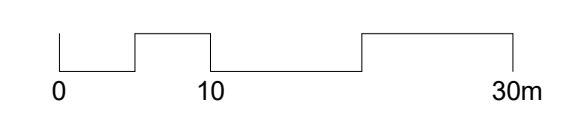
108

P04	Planning Draft	AE	TCJ	25/03/22
P03	Planning Design Freeze	AE	TCJ	18/02/22
P02	Stage 2	AE	TCJ	11/08/21
P01	Stage 2 Design Freeze 02	CCC	TCJ	29/06/21
P00	Stage 2 Design Freeze	CCC	TGJ	19/04/21
Rev	Details	Drwn	Chkd	Date

Do not scale from this drawing. Verify all dimensions on site. Drawing should be read in conjunction with information from all other design consultants and contractors. All drawings in digital format are for reference only, paper copies are available on request.

PRELIMINARY

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Client
 Notting Hill Genesis

Project
 Aylesbury Estate Regeneration Ph2B

Title:
 Existing Site Plan

Scale:
 1 : 500 @ A1

AER-MLUK-SK-220411-102

APPENDIX 2

Aylesbury Estate Phase 2B Compulsory Purchase Order Procedural and Legal matters

Acquisition of Leasehold Interests

1. The council holds the freehold interest of all the land within the area shown edged red on the Plan at Appendix 1. The site contains blocks of flats known as Padbury, Ravenstone, 241-471 Wendover and Winslow.
2. The Housing Act 1985 gives qualifying Council tenants the right to buy their homes. A number of residents within these blocks have purchased their homes under these provisions.
3. The Council can only repurchase these leases in the following circumstances:
 - where there is agreement with the leaseholder; or
 - following a confirmed compulsory purchase order.
4. The statutory compensation code provides that a leaseholder is entitled to the following compensation following a compulsory acquisition:
 - the market value of the interest acquired;
 - a home loss payment. This is 10% of the market value where the leaseholder lives at the property or 7.5% of the market value where the leaseholder lives elsewhere; and
 - a disturbance payment to cover the leaseholder's reasonable costs arising as a direct and natural result of the compulsory acquisition, this might include removal costs, legal fees, surveyors fees and adaptation expenses.
5. Where an acquisition takes place by agreement ahead of the exercise of compulsory purchase powers the leaseholder is treated in the same way and with the same entitlement as would be the case if a compulsory purchase order had been made.

Outline of Compulsory Purchase procedure

Resolution

6. The Cabinet passes a resolution to make an Order. This is the purpose of this report.

Referencing

7. The Council assembles information that provides details of all owners, mortgagees, tenants and occupiers. This is to both identify what interests need to be acquired and who is entitled to receive a notification of the publication of the Order. This stage will enable the precise details of the Order areas to be determined. The boundaries shown edged red on the plan at Appendix 1 may need subtle amendment in the light of this and it is recommended that the Director of Planning and Growth, in consultation with the Director of Housing be given delegated authority to make minor adjustments to the order extents.

Resolving planning and finance

8. In considering an Order the confirming Minister needs to be confident that the proposals behind it are likely to come to fruition. In this connection s/he will need to be satisfied that there are no significant planning or financial obstacles that will frustrate it.

Making the Order

9. The council makes the Order, to a prescribed format. A schedule accompanies the Order identifying ownership details of all land within it. A Statement of Reasons must also be prepared to accompany the Order. This is a critical document that may be challenged by objectors and therefore needs careful drafting.

Publication of the Order

10. The council serves notice of making of the Order on all owners, mortgagees, tenants and occupiers affected by it. A notice of the making of the Order has to be published for two successive weeks in a local newspaper.
11. The notices will advise objections to it can be made to the relevant Government Minister and specify an address for this purpose. The Order is then passed to the Government Minister for confirmation.

Confirmation of the Order

12. The Order does not become effective unless confirmed by the Minister. Where there are objections to the Order they must be considered before confirmation. This is usually done by way of a public inquiry (which can take days or weeks) but can sometimes be dealt with by written representations.
13. After considering the objections [if there has been a public inquiry there will be an Inspector's Report] the Minister may confirm all or part, modify or reject the Order. If it is rejected that is the end of the process and the council will need to revisit its plans.
14. Following confirmation of the Order or if applicable, modification, a notice advising of this must be published in the local newspaper and all leaseholders, tenants and occupiers should also have a notice served on them. A confirmed Order should be implemented within three years to retain its validity.

Taking Possession

15. This can be achieved by either Notice to Treat/Notice of Entry or by using General Vesting Declaration procedure. The latter is usually considered the most appropriate as it transfers both the right to possession and title of the land to the Council.

Power to make a Compulsory Purchase Order

16. Section 226 of the Town and Country Planning Act 1990 is the recommended enabling provision in this instance for the purpose of compulsorily acquiring the interests required to progress the implementation of the redevelopment of the site. The detailed application and use of this power is set out in paragraphs 17 - 25 below.

Legal Implications

17. Section 226(1)(a) of the Town and Country Planning Act 1990 (the Act) (as amended by section 99 of the Planning and Compulsory Purchase Act 2004) is the appropriate power in this instance to secure the compulsory acquisition of properties within this phase of the Aylesbury Estate redevelopment. Section 226(1)(a) enables authorities to exercise their compulsory purchase powers if they think that the land in question will:

"Facilitate the carrying out of development, redevelopment, or improvement on, or in relation to, the land being acquired and it is not certain that they will be able to acquire it by agreement."

18. The Council, in exercising its power under this Section must have regard to section 226(1A) which states:

"(1A) But a local authority must not exercise the power under paragraph (a) of subsection (1) unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects-

(a) The promotion or improvement of the economic well-being of their area;

(b) The promotion or improvement of the social well-being of their area;

(c) The promotion or improvement of the environmental well-being of their area."

19. It is considered that the use of this section is therefore most appropriate having regard to the Council's aspirations for the estate as a whole. The interests to be acquired by the Order are required in order to permit the redevelopment of the area to take place. The proposal also satisfies the "well being" element of the Act in that the redevelopment of this phase is clearly required in order to provide a better standard of accommodation for residents compared to its current state and to create a sustainable and diverse community, and the provision of new facilities which are able to meet the needs of the area. The new buildings will be constructed to higher environmental standards than can be achieved by refurbishing the existing buildings. Thus the proposals will inevitably assist in promoting the social economic and environmental well being of the area.

20. Government Guidance on the use of CPO powers (Compulsory Purchase and the Criche Down Rules – July 2019 – "the Guidance") sets out the circumstances in which this power may be relied on by a local authority for the purposes of compulsorily acquiring land. It recognises that compulsory purchase powers under the Act provide an "important tool" to local authorities in assisting them to acquire and assemble land where it is necessary to help deliver social, environmental and economic change.

21. The Guidance acknowledges that CPO powers are intended as a last resort to secure land assembly for the implementation of projects, but that time may be lost if an authority waits for negotiations to break down before starting the process. Authorities may therefore plan a compulsory purchase timetable as a contingency measure and initiate formal procedures. This will also help to make the seriousness of the authority's intentions clear from the outset, which might encourage more meaningful negotiations.

22. For the purposes of confirming a compulsory purchase order, the Guidance identifies considerations which will be taken into account by the Secretary of State in making such a decision.

23. In particular, if an acquiring authority does not have a clear idea of how it intends to use the land which it is proposing to acquire, and cannot show that all the necessary resources are likely to be available to achieve that end within a reasonable time-scale, it will be difficult to show conclusively that the compulsory acquisition of the land included in the order is justified in the public interest, at any rate at the time of its making.
24. The Guidance also makes clear that compulsory purchase of land needs to be set within a clear strategic framework. The planning framework providing the justification for an order should be as detailed as possible and where development plan documents have been through the consultation processes but have not yet been examined or are awaiting the recommendations of the planning inspector, this will be given due weight.
25. However the Guidance recognises that it may not always be possible to wait until planning permission has been obtained.
26. As is already set out in this report, officers will continue to seek to negotiate the acquisition of interests by agreement rather than relying solely on the compulsory acquisition powers available. Section 120 of the Local Government Act 1972 contains wide powers for local authorities to acquire land by agreement for any of their statutory functions or for 'the benefit, improvement or development of their area'. Section 227 of the Town and Country Planning Act 1990 also enables a council to acquire land by agreement for facilitating the carrying out of development, redevelopment of improvement and for the social economic and environmental well-being of the area. It is considered therefore that there are adequate powers available to the council to secure outstanding interests in the land by Agreement.
27. The initial stage of the compulsory purchase process will be to ensure that the Council correctly identifies all necessary interests in the Order land that need to be incorporated within the schedule of the Order. As the Council is the freeholder much of this information should be readily available. Nonetheless it is advised that formal requisitions for information should be served on all known owners, mortgagees and occupiers of each property to be subject to the Order pursuant to Section 5A of the Acquisition of Land Act 1980. It is important that the Council takes all reasonable steps to ensure that all interests are properly captured in the Order and are properly notified, the requisition for information is a means of ensuring the Council fulfils this.
28. In the event that the Order is confirmed, the next stage will be to vest all necessary title in the Council. In these circumstances as has already been mentioned, the best means of doing so will be way of the General Vesting Declaration Procedure. This is something that can be carried out by the Council's legal advisors as and when this stage is achieved.

Human Rights Considerations

29. The Human Rights Act 1998 incorporated into domestic law the European Convention on Human Rights ("the Convention").
30. In proposing the Order the council has duly considered the rights of property owners under the Convention, notably under the following Articles: Article 1 of the First Protocol. This protects the right of everyone to the peaceful enjoyment of possessions. No one can be deprived of possessions except in the public interest and subject to the relevant national and international law.
31. The council has also considered the rights contained within Article 8 of the convention, which protects private and family life, home and correspondence. No public authority

can interfere with these interests except if it is in accordance with the law and is necessary in the interest of national security, public safety or the economic well-being of the country.

32. In relation to these Convention rights the council has been conscious of the need to strike a balance between the rights of the individual and the interest of the public. In light of the significant public benefit that would arise from the redevelopment of the Aylesbury Estate and the wider area it will be appropriate to make the Order, if the relevant leaseholder interests cannot be acquired by agreement. Objections can be made against the Order that will then have to be considered by the Secretary of State before he decides whether or not to confirm the Order.

Community Impact Statement

33. The effect of the negotiated acquisition or compulsory purchase order will be to dispossess persons of their rights in land. This is a necessary process to ensure the redevelopment of the Aylesbury Estate can proceed. This is considered acceptable where the proposals are in the public interest and where, as in this case, the advantages of redevelopment substantially outweigh the disadvantages to those dispossessed.
34. The redevelopment of the Aylesbury Estate is considered to have benefits to the immediate community but also the borough as a whole in that it will act as a catalyst to further investment. It is therefore necessary to balance the benefits that could be provided by the proposed scheme against the possible impact to those with an interest in the affected land. In carrying out this exercise a degree of proportionality should therefore be adopted. The Human Rights of these individuals have accordingly been considered and commented upon in this report.
35. The furtherance of the redevelopment will not negate the council's Diversity and Equal Opportunities policies. Indeed, in the long term it is anticipated the diversity of the area will be widened.
36. Section 149 of the Equality Act 2010 requires the council to have due regard to the need to:
- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
37. The council must, in order to comply with this Public Sector Equality Duty, take steps to ensure that it considers equalities issues throughout the compulsory purchase process and has due regard to its duties under the Equality Act.

Consultation

38. There has been extensive consultation with Aylesbury Estate residents [including tenants and leaseholders] at all stages of the development. Consultation will continue as the development proceeds.

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Disposal of Freehold at Westminster Bridge Road, SE1 7XW
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	Borough and Bankside
Classification:	Open
Reason for lateness (if applicable):	N/A

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

We have a clear commitment to ensure that value for money across the council. The council are the freeholder of a vacant period office building in need of substantial capital investment, and which has significant holding costs which in turn creating substantial revenue pressures.

There is no operational requirement for the building within its commercial estate and this report asks cabinet to approve the disposal of the building in the market to generate a significant capital receipt.

Agreement has now been reached with a purchaser for the council to sell the freehold of the building on an unconditional basis.

The details of the proposal are contained in Appendix 1 of the Closed Report, which is exempt from publication due to its commercially sensitive content, amount to the sale of the freehold building for a significant capital receipt.

RECOMMENDATIONS

Recommendations for the Cabinet

That Cabinet shall:

1. Note the circumstances of the disposal of the freehold property and the actions and due diligence undertaken by officers and professional advisers
2. Approve the disposal of the freehold interest as detailed in the closed report.
3. Note the agreed heads of terms, price and disposal costs.
4. Delegate to the Strategic Director of Resources, advised by and in consultation

with the Director of Planning & Growth, authority to complete the sale of the freehold of the property including agreeing and finalising detailed transaction terms.

REASONS FOR RECOMMENDATIONS

5. There is no operational requirement for the building within its commercial estate of an asset in need of substantial capital investment, and which has significant holding costs which in turn creating substantial revenue pressures.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

6. Consideration was given to undertaking a full refurbishment of the building for letting commercially but was not considered appropriate in the current market.

POST DECISION IMPLEMENTATION

7. Dispose of the building

Key Activity	Target completion date
Completion of disposal	November 2024

BACKGROUND INFORMATION

8. The property is a vacant former office building which has been held as a commercial void for a considerable period. It is in a poor condition and would require substantial capital investment to bring it back into use. There are no identified operational requirements for the building, especially given its condition, physical layout, and period nature.
9. Whilst consideration has been given to a refurbishment and subsequent letting in the market to generate an income stream, this option, given the capital required is not considered appropriate or viable and as such it is recommend that the property is sold.
10. Knight Frank, a leading firm of Chartered Surveyors with substantial knowledge of the market were appointed to undertake the marketing of the premises and secure a purchaser.
11. Following the market period, a call for bids was made, for which several offers were received, leading to the recommendation of this transaction.

KEY ISSUES FOR CONSIDERATION

12. The property is considered unsuitable for retention within the council's operational or investment portfolio given the physical condition and nature of the building.
13. It is considered that the sale represents best value for the council and the capital receipt will help to fund the council's capital programme.

14. The sale will remove substantial revenue pressures from the council in respect of void holding costs including security and business rates.
15. It is confirmed that the price agreed represents market value and therefore the best consideration that can be reasonably obtained.

Policy framework implications

16. The sale of the building secures a significant capital receipt to support the council's capital programme.
17. In selling the property the council removes risk and ensures the void costs and liabilities are removed reducing revenue pressures.

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

Health impact statement

18. There are no health implications associated with the land transfer arrangements

Community impact statement

19. In formulating the recommendations of this report the potential impact on the Community has been taken into account, including people identified as having protected characteristics. No specific equality implications have been identified in relation to this report.
20. The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).
21. The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

Equalities (including socio-economic) impact statement

22. An Equalities Impact Assessment is not required in relation to this report, because this matter relates to a commercial investment transaction in respect of property held for income generation. There are no Human Resources or equality implications in respect of this proposal.
23. There are no environmental or net zero implications associated with the land transfer arrangements.
24. The decision to dispose of the property is believed to have minimal impact on

local people and communities. However, the capital receipt to be realised because of the transaction will assist with delivery of the council's corporate objectives, achieving its stated budget principles and working together with communities towards a 'fairer future for all'.

Climate change implications

25. There are no environmental or net zero implications associated with the land transfer arrangements.

Resource implications

26. There are no resource implications associated with the land transfer arrangements.

Legal/Financial implications

27. The financial arrangements of the transaction are set out in the exempt Appendix 1 of the closed report and confirm that the proposed arrangements are in line with market conditions and reflect the Council's fiduciary duty.
28. Based on advice, officers have agreed a sale price as set out in Appendix 1 Closed. This reflects market value and the balance of risk attributable to the transaction given the offers received during market testing.
29. The sale price agreed is unconditional enabling a swift transaction to occur and monies being received in the current financial year.
30. The disposal is supported by the statement in the closed report undertaken by Knight Frank.

Consultation

31. No external consultation has been required. Internal consultation has taken place with all relevant departments, including the provision of advice from Assistant Chief Executive, Governance and Assurance and Strategic Director of Resources.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

32. Section 1 of the Localism Act 2011 introduced a "general power of competence" for local authorities, defined in section 1(1) as "the power to do anything those individuals generally may do" and which expressly includes in section 1(4)(b) the "power to do it for a commercial purpose or otherwise for a charge, or without charge" and section 1(4)(c) the "power to do it for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area". However, section 2(2)(a) states that power does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement limitation.

33. Section 123(1) of the Local Government Act 1972 states that “Subject to the following provisions of this section, a principal council may dispose of land held by them in any manner they wish” and section 123(2), “Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.”
34. Section 270(1), “In this Act, except where the context otherwise requires, the following expressions have the following meanings respectively, that is to say— “land” includes any interest in land and any easement or right in, to or over land”. Section 123(7)(a) states “For the purposes of this section a disposal of land is a disposal by way of a short tenancy if it consists — (a) of the grant of a term not exceeding seven years...”.
35. As this is a disposal of General Fund land and is being made using the powers within section 123(1)-(2) of the Local Government Act 1972, if it is “...for a consideration less than the best that can reasonably be obtained...” then the Council would need to rely on the Disposal of land for less than the best consideration that can reasonably be obtained: circular 06/2003 (“General Fund Consent”) or would need the consent of the Secretary of State (“SOS”).
36. The General Fund Consent removed the requirement to obtain the SOS specific consent for any disposal of General Fund land in specified circumstances, i.e. the disposal of any interest in land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area” and the disposal is “at less than best consideration is subject to the condition that the undervalue does not exceed £2,000,000 (two million pounds)”.
37. Note the General Fund Consent refers to “...the authority should ensure that it complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the undervalue”. Reference is also made the European Commission's State aid rules. After the United Kingdom left the European Union on 31 December 2020 these rules were replaced on 1 January 2021 with the UK’s international subsidy control commitments.
38. The report provided by Knight Frank, attached in the Closed Report confirms that the consideration is the best that can reasonably be obtained and the Report Author is satisfied that the premium is at best consideration and that section 123(1)-(2) of the Local Government Act 1972 has been complied with.

Strategic Director of Resources

39. This is a void commercial property, held in the General Fund, with no identified operational need or investment opportunity. A disposal generates a significant capital receipt to support the capital programme.
40. The financial implications are set out in Appendix 1 of the closed report and demonstrate a clear and immediate revenue benefit for the council.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Mark Grant, Head of Property	
Version	Final	
Dated	7 October 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 Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		7 October 2024

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	GW1 Housing – Procurement Support and Supply Chain Management System
Cabinet Member:	Councillor Sarah King, Cabinet Member for Council Homes
Ward(s) or groups affected:	All Wards
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Strategic Director of Housing

FOREWORD – COUNCILOR SARAH KING, CABINET MEMBER FOR COUNCIL HOMES

We know that the council needs to do more as a landlord to support our tenants and leaseholders. In 2022, we made housing our top priority as a council, focusing on improving the experience of tenants and leaseholders as they interact with the council, getting repairs fixed and tackling damp and mould.

To achieve this, we have put residents at the heart of reshaping our repairs service, and our resident-led board has been central to changes that we are now making. Whilst there is still work to be done, over the last year we have seen a 6% increase in satisfaction with our repairs service, and we are building consistency in making sure our repairs are right first time – hitting our 90% target month on month. We are also going out into the community with our Repair Action Days, carrying out repairs on the spot and making sure bigger repairs are logged and followed up quickly. These days have been incredibly successful and we will be visiting more estates in the coming months and years.

The next stage of ensuring our tenants see further improvements in the repairs service is having the best possible contractors in place to work alongside our in house repairs service for those jobs where we do not currently have the breadth and depth of expertise within the council. The new system of procurement will allow us to procure industry leading specialists more quickly, address the issue of being out of contract with our existing suppliers and allows us to continue to work with SMEs. This will be achieved at a lower cost to the Housing Revenue Account through a pre vetted system. Importantly the system’s in built processes provide real time feedback on their performance including from our own residents, which will ensure that when contractors do not perform to the standard we expect of them we will no longer continue to work with them.

The new system will ensure value for money and achieve higher levels of customer satisfaction - treating every home the council owns as if it was our own. Alongside we will continue to invest in our in house repairs team who we know are best placed to deliver on our long term commitments to tenants and leaseholders.

RECOMMENDATIONS:

1. That cabinet approve the procurement strategy of a direct award from the Procurement for Housing's Social Housing Emerging Disruptors Framework to Plentific Ltd. for their supply chain and procurement management solution platform dynamic purchasing system at a total cost of £1,439,700
2. That cabinet approve the purchase for a period of three years, with the option of a one year extension.
3. That cabinet approve the process for placing orders for works up to £6.45m per annum (£25.8m over four years) through the platform, once established, which will be monitored and reported as detailed in this report.
4. That cabinet note that the Plentific Ltd. solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report. It is not intended to be used as a substitute for any works currently delivered by directly employed staff.
5. That cabinet approve this report as a Gateway 1 approval for any individual works order that exceeds £100,000.
6. That cabinet delegate the Gateway 2 contract award decisions to the Strategic Director for Housing, in consultation with the Strategic Director of Resources.

REASONS FOR RECOMMENDATIONS

7. The reasons for the recommended procurement approach are detailed later in this report

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

8. The alternative options considered for this procurement are set out in this report

POST DECISION IMPLEMENTATION

9. Once the recommendations within this report have been approved:

Key Activity	Target completion date
Agreement contract terms and conditions.	10/11/2024
GW 2 approval	26/11/2024
Implementation of the DSP system and go live.	09/12/2024
Outline tender process for engaging, awarding various works packages through the platform,	09/12/2024

Key Activity	Target completion date
and contract management approach of the packages.	
Agree tender documentation for works packages with procurement.	07/12/2024

BACKGROUND INFORMATION

10. A number of contracts across Asset Management are at the end of, or are coming to the end of their contract term. This is a risk for the Council and team within Asset Management have been looking at ways to resolve this urgently.
11. The long-term solution is to engage a procurement process, which by the volume, complexity and cost of the works needed, will be a protracted process. However, in the short to medium term, we need to ensure contractual compliance without the need for traditional, long term contractors on a fixed rate. The Council is also keen to work with SME (small and medium enterprise) contractors where possible, who may have traditionally found it more difficult to work with us. The Plentific platform enables us to achieve both of these objectives.
12. The Council is also committed to ensuring value for money and to spending the money within the Council's Housing Revenue Account (HRA) as intelligently as possible. Plentific would be less intensive across both time and labour for the Council, offering a back office saving.
13. Whilst longer term awarded contracts are the norm, other options were explored across the market to meet the Council's commitment to contractual compliance and value for money.
14. The Plentific platform enables the council to gather real time residents' feedback on their experience with each repair carried out. This enables us to react quickly to issues before they become complaints and to review our interaction with contractors receiving poor feedback.

Summary of the business case/justification for the procurement

15. This procurement is being undertaken to ensure that the council's Asset Management Team is compliant in terms of its contracts and is delivering the repairs programme in a more efficient and less resource-intensive process.
16. The Plentific Ltd. (Plentific) platform provides several additional business benefits for the council, which include:
 - Risk management: The current out of contract status of many contractors in the council's housing supply chain is unsustainable and carries risks. Plentific's dynamic purchasing system (DPS) offers access to pre-approved suppliers.

- Value for money: The system allows consistent competitive bidding for work, which will enable the council to assess and demonstrate value for money (VFM), which we cannot currently demonstrate.
 - Analytics: Information on performance, costs, variations and resident feedback, all of which we do not currently have.
 - Dashboards: Ability to monitor which contractors are selected and any justification if they do not represent the best value for money.
 - Contract management: The platform allows active and live contract management.
 - Assimilation: Contractors previously engaged by the council can be quickly and easily assimilated to the Plentific platform for a fee, as highlighted in the table in paragraph 31 of this report, thus providing potential continuity, subject to value for money.
17. Whilst many of the above could be achieved through the council's existing approved list, the Plentific system offers the council immediate contract compliance and a more competitive way of tendering these jobs, which leads to better value for money.
 18. The Plentific platform will be used for the procurement and management of repairs. It will not be used for day-to-day works normally carried out by the council's directly employed work force, with the exception of specialist trade works and where capacity requires external support to complete works, as already exists.
 19. Works assigned through the Plentific system will be limited to works that the Council cannot undertake internally with our workforce. These works are larger scale or specialist works where it makes more economic sense to go to the open market.
 20. Works contracted out through Plentific will be the exact same type and volume of the works currently contracted out to our repairs partners with expired contracts. No additional works are in scope to be contracted and it is a realistic expectation that over the length of the Plentific contract that less works will be contracted out than current.
 21. This therefore has no negative or adverse effects on the current internal DLO arrangement or staff directly employed by the council.
 22. The platform will be configured to invite a minimum of three suppliers to bid, and contracts will be awarded in accordance with the council's Contract Standing Orders (CSOs) and in line with the system of delegated authority within the Asset Management Team, according to Housing Department's scheme of delegation. The system will then be used to manage the contracts and payment of the contractors.
 23. This paper estimates works costs procured via the Plentific marketplace platform to be in the region of 6.45m a year (£25.8m over four years). This is based on spending receipts for repairs work received during the financial year 2023-24 of circa £6.45m.

24. This estimate assumes that similar budgets are available and a similar level of demand from the stock is required. The figure has not been increased to include indexation.

Housing Processes

25. The award and management of the contracted works will continue through Southwark Repairs and the Council's scheme of delegated authority.
26. Works being allocated via Plentific will always be overseen by a manager within that work stream to ensure that the works cannot be done in house and that we are achieving value for money based on the criteria of the order.
27. Southwark Repairs has a designated project lead within their management team and a dedicated officer will be allocated to oversee the works allocated through the system and adherence to processes.
28. Reporting will take place monthly to the Strategic Director of Housing on numbers of orders and spend through the Plentific system.
29. Areas of work where term contracts are currently being procured, for example voids and communal, will be outside of the initial scope of this project with the option reserved to include them during a later phase of the project.
30. The project will phase areas of Southwark repairs into the Plentific system over a period of months to minimise risk and ensure service continuity.
31. The system will allow residents to rate their contractor based on quality of works and overall satisfaction. Continuing low scores results in contractors being removed from the Plentific system. This process allows the Council to favour satisfaction in its choice of contractor as well as allowing our residents a voice in future procurement.
32. Bringing the contractors we use into contractual compliance is a key objective of the department.
33. The council will have a contract with each individual contractor, which will be managed through the Plentific system.
34. The medium to long term aim within Southwark Repairs is that as much work as possible be completed by internal, directly employed Council teams. The service isn't in a position to currently undertake any further works internally in the short term
35. Southwark repairs are bringing our damp and mould team in house currently. Once that is completed, the intention is to commence the same process for our voids and elements of our communal repairs teams.
36. Long term, the intention is to procure Southwark's own contractor framework. As a landlord with circa 55,000 homes, we should have and can sustain a framework of large, medium and small contractors, who will satisfy all of our

contract needs. However, the procurement of such a framework, will take between 18 and 24 months, which is a period we cannot continue to be out of compliance.

37. The Plentific system is therefore a stepping stone to allow the service to reach full contractual compliance and reduce costs in the short term, allowing for a review of the services delivered and an in house delivery model wherever possible.
38. Services that cannot be delivered in house will be delivered by a Southwark specific framework of contractors.

Payment Process

39. The cost of orders raised through the Plentific system is batch paid to the various contractors via a Stripe hosted virtual bank account. The council make a single batch payment which is then distributed by Stripe to individual contractors. This process is managed through the Plentific system, which ensures that only invoices for orders that have been selected by the council are paid. Any mismatch between the batch payment and invoices selected is flagged through the system and would need to be resolved before any payments are released. Unreleased money would be refunded back to the council if the problem with the payment is not resolved within a given timescale.
40. In summary, the council's officers approve individual payments to contractors on receipt of verification of successfully completed works. Payments are made on a batch basis. Contractor payments are paid via Stripe and not paid to or held in an account which is controlled by Plentific. The officer authorization levels remain as they are currently and inline with the Housing Department's scheme of delegation.
41. Plentific charges contractors a percentage commission for being suppliers on the Plentific system. The following table highlights the commission range that Plentific charge to suppliers:

Job Value Band £		Commission Fee
£0	£5,000	10.0%
£5,001	£7,500	8.0%
£7,501	£10,000	7.0%
£10,001	£25,000	6.0%
£25,001	£50,000	5.0%
£50,001	£250,000	4.0%
£250,001	£1,000,000+	3.0%

Job Value Band £	Commission Fee
Southwark Appointed Contractors (any existing council suppliers added to the system)	2.5%

42. The above supplier fees are likely to be added to the council's cost. Whilst this potentially adds costs for the council, it is anticipated that there will be efficiencies through the competitive tendering process for each job, more efficient contract controls, and less resources needed in internally manage the process, which will reduce the impact of any additional costs. These fee percentages are outside of the contract between the Council and Plentific and does not have visibility of these fees. These can change at any point and is therefore listed under the risk table.

Market considerations

43. The Plentific platform provides the council with access to over 500 pre-vetted contractors and suppliers. Their pricing is based on the latest version of the National Housing Federation (NHF) Schedule of Rates (SoR). Work is competitively tendered as required, ensuring Value for Money for the council.
44. The council can invite existing suppliers to sign up to the Plentific platform and allow them to competitively tender along with new suppliers. Suppliers on the council's approved list will be informed and given an opportunity to join the Plentific platform.
45. Plentific also gives the council access to many local Small and Medium Sized Enterprises (SMEs). The council will have the ability to set parameters around size and locality of SMEs for inclusion in invitations to bid for works. This enables the council to invest in building local wealth.
46. Plentific's platform allows SMEs to sign up with ease, whilst still providing compliance checks to meet the council's requirements. This allows SMEs who do not have back-office resources access to the marketplace in an efficient and cost-effective manner.
47. With potentially up to 10,000 work orders and circa £6.54m spend per year being channeled through Plentific, this represents a significant opportunity for SMEs in the borough and the council's ability to support them.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

48. The following options were considered for this procurement.

Do nothing

49. Doing nothing is not an option, the council has a statutory obligation to maintain its housing stock and there are a number of gaps in the current process.

In-house

50. This would mean the council effectively either setting up its own framework of suppliers, extending the current DLO, which would all be costly and time-consuming endeavors. This is a long-term aim of the council, but Plentific enables the council to implement a short-term solution to ensure contract compliance.
51. Whilst the council does already have an approved list for contractors where the value of the contract is below the public works threshold, the Plentific system provides a wider range of tools, which should allow for a more efficient way of procurement and contract management.

Direct award new contracts to a limited number of existing suppliers

52. This is only available as a short-term/interim option. This option was discounted in favour of procurement via an existing procurement platform, as it does not offer the most efficient use of the council's resources and money, only offers a short-term solution, and does not offer the same level of transparency and consistency for the council. Furthermore, due to lack of competition, it would be difficult to assess best value.

Using a framework or a Dynamic Purchasing System

53. The transformation team have reviewed and compared the following repairs and maintenance lots from the following framework and procurement platforms in order to find a suitable procurement solution:

Provider/ Framework	Cost	Frame work	DPS	Pre- approved Supply Chain (Incl. executed contracts)
Bloom (Nepro 3)	5% (suppliers)	Yes	No	No
Crown Commercial Service (Housing Maintenance and Repair)	Average of 0.33% (suppliers)	Yes	No	No
Constilia (Neutral vendor MSP)	1.45 to 4.5% (suppliers)	Yes	No	No
South East Consortium (Refurbishment & Repairs Framework)	1.5% (members)	Yes	No	No
Plentific (Maintenance & Property Management Software)	2.5 to 10% (suppliers)	Yes	Yes	Yes

Provider/ Framework	Cost	Frame work	DPS	Pre- approved Supply Chain (Incl. executed contracts)
Using the council's approved list	Supplier Joining Fee	No	No	Yes but no Execution

54. It should be noted that DPSs will come to an end by 27 October 2028 due to changes in procurement legislation and will be replaced with a dynamic market.

Proposed procurement route

55. The proposed strategy is to make a direct award, via the Procurement for Housing's Social Housing Emerging Disruptors (SHED) Framework, to Plentific Ltd to use their supply chain and procurement management platform solution DPS.
56. The cost breakdown for the system are below:
- £497,000 – three year system use
 - £125,000 – option of additional one year of system use
 - £817,200 – additional modules
57. The council does not have the expertise or capacity within the existing in-house team, internal resources are not sufficiently structured to fully deliver these kind of services.
58. The core services offered by Plentific platform provide the council with access to the following:
- A PCR compliant procurement platform
 - Access to a DPS
 - An integrated system approach to procurement (tendering, contract management, supplier payments)
 - A short-term fix, as well as a long-term solution.
 - Ability to add existing suppliers to the supplier list.
59. The framework will allow for a mini-competition or a direct award for each project. Officers will be instructed to undertake a mini-competition unless it is an emergency, any orders without competition will need to be agreed by a manager within the service.
60. A plan is currently being drawn up to ensure that the Plentific tender and order process aligns with the council's approved delegations and the council's CSOs. It is expected that most of the individual order value range will be from £1,000 to £5,000, although some will exceed this. This report seeks approval to be considered as a GW 1 report for any individual orders that exceed £100,000. A separate GW 2 report will be required in accordance with the CSOs.
61. In order to ensure that this spend is monitored, a report will be produced on a monthly basis outlining all expenditure within the last month, upon which the

requirements of the contract register will be satisfied, and which will be presented to the Strategic Director of Housing. This process will be reviewed once in place and established.

62. The Plentific's solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report. The rationale for using this platform instead of the council's approved list is because it offers pre-approved and vetted contractors, a competitive approach to raising orders, monitoring functionality, and an efficient approach to the multi-transactional use of contractors.
63. Contractors on the Plentific system are assessed against the PPN Selection Questionnaire for compliance.
64. To be compliant with Southwark specific procurement and compliance the system will be adapted and contractors bidding for work will need to sign up to Southwark's Fairer Future Procurement Framework prior to placing a bid on each individual order.
65. Checks will be made by Southwark's internal teams to ensure that contractors are compliant with the standards. Any contractors who are not compliant with Southwark specific standards will not be used to undertake any works on behalf of Southwark Repairs.

Identified risks for the procurement

R/N	Risk Identified	Risk Rating	Mitigation
R1	Integration Risk	Low / Med	Early engagement with Southwark I.T. (already commenced) and third party stakeholder such as other systems providers. Mitigation early and detailed engagement.
R2	Procurement challenge	Low	This framework allows for single supplier negotiation and the council will ensure compliance with framework terms
R3	Financial viability of Plentific / Insolvency	High	<p>Council to carry out financial due diligence investigation and the usual credit checks, and engage with the company to satisfy any concerns around financial sustainability.</p> <p>A no penalty break clause will be included in the contract. Ensure robust plan in place for service delivery in the event of the platform ceasing to exist. All works will be paid for in arrears.</p> <p>Subscriptions/licenses are paid annually.</p> <p>The council will have direct contracts with each supplier, albeit through the system.</p>

R/N	Risk Identified	Risk Rating	Mitigation
			The stripe payment system ensures that any funds paid out to suppliers through the system are protected.
R4	Contractors withdraw from the platform / platform ceases to exist	Low	Ensure robust plan in place for service delivery in the event of the platform ceasing to exist. The Plentific marketplace has over 500 contractors available in the southeast within excess of 300 in London. Individual withdrawal is unlikely to impact Southwark's delivery
R5	Increased Exposure to market volatility	Low	Implement regular reviews of market trends and supplier pricing to adjust strategies proactively and manage costs effectively.
R6	Variable pricing increases likelihood of swings in spend	Low	Utilise the detailed analytics provided by Plentific to improve forecasting accuracy, even with variable pricing. Regularly update financial forecasts based on the latest market data and trends. Fixed price work will be obtained where possible.
R7	Fee charged by Plentific to Contractors increases (which increases cost of works)	Med	Consider renegotiating contracts or seeking alternative platforms if fees become prohibitive.

Key /non-key decisions

66. This report deals with a key decision.

Policy framework implications

67. The procurement of this contract will follow the commitment of 'Southwark 2030' to deliver the commitments to value for money and be open, honest, and accountable.

68. These new contractors engaged through Plentific's platform will contribute to the council's Delivery Plan for:

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

Procurement project plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	01/08/2024
DCRB Review Gateway 1	05/08/2024
CCRB Review Gateway 1	15/08/2024
CMT Review Gateway 1	20/08/2024
Brief relevant cabinet member (over £100k)	15/07/2024
Notification of forthcoming decision - Cabinet	07/10/2024
Approval of Gateway 1: Procurement strategy report	15/10/2024
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	24/10/2024
Forward Plan (if Strategic Procurement) Gateway 2	02/09/2024
DCRB Review Gateway 2:	28/11/2024
CCRB Review Gateway 2	07/11/2024
Notification of forthcoming decision	18/11/2024
Approval of Gateway 2: Contract Award Report	26/11/2024
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	06/12/2024
Contract award	06/12/2024
Add to Contract Register	06/12/2024
Place award notice on Find a Tender Service	06/12/2024
Place award notice on Contracts Finder	06/12/2024
Contract start	09/12/2024
Initial contract completion date	09/12/2027
Contract completion date – (if extension(s) exercised)	09/12/2028

69. This report is seeking delegation of the Gateway 2 decision in order to appoint Plentific Ltd as quickly as possible, in order to address the issues raised in this report have a suitable procurement process in place for future repairs.

TUPE/Pensions implications

70. No direct TUPE or pensions implications are currently anticipated for the council as the proposed service contract will be delivered by an external provider.

Development of the tender documentation

71. Asset management will review contract documentation, Plentific terms and conditions, and the framework terms and conditions with corporate legal services. Contracts for works will be direct with suppliers and not with Plentific.

Advertising the contract

72. Not required as this is a direct award.

Evaluation

73. This contract will be awarded based on cost benefits attained via competitive tendering and contract management efficiencies and monitoring provided.

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

Community impact statement

74. The Public Sector Equality Duty 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.
75. The award of this contract will have a positive impact on the community as it will assist the council in keeping its statutory obligations.

Equalities (including socio-economic) impact statement

76. The Public Sector Equality Duty has been considered and no additional consultation is required.

Health impact statement

77. The new contract will have a positive impact on health inequalities as the main purpose of the works is to provide quality homes for the council's social housing.

Climate change implications

78. The contractors provided through Plentific's platform will have a positive impact on climate. The contracts include the provision for utilising public transport and organising works to limit travel and journey times. The system opens up the possibility of using local, smaller companies to carry out works the Council may not otherwise have used via existing contracts and processes

Social Value considerations

79. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and

environmental benefits that may improve the wellbeing of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

80. The Fairer Future Procurement Framework will be embedded into the documentation Contractors procured via the Plentific's platform are required to sign up to and adopt as their own.
81. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Prevent Duty under section 26 of the Counterterrorism and Security Act 2015. These provisions will be incorporated in the contract terms and conditions.
82. Small and medium local businesses will be supported by the council, through encouragement to join the Plentific platform.

Economic considerations

83. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark or Greater London pay their staff at a minimum rate equivalent to the LLW rate. For contracts performed outside London, all relevant staff should be paid at or above the real UK Living Wage. Plentific and subsequent works contractors will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW which will form part of the negotiation process and the outcome will be contained within in the GW 2 report.
84. Following awards, Plentific and subsequent works contractors will be required to collect data on employment status of any sub-contracted operatives and confirm payment of LLW. All quality improvements and any cost implications will be monitored as part of the contract review process.

Social considerations

85. The successful contractors provided through Plentific's platform shall consider trade union recognition in line with the council's Fairer Future Procurement Framework.
86. The successful contractors or their sub-contractors provided through Plentific's platform will be registered and accredited with the Transport for London (TfL) Fleet Operator Recognition Scheme. TfL Fleet Operator Recognition Scheme helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.
87. The successful contractors provided through Plentific's platform will need to demonstrate that they can meet the Mayors Good Working Standard foundation level or above and are committed to the End Violence at Work Charter.

Environmental/Sustainability considerations

88. The contractors provided via Plentific's platform will be required to sign up to and adopt the council's Environmental and Sustainability policies.

Plans for the monitoring and management of the contract

89. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
90. Annual performance reviews will be in line with the council's Contract Standing Orders.

Staffing/procurement implications

91. There is no current plans for any changes to the existing staffing structure, it is anticipated that this will be managed through existing staff resources.

Financial implications

92. The estimated cost of this proposed procurement is £1.4m and will form as part of asset management budget. Then an estimated £25.8m resulting works costs. The cost will be met from resources supporting the council's Housing Investment Programme.
93. Contractors will be charged a fee by Plentific for using the Plentific system, which is likely to be added by the contractor to the council's cost. Whilst this potentially addition costs for the council, it is anticipated that there will be efficiencies through competitive tendering process for each job, more efficient contract controls, and less resources needed in internally manage the process, which will reduce the impact,
94. Estimated contract cost including and excluding VAT:

	System & Licensing	Works	Total	Total Including VAT
Year 1	£349,292	£2,687,500	£3,036,792	£3,644,150
Year 2	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 3	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 4	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 5	£177,508	£3,762,500	£3,940,008	£4,728,010
Total	£1,439,700	£25,800,000	£27,239,700	£32,687,640

Investment implications

95. The cost of these services will be allocated to the council's investment programme.

Legal implications

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

Consultation

97. There were none.

Other implications or issues

98. There were none.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources

99. This report seeks cabinet approval for the procurement strategy of a direct award to Plentific for their DMP for a period of three years, with an option to extend for an additional year at a total potential cost for the core system and all modules (for four years) of £1.43m. Additionally this report approves the process for placing orders for works up to £6.45m per annum (£25.8m over 4 years) through the platform. This will ensure that use of repairs and maintenance subcontractors is compliant with the council's procurement guidance, ensuring transparency and accountability.
100. The table in paragraph 41 outlines various risks associated with a project involving the Plentific platform. Key risks include:
- **Financial Viability:** Plentific's cumulative significant operating losses over the past three years pose a high risk although Plentific would dispute this. Mitigation includes a no-penalty break clause and maintaining existing systems as backup. Protection against Council financial losses in the event of Plentific failure must be in place.
 - **Integration:** Plentific must interface with multiple systems (Northgate, Service Connect, SAP). The service will collaborate with IT, finance, and legal teams to develop a robust implementation plan and ensure accurate information transfer.
 - **Governance risk:** Using Plentific will involve substantial changes to contract management practices. With variable pricing and a potential pool of 300-500 contractors, establishing robust governance structures is paramount. The platform must align with the council's scheme of delegation, ensuring that decision-making authority is appropriately distributed and documented. Additionally, it's crucial to establish protocols for handling disputes, managing contractor performance, and ensuring compliance with local government regulations and procurement policies. This includes management of the stripe account. Furthermore the council is seeking further assurance that funds paid out to suppliers through the stripe account system are protected.

- **Pricing:** Whilst access to a competitive market place could drive down prices, there is no guarantee that Plentific will offer better value than direct award to current contractors. Contractors will factor in Plentific's fee (currently up to 10% of work costs, which could total £640k annually) into their rates. This percentage could change at any point without the knowledge of the council as this fee is not part of the Southwark's contract with Plentific. Additionally, contractors bidding for individual jobs rather than large volumes of work could result in higher average job costs. Any increase in the cost of works is particularly concerning given current HRA budget constraints.
- **Budget Management:** The Council should ensure that new budget management processes are established to support the Plentific implementation which ensures the HRA financial Recovery Plan is delivered.

101. For 2024-25, Asset management have a cash limit of £77.8m with which to deliver commitments. The service is therefore prioritising and rebasing all financial plans to ensure financial stability and sustainability of the HRA. All costs associated with Plentific, including set up costs, annual fee, contingency and resulting works ordered on Plentific, must be included within the HRA cash limited budget. Orders should be monitored carefully, and if necessary, the volume of work should be limited to ensure the programme does not overspend.

Head of Procurement

102. This report seeks approval from cabinet for of a direct award from the Procurement for Housing's SHED (Social Housing Emerging Disruptors) Framework to Plentific Ltd for their supply chain and procurement management solution platform dynamic purchasing system (DPS) at a total cost of £497,500 for a period of three years contract commencing 1 November 2024 with an option for a one-year extension if required, making a total cost of £622,500 for four years. Approves a further option to purchase additional elements of software in the future, if and when required at a total value of £817,200, subject to a separate gateway approval. Notes that the Plentific Ltd solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this gateway report.
103. Cabinet notes the procurement is detailed in paragraphs 38 to 52 and 59 to 61, the risks are detailed in paragraphs 53, the impact on equalities, health and climate change are detailed in paragraphs 64 to 66, confirmation of the payment of London Living Wage is detailed in paragraph 71, management and monitoring of the contracts is detailed in paragraphs 77 to 78 and there are NO social value commitments.

Assistant Chief Executive – Governance and Assurance

104. This report seeks cabinet approval for the procurement strategy of a direct award from the Procurement for Housing's SHED (Social Housing Emerging Disruptors) Framework to Plentific Ltd for their supply chain and procurement management solution platform dynamic purchasing system (DPS) at a total cost of £497,500 for a period of three years commencing 1 November 2024 with an option for a one-year extension if required, making a total cost of

£622,500 for four years. Cabinet's approval is also sought for an option to purchase additional elements of software in the future, if and when required at a total value of £817,200 (subject to a Gateway 3 report), making a total contract sum of £1.439,700 which includes the core system and all modules for the four year period.

105. Cabinet is requested to note that the Plentific solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report, as outlined in paragraph 54.
106. The CSOs stipulate that a GW1 report is required for all contracts over £100k. Rather than seeking separate GW1 reports for individual work orders that exceeds £100k, approval is being sought from cabinet to accept this report as the required GW1 report, as outlined in paragraph 52. In addition, cabinet is asked to approve the process for placing orders for works up to £6.45m per annum (£25.8m over four years) through the platform, once established, which will be monitored and reported as detailed in paragraph 51 to 53.
107. Cabinet's approval is further sought for the delegation of the GW 2 contract award decisions to the Strategic Director for Housing, in consultation with the Strategic Director of Finance, for reasons stated in paragraph 59 of this report.
108. CSO 5.1.2 provides that any procurement involving the use of a third party's framework agreement is subject to usual Gateway 1 procedures. This report therefore seeks approval to the use of the Procurement for Housing's SHED Framework. As this framework agreement has already been tendered in accordance with the Public Procurement Regulations 2015, the council is not required to undertake a separate fully advertised tendering exercise. Instead, the procurement strategy proposes the carrying out of a direct award from for the reasons outlined in this report.
109. The business case/justification for the procurement are outlined in paragraphs 15 to 21 of this report and confirms that the Plentific system offers the council immediate contract compliance and a more competitive way of tendering the individual works. Paragraphs 31 to 34 highlights the payment process.
110. 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 64 to 67 of this report setting out the consideration that has been given to these issues, which should be considered when approving the recommendation in this report.

Chief Digital and Technology Officer (For all contracts involving IT)

111. The council's Technology & Digital Services department (TDS) have assessed the Plentific platform, as described by its vendor, against our cyber security and application standards.
112. For Cyber Security a checklist of security requirements was assessed, in accordance with the Software as a Solution (SaaS) policy. The SaaS policy covers the use (or potential use) of systems provided over the internet in the Cloud, SaaS that may be provided hosted in Council infrastructure and / or developed custom solutions. In the case of Plentific it is the cloud scenario that applies. The policy ensures that recognised best practice cloud management practices and certifications are in place, that data encryption and backup procedures are in place, data recovery practices can be evidenced, multi-factor authentication requirements can be met, and appropriate governance for third-party access to Council data is in place. All of the security requirements were met by Plentific.
113. Based on this, TDS have concluded that the platform is secure enough and robust enough for its intended purpose. The Plentific vendor has proposed integrations with one existing council system (NEC) that the Housing department and TDS agree are necessary and viable.

Director of Exchequer (For Housing contracts only)

114. The report does not identify how the individual repairs to each block and estate will be coded and captured to allow accurate variable service charge construction. Customer and Exchequer Services has been informed that initially no communal repairs will be processed through Plentific, and that safeguards will be put in place to ensure that no service chargeable repairs are raised to the system. It is important to ensure that not only are these safeguards put in place, but that they perform appropriately, as there is no suggestion that the additional cost per order to be paid to Plentific can be properly identified and captured. It has been indicated that Plentific will be integrated with the Council's housing management system (i-world) through APIs, and that works orders will still be raised via i-world, but this has yet to be agreed by the provider NEC. It is imperative that integration does happen, to allow any communal works to be identified for service charge purposes in the future. The report is unclear as to what work and for which geographical area Plentific will be used. Customer and Exchequer Services have been separately informed that initially the system will only be used for day to day (individual) repairs across the Borough and for disrepair cases. Should there be any consideration given to expanding usage of the system to communal repairs detailed consideration will need to be given to how subsequent service charge construction will be managed to ensure that homeowners are charged their due and proper proportion of the total cost of the works.
115. The cost of purchasing the system will not require statutory consultation as it is below the relevant financial limits for a qualifying long term agreement. However, should any communal works be raised through Plentific, the ongoing

costs and the management of the system could be subject to a test of reasonableness by the First Tier Tribunal should any leaseholder challenge their service charge. The commission fee adds a layer of cost to each works order that would need to be justified in order to be able to resist any challenge on the grounds of reasonableness. The report does not make it clear whether this additional cost will lead to other costs efficiencies which would compensate, or how the system will provide an improved service to residents.

116. The spend will need to be authorised in line with the scheme of management and appropriate controls will need to verify vendors and comply with HMRC requirements for CIS. New processes will need to be designed so they are compliant with the Council's budget management frameworks.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councilor Sarah King Cabinet Member for Council Homes	
Lead Officer	Hakeem Osinaike Strategic Director of Housing	
Report Author	Marc Cook, Continuous Improvement Manager - Southwark Repairs	
Version	Final	
Dated	26 September 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Resources	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		4 October 2024

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Response to the Education and Local Economy Scrutiny Commission - School amalgamations and closures
Cabinet Member:	Councillor Jasmine Ali Deputy Leader and Cabinet Member for Children, Education and Refugees
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not Applicable

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

The Education and Local Economy Scrutiny Commission has submitted a timely report to Cabinet on the issue of School Amalgamation and Closure. We thank the Commission for their detailed work and recommendations.

Falling school rolls have had a huge impact on London councils, not least here in Southwark. Cabinet and indeed the Commission will note that Southwark has been recognised as a beacon for our *Keeping Education Strong* strategy, which brought the council and local schools together to find a plan to deal with the crisis.

The cause of falling numbers of children in our schools is a combination of factors, from Brexit, declining birthrates, the cost-of-living crisis and the sharp rise in rents and house prices.

The Commission's recommendations have been carefully considered by our education department and legal team. Here is a short summary of our response.

Recommendations one and two

These call on Cabinet to act in accordance with the Southwark Stands Together policy and investigate employment practice and a suggested disparity in the treatment of Global Ethnic Majority staff members in schools. They propose we review the hiring policy in schools in an effort to increase and encourage the recruitment, training and career progression of Global Ethnic Majority staff. We cannot fully accept these recommendations. We can only partially accept them for our grant-maintained schools; we are unable to accept this for academies, free schools or private schools as by law they have their own Human Resource Services.

Our education team will continue its work with grant-maintained schools on good employment practice and will share best practice between our schools and other schools in the borough.

Recommendation three

This calls for Cabinet to review hiring policy to increase and encourage the recruitment, training and career progression of Global Ethnic Majority staff in schools. As above we cannot legally accept this recommendation.

We will continue to deliver training programmes designed to equip those involved with the recruitment processes within grant-maintained schools, with the training, skills and knowledge to recognise and mitigate unconscious bias, in the spirit of our own equalities practice and the Southwark Stands Together commitment.

Recommendation four

This calls on the council to review its communications with schools that may be impacted with amalgamation or closure.

We fully accept this recommendation.

I can assure the commission that our approach to early identification of concerns about falling pupil rolls and ongoing communication with schools at risk of closure and amalgamations has been reviewed. Steps have already been taken to address lessons learned from previous delivery and the discussions of the Education & Local Economy Scrutiny Commission. Further work will be undertaken to embed a more robust and consistent approach.

Recommendation five

This calls on cabinet to review nursery budgets with financial deficit that impact on families with special education needs and disabilities.

We can accept this recommendation.

I am happy to say that we work collaboratively with nurseries. The council has reviewed all maintained nursery budgets and those with financial deficits have been proactively approached to understand what support can be put in place to ensure they can take necessary steps to address their budgetary issues.

Recommendation six

This asks Cabinet to explore all possible options on supporting all LA maintained nurseries, ensuring they can maintain their provision and stay open, especially but not limited to Kintore Way nursery going forward.

We accept this recommendation.

The council is actively working to support maintained nursery schools with their budget issues through the licensed deficit framework within the council Scheme for Financing Schools, and is committed to working with governing bodies to improve their long-term sustainability. The Council has successfully worked with Kintore Way and The Grove Nursery Federation to develop a pilot early years resource base provision across their nursery sites, which went live in September 24.

The council has worked with Schools Forum to significantly increase the funding allocated to the Early Years SEND Inclusion Fund to support children with additional needs who do not have an Education, Health and Care Plans (EHCP), many of whom attend nursery schools.

Recommendation seven

This calls for an in-depth review of the processes and timelines for the Early Years SEND Inclusion Fund and EHCP.

This recommendation is accepted.

A comprehensive programme of activity to review all our Early Years SEND Inclusion Fund and EHCP processes has been launched, and forms the core of the Council's SEND Improvement Programme which is overseen by the newly re-established SEND and Inclusion Strategic Partnership Board.

Recommendation eight

This calls for the council to continue to provide strategic leadership and effective governance within its current processes for amalgamation of schools.

This recommendation is accepted.

Dedicated project resources have been assigned to ensure a more seamless single point of contact approach for schools being supported through closure or amalgamation processes. This will ensure more timely delivery of the statutory processes, and effective and consistent communications with parents and the local community. More robust programme oversight has been established to ensure that statutory timescales are met.

The Council's Education Service will ensure all previous and future activity delivered under the Keeping Education Strong strategy, including closures, place reductions and amalgamations, will be subject to a lessons learned review and that the first of these will be completed before the end of the municipal year.

The council will continue to work in partnership with schools facing difficulty to ensure they are supported through transitions and that this work fully recognises the specific needs and impacts on individual communities, through our equalities framework.

Conclusion

While not all the recommendations can be accepted, on balance I believe the commission and cabinet can agree that we are in a better position than we were when dealing with the fallout of falling school rolls. We would like to thank the Commission for their work and our education team for their detailed response. We are all clearly committed to protecting our schools from the realities of falling school rolls where school places exceed demand. At the same time we continue to support our schools' staff, pupils and families working together to keep education strong in Southwark.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That the Cabinet approve the response to the Education and Local Economy Scrutiny Commission report and recommendations on School Amalgamations and Closures of 22 July 2024, as set out in paragraphs 8 to 49 of this report.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Education and Local Economy Scrutiny Commission report and recommendations on School Amalgamations and Closures of 22 July 2024.
3. The commission's recommendations impact on various departments across the council. All relevant service areas have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. None - The council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

BACKGROUND INFORMATION

5. The Education and Local Economy Scrutiny Commission Report – School Amalgamations and Closures, was received by Cabinet on 22 July 2024.
6. The report made eight recommendations. Having considered the recommendations, the Council's response is set out in this report.

KEY ISSUES FOR CONSIDERATION

Recommendation 1

7. That the cabinet in accordance with the council's commitment to tackle racial inequality and the 'Southwark Stands Together' initiative, recognises the importance of Global Ethnic Majority representation throughout the school workforce, and investigate disparities relating to HR processes especially in redundancies and retention. And also that the Cabinet develop a long term plan to address disparities in redundancies by monitoring diversity and identifying trends over time, with actions beginning within the first quarter of the new municipal year 2024-2025 as below
 - Equality Impact Assessments (EIA) are used to monitor over time, identifying trends in redundancy percentages of staff with protected characteristics across the school workforce.
 - Acknowledge and value the contributions of school support staff who are Global Majority and are in higher proportions in the school workforce and are deeply embedded in school communities

- Work with schools, academies and local trade unions, to raise awareness of and tackle disparities in redundancies
- Monitor retention of Global Majority staff across the school workforce, identifying any emerging trends and also respond to concerns.

Response to recommendation 1 - Accepted

8. This recommendation is accepted for the council maintained school workforce. It is not possible to accept this recommendation for academy and private schools as we have no access to their data, we are not their employer, and they do not use council Schools Human Resources Services.
9. The council will embed the investigation of disparities in human resource processes by routinely undertaking an equalities impact analysis of the statutory annual school workforce return that it coordinates in November each year for its maintained schools. This will deepen understanding of trends in redundancies of staff with protected characteristics across the workforce. The council's Education Services' will use this analysis in their engagement with council maintained schools and trade unions to ensure key messages are understood across the school system, and this is reinforced with updated best practice guidance and standards information provided by the local authority.
10. The Council will continue to advise and support its maintained schools to complete an Equality Impact Assessment as part of any organisational change process. The use of the Equality Impact Assessment is an essential tool in enabling a school to identify any disparities and for the school governing body to take appropriate action.
11. The Council will continue to work in close partnership with its maintained schools to influence and address any disparities in redundancies and retention. School governing bodies will continue to be advised they should consider the equalities make up of their staff on an annual basis and have regard to equality considerations within staff retention and any redundancy processes.
12. For matters of policy and procedure in all schools the school governing body is the responsible authority with the council acting only in the role of modelling best practice, influencing and offering advice and guidance.

Recommendation 2

13. That the Cabinet to put together a long term plan to address disparities in disciplinary, with actions beginning within the first quarter of the new municipal year 2024-2025 as below
 - Ensure the diversity of governance panels and governance boards involved in disciplinary cases including informal cases, with equal and fair representation of the demographic of school staff including pupils and school support staff
 - Work with schools and academies, as well as local trade unions, to raise awareness of and tackle disparities in disciplinary.

Response to recommendation 2 - Accepted

14. This recommendation is accepted for the council maintained school workforce. It is not possible to accept this recommendation for academy and private schools as we have no access to their data, are not their employer, and they do not use council Schools Human Resources Services.
15. The council will continue to work with the council maintained schools to raise awareness of, and tackle, disparities in disciplinary action. Council maintained schools, and the council teams that support them, acknowledge the critical importance of ensuring that disciplinary processes are fair, transparent and equitable for all staff. Formal disciplinary hearings are conducted by individual school governing body panels with all decisions relating to them made by school governors, not by the council.
16. The council's Schools' Human Resources and School Governor Services will continue to work in close partnership with council maintained schools to influence and provide advice and guidance to increase board diversity and promote the importance of having school governing bodies and disciplinary panels that reflect the communities they serve. The council can only influence and advise as it has no legal authority to do more, save in exceptional circumstances.
17. The council's School Governor Services will continue to work closely with council maintained school governing bodies to support diverse school governing board recruitment and actively promotes the Inclusive Governance Campaign.
18. The council's Schools' Human Resources and Legal Services will continue to provide targeted training to governors, equipping them with the skills to conduct formal disciplinary hearings with fairness and objectivity.

Recommendation 3

19. That the Cabinet, in accordance with the council's commitment to tackle racial inequality and the 'Southwark Stands Together' initiative, review the hiring policy in schools in an effort to increase and encourage the recruitment, training and career progression of Global Ethnic Majority (GEM) members of staff, in all levels of school staff, support staff, teaching staff, teaching assistants, Headteachers, Senior Leadership Teams and managers within the 2024-2025 municipal year.

Response to recommendation 3 - Not Accepted

20. This recommendation is not accepted. The Council has no legal authority to review and amend hiring policy in schools, this responsibility sits with the individual school governing bodies for all schools.
21. The council's Schools' Human Resources and School Governor services will continue to support council maintained schools to be more inclusive and equitable. This includes promoting the use of guidelines on forming diverse

and inclusive recruitment panels which have been developed to help governing bodies ensure that such panels reflect a wide range of perspectives and experiences. This approach helps to minimise biases and promotes fair decision-making throughout the hiring process.

22. The council will continue to deliver training programmes designed to equip those involved in the recruitment process within council maintained schools, with the skills and knowledge necessary to recognise and mitigate biases. These programmes are essential in fostering a more equitable recruitment environment, ensuring that all candidates—particularly those from Global Ethnic Majority (GEM) backgrounds—have equal opportunities to succeed. These approaches and training opportunities will continue to be rolled out through the academic year 2024/25 and developed in partnership with our schools community.

Recommendation 4

23. That the Cabinet immediately review its communication process with schools at risk of closures and amalgamations to ensure,
- Tracking of pupil numbers and the evolution within the KES strategy, with regards to schools at risk of closure/amalgamations is clearly visible to schools on an ongoing basis. That the KES strategy evolves and can respond to the reality in the ground in schools.
 - Early review and mitigation measures for budgetary deficit such as nursery initiatives and resource based provisions, with a commitment to proactively working with nurseries to prevent closures.
 - Clear channels of communication with schools on budget deficits as per the Keeping Education Strong strategy and also that schools receive timely responses from the council on any issues, and that the council engages and works with schools and parents when concerns are raised, to find the best possible solutions.

Response to recommendation 4 - Accepted

24. This recommendation is accepted.
25. The approach to early identification of concerns about falling pupil rolls and ongoing communication with schools at risk of closure and amalgamations has been reviewed. Steps have already been taken to address lessons learnt and the discussions of the Education & Local Economy Scrutiny Commission. Further work will be undertaken embed this.
26. The Council will continue to track pupil numbers on a termly basis through Department for Education school census returns that all schools complete, and through the council's admissions process its maintained schools via which places are allocated to new pupils. It is recognised that the numbers of pupils in any school may fluctuate up or down over the school year. This will be picked up through this process ensuring that officers are able to use the latest intelligence to understand the position with pupil numbers in each school. The

findings of this activity are now routinely shared with schools so that trends and trajectories of concern are identified earlier, and future planning discussions can commence promptly.

27. The council has a rigorous schools in financial deficit process through which council maintained schools are challenged and supported to manage budget deficits. Where possible the council will explore opportunities for the development of additional provision, such as nursery or resource based provision, to support improvements in a school's financial position. This is assessed on a case by case basis, starting with whether the provision is needed and also considering its impact on finances. Extending services also comes with additional costs so the net effect on the school may not always be positive, but these opportunities are and will be explored in all instances.
28. Positive changes have been made to our proactive communications approach with schools including a new approach to undertaking an annual risk assessment of all council maintained primary schools taking into consideration pupil numbers, finance and education standards. The outcome of the risk assessment is communicated to schools, and is followed up with advice and support from school advisors and other officers.
29. Where schools are identified for further action from the annual risk assessments the Children's Services division is creating additional and dedicated project and communications capacity to ensure single responsible individuals are holding the continuing activity including communications and engagement with schools during these processes. This also includes working alongside school leaders and governing bodies to ensure parents are properly and sensitively engaged throughout any proposed change process.

Recommendation 5

30. That the Cabinet review nursery budgets with financial deficits and aim to reduce the impact on the nurseries' and its SEND provisions, whilst also ensuring the additional DfE funding is equitable and funding criteria's are established among nurseries in need; and also to proactively approach nurseries with budgetary deficits within the within the first quarter of the new municipal year 2024-2025.

Response to recommendation 5 - Accepted

31. This recommendation is accepted.
32. The council has reviewed all maintained nursery budgets and those with financial deficits have been proactively approached to understand what support can be put in place to ensure they can take necessary steps to address their budgetary issues.
33. The funding framework for maintained nursery schools is set by government nationally through the early years funding formula and the council's Finance Department ensures all nursery schools are paid according to this set formula.

34. A comprehensive programme of work is being undertaken to improve the earlier identification of children with additional needs in nursery and before they enter nursery, through joint work with NHS services. This will support nursery schools to apply for additional funding earlier where necessary, and provided through the local Early Years SEND Inclusion Fund (SENDIF) or Education, Health and Care Plans as appropriate.
35. SENDIF funding criteria has been recently reviewed and designed collaboratively with nursery schools and providers, and this has included developing new digital mechanisms in order to streamline applications processes and ensure funding can be requested and released in a more timely fashion. The budget available for this early years additional funding has also been increased by over 150% for the current academic year.

Recommendation 6

36. That the Cabinet explore all possible options with regards to supporting all LA maintained nurseries and its provisions ensuring they can maintain their provision and stay open, especially but not limited to Kintore Way (KW) nursery going forward
 - Early years SEND funding (EHCP) for children under 5 in nurseries
 - Pilot programme of Resource Based Provision proposed for 3 posts of staff supporting 20 SEND children in a designated area of the nursery
 - Clearly devise a long term plan for reducing the budget deficit ensuring long term financial sustainability
 - That measures such as the ones listed above are considered swiftly if any nursery is at risk of having to reduce provision or close.

Response to recommendation 6 - Accepted

37. This recommendation is accepted.
38. The council will explore all viable options to support council maintained nurseries. It is recognised that the funding framework for maintained nursery schools is set nationally through the early years funding formula and associated guidance which requires all settings to be funded on an hourly rate based on numbers of children attending. Some supplementary funding for nursery schools is provided through this formula but the issue of whether this is sufficient to cover their higher operating costs of council maintained nurseries in the longer term is a nationally recognised challenge. Steps have however been taken, as described in the response to recommendation 5, to ensure more funding is available for under 5s provision and that this is more easily available when needed.
39. The council is actively working to support maintained nursery schools with their budget issues through the licensed deficit framework within the council Scheme for Financing Schools and is committed to working with governing bodies to improve their long term sustainability.

40. Also as noted in the response to recommendation 5, the council has worked with Southwark Schools Forum to significantly increase the funding allocated to the Early Years SEND Inclusion Fund to support children with additional needs who do not have an EHCP, many of whom attend nursery schools.

Recommendation 7

41. That the Cabinet commission officers to do an in-depth review of the processes and timelines for SENDIF and EHCP, with an aim to investigate and mitigate the factors causing backlogs and long waiting times and also aim to complete this by May 2025.

Response to recommendation 7 - Accepted

42. This recommendation is accepted.
43. A comprehensive programme of activity to review all our Early Years SEND Inclusion Fund (SENDIF) and Education, Health and Care Plan (EHCP) processes has been launched and forms the core of the Council's SEND Improvement Programme which is overseen by our SEND and Inclusion Strategic Partnership Board.
44. SENDIF funding processes have been reviewed and a new streamlined digitally enabled application process is due to be launched in the coming months.
45. The Council has invested significant funds into increasing capacity in the EHCP system to mitigate caseload issues impacting on timeliness. Over the last 6-months there has been a significant increase in the timeliness of these processes. The council remains ambitious to deliver a good service to all residents and will continue to invest in improving performance.

Recommendation 8

46. That the Council continue to provide strategic leadership and effective governance within its current processes for amalgamation of schools, factoring in some key aspects.
- Demographics of both the schools with regards to diversity, faith and culture
 - Adhering to amalgamation process timeline of 23 weeks
 - Local Authority support and investment
 - Effective communication with parents in explaining stages of the amalgamation process.
 - That the council assign resources to ensure schools are given sufficient support to oversee amalgamations (for example a project manager/single point of contact with overall responsibility)

- In cases of amalgamations, that the council has a plan to ensure the new school is supported in giving its staff secure contracts for the year ahead; given that, a merged school is new/expanded it will not have census data from the previous year to accurately reflect expected pupil numbers
- That the council has a process for formally reviewing all amalgamations that have taken place and ensure all lessons are learnt and where there are positive stories, these are celebrated and shared.
- That the enormous amount of work required by the school leadership and staff for a successful amalgamation is recognised and celebrated through offering the school support for positive news coverage through a media “event”, additional Inset days for staff, special awards for staff and honoraria payments, special awards for children or the school as whole.

Response to recommendation 8 - Accepted

47. This recommendation is accepted.

Policy framework implications

48. There are no additional policy framework implications linked to these recommendations.
49. The service remains committed to the council’s priorities, values and commitments to serve Southwark.

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

Community impact statement

Equalities (including socio-economic) impact statement

Health impact statement

50. There are no additional community, equalities or health impacts associated with the recommendation or the response to these recommendations. However, in delivering the responses in general the Council will seek to continue to use its position of influence to deliver increasingly positive and equitable outcomes for global ethnic majority, vulnerable and disadvantaged groups.
51. The recommendations and response also recognise the need for closer and more consistent engagement with communities where there are potential impacts on the cohesion of those communities due to difficult decisions made in relation to the schools and their sustainability. The response to these recommendations will promote more transparency and quality of engagement on these issues to support communities through any future potential changes.

Climate change implications

52. There are no specific climate change implications over and above recommendations and responses to these recommendations.

Resource implications

53. There are no additional resource implications not already described in the above recommendations and responses to these recommendations.

Legal

54. Community schools operate under a distinctive governance structure, with a dual employer system comprised of the governing board and the council. In line with its statutory duty, the council delegates the financial responsibilities to the governing board, granting them the authority to make crucial employer decisions. This includes the appointment of staff, including the headteacher.
55. Most governing boards delegate staffing decisions to the headteacher. Therefore, the governing board, or as may be delegated by them, the headteacher, assumes responsibility for a spectrum of decisions, ranging from day-to-day management to overarching strategic choices.
56. The council has a range of statutory employer functions it performs. For example it confirms the appointment and dismissal of staff, following the governing board's decision, but plays no other part in that decision making process. The local authority also sets the terms and conditions for which staff employed in these schools are appointed on.
57. In summary, the governing board of each council maintained community school is legally responsible and accountable for staffing decisions. These are not the responsibility of the council. The council is an arm's length employer in those schools where it is also legally the employer and does not become involved in day-to-day operational decisions.
58. Voluntary aided schools are often, but not always, church or faith schools. Although these schools are maintained and receive funding through the local authority, the local authority has no employer responsibilities. Voluntary aided schools have greater autonomy than other maintained schools in terms of admissions, employment of staff and religious education. The Diocese is the responsible body for voluntary aided schools.
59. Academy schools are funded directly by the Department for Education (DfE) and operate independently of the council. The council does not have any statutory employer responsibilities.

Consultation

60. The responses to the recommendations of the scrutiny committee are drawn from a number of ongoing improvement activities which have and

continue to be undertaken in partnership, consultation, co-design and co-production with relevant and affected groups. Including for example the Southwark Independent Voice – Parent Carer Forum for children with special educational needs and disabilities, workshops and surveys open to all children and young people with special educational needs and disabilities, and their parents and carers; and school leaders and the school workforce.

Other officers

61. There are none.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet – 6 December 2022 Closure of St Francis Cabrini Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7760	Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
December 2022 – Individual Decision Maker decision Approval to consult on the proposed closure of Townsend Primary School from 31 August 2023 https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7780	Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
March 2023 – Individual Decision Maker decision Approval of Publication of Closure Proposals for Townsend Primary https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7834	Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
Cabinet – 13 June 2023 Closure of Townsend Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7881	Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654

Background Papers	Held At	Contact
Cabinet – 6 March 2024 Closure of Ann Bernadt Nursery School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8044	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
March 2024 – Individual Decision Maker decision Comber Grove Primary School - publication of closure proposals https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8055	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
Cabinet – 17 June 2024 Closure of Comber Grove Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8111	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
Public Sector Equality Duty (PSED) https://www.gov.uk/government/publications/public-sector-equality-duty-guidance-for-public-authorities	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654
Cabinet 22 July 2024 Report of the Education and Local Economy Scrutiny Commission: Review of School Amalgamations and Closures https://moderngov.southwark.gov.uk/documents/s121633/Report%20Education%20and%20Local%20Economy%20Scrutiny%20Commission%20School%20Amalgamations%20and%20Closures.pdf	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654

Background Papers	Held At	Contact
Cabinet 22 July 2024 Southwark 2030 https://moderngov.southwark.gov.uk/documents/s121640/Appendix%201%20-%20Southwark%202030%20strategy.pdf	Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH	Alasdair Smith 020 7525 0654

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali Deputy Leader and Cabinet Member for Children, Education and Refugees	
Lead Officer	David Quirke-Thornton Strategic Director of Children and Adult Services	
Report Authors	Michael Crowe Strategic Programme Lead Alasdair Smith Director of Children Service for the Children and Families Directorate	
Version	Draft	
Dated	3 October 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Assistant Chief Executive, Governance and Assurance	No
	Strategic Director, Resources	No
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	4 October 2024

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Response to Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment
Cabinet Member:	Councillor John Batteson, Climate Emergency, Jobs and Business
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

FOREWORD – COUNCILLOR JOHN BATTESON, CABINET MEMBER FOR CLIMATE EMERGENCY, JOBS AND BUSINESS

We welcome the recommendations made by the Education and Local Economy Scrutiny Commission which stem across different strands of work. There is much work already underway to make sure the council is delivering social value and supporting people into work, especially young people given the hurdles they face starting their careers. East Street Market has been on this commissions work plan for a couple of years now and we are committed to improving it so those who live locally and others from further afield see it as a desirable place to visit, spend time and shop which will ultimately support the economic enhancement of traders.

We recognise the importance of creating a social value framework, not just to ensure the council obtains value for money, but also maximising the benefits for residents and businesses. This social value function has already been established and is currently working on a whole council approach which connects the Soutwark 2030 goals with Council Delivery Plan commitments.

Our careers support offers young people the opportunity to develop invaluable employability skills while at school. This is vital for those who may not have existing networks to rely on who can help open opportunities for them later in life. Our internship programme then provides penultimate year university students and graduates with the chance to start their careers with good employers.

Soutwark Works, the council’s flagship employment support programme, continues to support residents at different stages of their career development. We know how important the employer engagement side of the service is so local people can not only access advice and guidance but then use it as a stepping stone into employment with Soutwark based businesses and organisations. The recently established Employer Engagement and Relationship Management Service will identify more work placement and entry

level jobs for people to access. Having celebrated the twentieth anniversary of Southwark Works in July where we heard from many who have benefited from the service, we know how important it is to continue promoting it so more people across our borough access the excellent support on offer.

I am proud of the work already taking place and look forward to delivering more over the coming weeks, months and years ahead to ensure there is equal access to opportunity and that local people benefit from living and working in such a diverse and vibrant borough.

RECOMMENDATION

1. That the cabinet approves the response to the Education and Local Economy Scrutiny Commission recommendations on community wealth building and youth employment, as set out in paragraphs 7 to 62.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Report of the Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment.
3. The commission's recommendations impact on various departments of the council. As such, relevant service areas have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. None - The council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

POST DECISION IMPLEMENTATION

- 5.

Scrutiny commission recommendation	Key Activity	Target completion date
1	Establish a Southwark Social Value Framework	January 2025
2	Deliver Southwark's Paid Internship Programme over municipal year 2024-25	Contracted for delivery up to August 2026
3	Develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, particularly for young people at greater risk of becoming NEET	Ongoing

Scrutiny commission recommendation	Key Activity	Target completion date
4	Engage partner organisations to create more opportunities for Southwark residents within the Southwark 2030 delivery plan. Review viability of ringfencing job opportunities for Southwark residents.	Ongoing
5	Deliver Southwark Works initiatives to support residents into better work over municipal year 2024-25	Contracted for delivery up to June 2025
6	Deliver Wi-Fi and new gazebos under capital programme to improve East Street Market over municipal year 2024-25	March 2025

BACKGROUND INFORMATION

6. The Education and Local Economy Scrutiny Commission report – Community Wealth Building and Youth Employment, was received by cabinet on 22 July 2024 (agenda item 29). Six recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

7. **Recommendation 1** – That the Cabinet commission officers to research into the methodology (knowledge base) for creating a central social value framework and policies; which would aim to drive the procurement of social value contracts; and also that the Cabinet aim to initiate this work within the municipal year 2024-2025.

Response to Recommendation 1

8. Cabinet accepts the recommendation of the Scrutiny Commission. Work on developing a social value framework is in progress.
9. In line with the recommendation from the Scrutiny Commission, the council has established a social value function within the Planning and Growth department of the council. This new team will lead on the delivery of a two-year pilot to develop and trial a whole-council approach to social value. This includes the development of a central social value framework informed an in-depth knowledge base drawn from research into Southwark’s current practices, local needs and good practice across the UK. The framework will be the golden thread which connects the Southwark 2030 goals and the Council Delivery Plan to the achievement of social value from commissioning, procurement and contract management practices.
10. A comprehensive, whole-council approach to delivering social value will benefit

both the council and its suppliers. For the council, it will ensure suppliers deliver value for money, whilst maximising the potential to benefit residents and businesses. For suppliers, it provides an opportunity to differentiate themselves from competitors, build stronger relationships with the council, and demonstrate a real and measureable commitment to social responsibility. An effective approach to social value will also secure benefits for Southwark's communities over and above that of existing planning policy frameworks (CIL and S106) to create positive and lasting impact.

11. Established in February 2024, the social value team has set out a structured approach to developing the framework.
12. As part of the initial discovery stage, research has been undertaken to identify key areas of challenge and make initial recommendations for the programme and framework.
13. These findings will be used to draft a social value framework which will govern the council's approach to securing meaningful social value contributions from suppliers by setting out a methodology to be used by commissioners. It will articulate priorities and objectives, and the intention to work collaboratively to drive social value outcomes.
14. The framework will be accompanied by an action plan outlining the steps to be taken over two years to embed the framework across the whole council and build a more targeted and meaningful approach.
15. Delivery and implementation of a Southwark Social Value Framework and Action Plan will signify the council's renewed commitment to unlocking maximum impact through all council activity in support of the Southwark 2030 goals.
16. **Recommendation 2** – That the Cabinet make changes to the paid internships in Southwark; wherein current undergraduate support for internships and placements should start in the summer of the penultimate year before graduation.

Response to Recommendation 2

17. Cabinet accepts the recommendation of the Scrutiny Commission. The council's funded graduate internship scheme already focuses on securing internships for undergraduates in their penultimate year.
18. Southwark's Paid Internship Programme aims to help improve the social mobility of young people who may not have the family or social networks to help them to get a 'foot on the ladder' with good employers. The programme consists of three principal strands:
 1. Schools
 2. Graduates
 3. Council
19. The **school scheme** supports eligible sixth form students to develop their employability skills through activities such as mentoring, masterclasses and

work visits. Students will then complete a paid summer internship (between academic Year 12 and 13) lasting between 4 and 6 weeks, which provides valuable work experience. The school scheme is delivered by Career Ready.

20. The **graduate scheme** supports undergraduates and recent graduates from Southwark (those who graduated no more than 12 months prior) to secure paid internships. Support is provided by Gradcore Ltd via the SouthWRK programme, which includes mentoring/coaching, CV, application and interview support, and relevant internship/graduate job identification.
21. The programme primarily supports undergraduates in their penultimate year at university, in line with the recommendation from the Scrutiny Commission. This is generally when internships are considered to be most effective, as they provide a springboard for students to make the transition into a graduate job (or equivalent) the following summer, after graduation.
22. The programme also provides support for up to 12 months post study, so that those from less advantaged backgrounds including those unable to secure a paid summer internship prior to their final year of study are provided with ongoing support to help them to prepare for work after graduation.
23. In line with the Commission's recommendation, the graduate programme will continue to focus on securing internships for undergraduates in their penultimate year.
24. **Recommendation 3** – That the Cabinet develop a plan to build pathways for career development for young people, including young people with special needs in schools; with an aim to provide career guidance and aspirations, focusing on mainly short-term career goals; and also that the cabinet aim to develop this plan within the first half of the new municipal year 2024-2025.

Response to Recommendation 3

25. Cabinet accepts the recommendation of the Scrutiny Commission. Work is underway with partners to develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, including for young people with special education needs and disabilities.
26. In line with the recommendation of the Scrutiny Commission, the Southwark Skills Partnership of skills and employment providers, large employers, business groups and council teams is committed to “develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, particularly for young people at greater risk of becoming NEET.” Under this headline commitment, a working group of skills partners has begun exploring opportunities for improvement on the current system.
27. The working group has identified special education needs and disabilities (SEND) schools as an area of focus for the above work with SEND pupils currently at greater risk of becoming NEET.
28. All Southwark Secondary Schools offer Career Guidance to young people.

The Southwark Education Business Alliance also works in partnership with a variety of businesses and charities across a diverse range of sectors to deliver high-quality and targeted work-related learning programmes and activities for Southwark schools and colleges.

29. Career guidance is currently provided by education providers directly for SEND Young People. Many of the specialist providers in the local area and settings young people may attend outside of Southwark provide specialist career guidance which supports young people, and their families think about their next steps.
30. Work is underway to improve the coordination of services. Education Services and Adults Service working closely together to co-deliver a Transition Fair for young people with SEND and additional needs. This fair will offer discreet and targeted career guidance and offer opportunities for signposting to some of the voluntary sector who deliver specialist career guidance.
31. In addition the council, in partnership with secondary schools, is offering targeted training and series of events to work with their career leads, Special Educational Needs Coordinators and Teaching and Learning Assistants in schools to support their understanding and knowledge about what is available for young people with SEND, who may not be taking a traditional academic route. This will inform a programme to increase the number of supported Internships funded through a grant from the Department for Education.
32. **Recommendation 4** – That the Council within the next municipal year 2024-2025, review its progress on ring-fencing employment and work placement opportunities for residents of Southwark, with an aim to create more opportunities; and also review how more entry level jobs can be created by working with partner organisations in the borough and advertised through the Southwark Works programme.

Response to Recommendation 4

33. Cabinet partially accepts the recommendation of the Scrutiny Commission. Plans are in place for a review of policy options for the council as an employer and work is ongoing with partners to increase opportunities for Southwark resident and improve connections to the Southwark Works programme.
34. The council works closely with local partners, including Southwark Works, to promote job opportunities to Southwark residents. However, the council does not currently have a specific policy of ringfencing job opportunities for Southwark residents and further work is required to assess the viability of any such policy, including whether it constitutes positive action, which is lawful, or positive discrimination, which is not. Officers in Human Resources and Legal Services will conduct a full review of the position.
35. In the meantime, it should be noted that the council has recently established a new, professional recruitment service and an early careers team focused on internships, apprenticeships, and graduate programmes. Objectives for the new recruitment service include greater local recruitment to permanent and temporary roles at the council. In addition, the early careers team plans to

deliver 60 paid internships between 1 October 2024 and 31 March 2026, with recruitment to the next round of internships due to commence in October 2024. The early careers team is establishing relationships with local schools and universities, including through attendance at career fairs, and this will continue to be a priority. These developments form part of the council's ongoing transformation of its HR and Organisational Development service.

36. The council is delivering a comprehensive transformation of its HR and Organisational Development service. Progress to date includes the establishment of a new, professional recruitment service and an early careers team focused on internships, apprenticeships, and graduate programmes. Objectives for the new recruitment service include greater local recruitment to permanent and temporary roles at the council. In addition, the early careers team plans to deliver 60 paid internships between 1 October 2024 and 31 March 2026, with recruitment to the next round of internships due to commence in October 2024. The early careers team is establishing relationships with local schools and universities, including through attendance at career fairs, and this will continue to be a priority.
37. The early careers team recently trialled a new approach to recruiting young people on to the council's graduate management scheme, which included a particular focus on local recruitment. As a result, of the eight graduates currently on the scheme, five, or 63%, live in or have a connection to Southwark.
38. To further improve opportunities for Southwark residents with partner organisations, the council has created a dedicated Employer Engagement and Relationship Management Service as an integral part of the Southwark Works employment support programme. This service is delivered by Good People, which is contracted to develop a strategic approach for employer engagement across the Southwark Works Network.
39. This service builds on the work carried out in 2022 and 2023 by the then Deputy Cabinet Member for Employment via the Southwark Anchor Network to review how more jobs at all levels can be created within Southwark's largest employers. This project piloted successful jobs and careers fairs with NHS and Higher Education partners and developed an integrated approach with Southwark Works, Southwark College and DWP for supporting local residents into opportunities with Guys and St Thomas' NHS Trust.
40. Local jobs are also secured for residents through the council's Section 106 agreements with developers, both during the construction phase and in the end-use of new developments. As set out under the response to Recommendation 1, the council's merging Social Value Framework will also increase the range of employment and work placement opportunities for residents of Southwark within our larger contractors.
41. These efforts all support the Southwark Economic Strategy 2023-30 vision for 'an economy of good work with 'More opportunities for local people to secure good jobs and apprenticeships with leading employers and fewer barriers for the most disadvantaged'
42. The development of the Southwark 2030 delivery plan over coming months

presents a further opportunity to secure commitments from partner organisations in line with the Scrutiny Commission's recommendation.

43. **Recommendation 5** – That the Cabinet review and revise the specific definition of job progressions within Southwark Works, with an aim to meet the varying needs of residents; and also review the progress of better work, delivered through the tri-borough partnership with Lewisham and Lambeth post-pandemic, within the municipal year 2024-2025.

Response to Recommendation 5

44. Cabinet accepts the recommendation of the Scrutiny Commission. This recommendation has been met through the recommissioning of in-work support under Southwark Works.
45. Southwark's Economic Strategy 2023-2030 sets out a vision for an economy of good work where residents have access to higher incomes, better job security and more opportunities to progress in work. Southwark Works, the council's flagship employment support programme, is central to delivering this aim.
46. Southwark Works is formed of a network of specialist providers that offer tailored employment support based on underlying needs. Southwark Works offers a dedicated service supporting those in work to progress to better pay and conditions.
47. In line with the recommendation for the Scrutiny Commission, this service was developed and commissioned in response to the evaluation of Routeways, the two-year in-work progression project delivered by St Giles Trust that ran between January 2018 and December 2019 across the tri-borough partnership area.
48. Thames Reach is contracted by the council to provide the in-work progression service under Southwark Works. Thames Reach offers targeted support to residents in employment who are seeking 'better' work. Aligning with the evidence heard by the Scrutiny Commission, the definition of better work may include hours, pay, location or sector. Training and skills development are a key feature of this support, and the provider is required to work with the council's teams who are also supporting residents on low pay.
49. In-work progression is further measured as an outcome for the programme overall, with all other providers required to provide ongoing support and training to their clients who have found work, with the aim of helping them secure higher paid or more secure employment.
50. Since 2023, Southwark Works has also included an Employer Engagement and Relationship Management Service delivered by Good People, which is contracted to develop a strategic approach for employer engagement across the Southwark Works Network. The provider is responsible for delivering key outputs and outcomes that focus on improving employment practices and supporting residents to secure good work. These include supporting employers with achieving accreditations (such as London Living Wage and

Disability Confident) and running good work standard webinars and workshops.

51. **Recommendation 6** – That the Cabinet with urgency fulfil its commitments to East Street traders on the following:
- Funding the renovation project team as per the council budgetary allocation in the cabinet reports
 - Expediting the timeline for this financial support to East Street Market renovation project, in light of significant progress being made
 - Provide resources, monitor progress and provide support in kind, to help with development of the project especially in organising meetings and training for traders.

Response to Recommendation 6

52. Cabinet accepts the recommendation of the Scrutiny Commission. Work is underway to deliver approved capital improvements to East Street market, alongside additional resources provided through the council's Thriving High Streets fund and Southwark Pioneers Fund.
53. In March 2024 Cabinet approved £100k capital to improve infrastructure on East Street market. Consultation has been undertaken with market traders and East Street Community with a view to identifying the elements on East Street that are to be improved including new gazebos for traders, installation of WiFi and also improved lighting. This consultation will be ongoing throughout the lifetime of the project.
54. The project is being led by the council's market and street trading team who are currently progressing the respective procurements with a view to implementing the new gazebos and WiFi this financial year.
55. The council has also approved further funding of £37k to East St Community under the Thriving High Streets Fund to support the market to revitalise and create a welcoming and inclusive environment that attracts increased footfall and trade.
56. In addition, Trampoline NH CIC and Hatch Enterprise, funded to deliver business support under the council's Southwark Pioneers Fund, have engaged with East St Community and a training session for traders has been scheduled for October 2024.

Policy framework implications

57. The Council Delivery Plan 2022-26 has the following related commitments and milestones:
- i. Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future.
 - ii. Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people

back.

- iii. Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets.
 - iv. Encouraging the expansion of street markets across Southwark.
 - v. Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities.
 - vi. Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations.
 - vii. Creating 250 paid internships for young people from disadvantaged backgrounds.
58. The Southwark Economic Strategy 2023-2030 sets out how we will work with partners to achieve a fairer, greener and more resilient Southwark economy that benefits everyone.
59. The strategy sets out our vision for Southwark's economy:
- i. A high growth, low emission economy
 - ii. An economy with opportunity for all
 - iii. An economy of good work
60. The Economic Strategy includes the following related ambitions:
- i. More opportunities for local people to secure good jobs and apprenticeships with leading employers and fewer barriers for the most disadvantaged
 - ii. Southwark's largest employers invest in local services and talent, creating social value across all of our communities.
 - iii. Young people have every opportunity to build a successful career, whatever their background.
 - iv. Reduced ethnicity, gender and disability pay gaps, with equal participation and progression in the workforce and an end to discrimination in the workplace.
 - v. A secure and thriving foundational economy of essential goods and services that residents and businesses rely on every day.
 - vi. More businesses and jobs in Southwark's town centres, supporting healthy neighbourhood-based economies.

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

Community impact statement

61. The actions set out in this report are anticipated to deliver positive impact through increased economic inclusion across Southwark's communities.

Equalities (including socio-economic) impact statement

62. The Education and Local Economy Scrutiny Commission report acknowledges the council's work in developing robust local engagement and employment support for Black, Asian and minority ethnic jobseekers in the borough through Southwark Works. The council is committed to tackling the inequalities experienced by young people in the labour market and our employment support and skills programmes are designed to benefit groups facing disproportionately high barriers to securing and progressing in good quality jobs. Monitoring is in place to ensure that this support is targeted accordingly.

63. The council's forthcoming social value framework will aim to use social value to address inequalities and support communities across the borough. The framework will be developed in line with the principles of Southwark Stands Together informed by a full equalities impact and needs assessment.
64. The Scrutiny Commission report identifies challenges and potential gaps in meeting needs of young people with SEND in relation to careers information, advice and guidance. Paragraphs 28 to 35 of this report set out plans for addressing these issues in partnership with schools and employers.
65. The Scrutiny Commission report highlights the importance of good quality employment in respect of pay and hours, but also flexibility and work life balance. Flexible working can be important in enabling people with caring responsibilities, which are more likely to be borne by women, to also maintain paid employment. Paragraphs 49 to 55 set out how the council is promoting access to better work for Southwark residents, which may include hours, pay, location or sector, through the Southwark Works programme.

Health impact statement

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

Climate change implications

67. None applicable.

Resource implications

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

Financial implications

69. All existing activities set out in the report are currently funded and there are no additional cost implications to the council arising from this report.
70. Should the implementation of any activities or recommendations outlined in this report require additional funds in future these will be subject to further decision reports setting out the cost and funding mechanisms.

Consultation

71. The Education and Local Economy Scrutiny Commission consulted St Giles Trust and community representatives from East Street Market as part of their review.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance REF: [GOV/NC20240909]

72. This report asks the cabinet to note and consider the recommendations from

the education and local economy scrutiny commission arising from the scrutiny review on community wealth building and employment in the London Borough of Southwark, in accordance with the Overview & Scrutiny Procedure Rules (15.3).

73. There are no legal implications arising from the recommendations in this report.
74. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it.

Strategic Director, Resources (FC24/014)

75. The report requests cabinet to approve the response to the Education and Local Economy Scrutiny Commission recommendations on community wealth building and youth employment, as set out in paragraphs 7 to 62.
76. The strategic director of resources notes the financial implications and notes that there are no additional cost implications to the council arising from this report and notes that if additional funds will be required in future due to the implementation of any recommendations, these will be subject to further decision reports setting out the cost and funding mechanisms.
77. 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
Report of the Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser):		
https://moderngov.southwark.gov.uk/documents/s121635/Report%20Education%20and%20Local%20Economy%20Scrutiny%20Commission%20-%20Community%20Wealth%20Building%20-%20Youth%20Employment.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Climate Emergency, Jobs and Business	
Lead Officer	Danny Edwards, Head of Economy	
Report Author	Nick Wolff, Employment and Skills Manager	
Version	Final	
Dated	3 October 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, Resources	Yes	Yes
Director, Planning and Growth	Yes	Yes
Director of People and Organisational Development	Yes	Yes
Assistant Director, SEND	Yes	Yes
Head of Parking Services and Network Management	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 October 2024	

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Response to Health and Social Care Scrutiny Commission: Access to Toilets
Cabinet Member:	Councillor Evelyn Akoto, Health and Wellbeing
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

I am grateful to the Loos for Southwark group who have been campaigning on this issue and the Health Scrutiny Committee for undertaking this important work.

Public toilets matter to everybody but it is recognised that for some members of our community such as our older community, people with children and people with medical conditions, the need for available accessible toilets is a matter of independence to enjoy our public spaces. Some residents have told me that they become anxious about travelling far from their home or they have to restrict their journey to a few familiar routes if they cannot guarantee access to a toilet. Public toilets are integral to making the borough accessible and inclusive.

We are lucky to have a good provision across our parks, libraries, and estates. There are on-going plans to increase this number through new developments such as the provision of new public toilets as part of Peckham Rye Station's new square. However, there is also a need to work with our partners such as businesses to further widen this provision in order to address areas of the borough with limited public toilet provision.

We also need to ensure that we not only provide accessible toilets but that we tell people where they are. People need to be able to find public toilets and use them with confidence and trust that they are in good working order, clean and suitable for their needs.

I will work with the relevant departments and stakeholders to use the tools at their disposal to improve the provision.

RECOMMENDATION

Recommendation for the Cabinet

1. That Cabinet approves the response on the Health and Social Care Scrutiny Commission's recommendations on access to toilets, as set out in paragraphs 8 to 44.
2. That cabinet note the intention of officers to report on progress of the development and implementation of an Accessible Toilet Plan back to the Health and Social Care Scrutiny Commission within twelve months.

REASONS FOR RECOMMENDATIONS

3. This report sets out responses to the recommendations set out in the Report of the Health and Social Care Scrutiny Commission on Access to Toilets.
4. The commission's recommendations impact on various departments across the council. All relevant service areas have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. None - The council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

POST DECISION IMPLEMENTATION

6. A draft Accessible Toilet Plan will be developed by Q1 2025/26. Officers will report on progress of the development and implementation of an Accessible Toilet Plan back to the Health and Social Care Scrutiny Commission within twelve months.

Key Activity	Target completion date
Accessible Public Toilet Plan	Q1 2025/26

BACKGROUND INFORMATION

7. The Health and Social Care Scrutiny Commission report on Access to Toilets was received by cabinet on 22 July 2024. Nine recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

Recommendation 1 – Toilets are an Equality and Public Health Issue

8. The report of the Commission recognises that a lack of adequate toilet provision disproportionately impacts on people with a Protected

Characteristic, including older and disabled people, in particular. Poor provision is a Public Health issue and negatively impacts on the health and wellbeing of residents.

9. The Commission recommends that a Toilet Strategy ought to conduct an Equality Impact Assessment, and this ought to include:
 - a. Ensuring adequate provision for people who require a toilet more frequently,
 - b. Ensuring that all cubicles are large enough to accommodate walking aids,
 - c. Ensuring that different sex needs are catered for including ensuring provision recognises that:
 - i. Women take longer and require more toilets than men, and pregnant women often have a more urgent need,
 - ii. Men with prostate cancer require sanitary bins.

Response to Recommendation 1

Recommendation Partially Accepted.

10. An Accessible Toilet Plan will be developed as part of the council's approach to ensuring fair and reasonable access toilet facilities across the borough. This is as agreed at cabinet in July 2024 following a deputation from the Age UK London Loos Campaign.
11. Key elements of the council's Accessible Toilet Plan will include:
 - a. Ensuring adequate and appropriate access to toilets across the council's estate, including council offices, libraries and leisure centres.
 - b. Ensuring up to date information and sign posting on the location and availability of accessible toilet facilities across the borough. This includes publicising the Great British Toilet Map on the council's website.
 - c. Working with the borough's business community to encourage them to make their toilets available to shoppers and users of the high street, aligned to the council's Thriving High Streets programme.
 - d. In addition to businesses, working as appropriate across a range of partners, including anchor partners and key networks to promote toilet access.
12. As part of this work, a consideration of equalities impacts will be required. An Equalities Impact Assessment will be considered as part of the development of the Accessible Toilet Plan for Southwark.
13. A report on progress of implementation of the Commission's recommendations through the Accessible Toilet Plan will be made to the Health and Social Care Scrutiny Commission within twelve months.

Recommendation 2 – Environmental Health

14. The Commission recommends that the council ought to work with partners to ensure, as far as possible, that there is adequate provision to meet the needs

of the whole population of Southwark, including homeless people.

Response to Recommendation 2

Recommendation Accepted.

15. The council will work closely with relevant key stakeholders as part of the delivery of Southwark's Accessible Toilet Plan. Key partners will include Age UK, anchor partners, community groups, local businesses, and key council departments including Environment, Leisure and Local Economy.

Recommendation 3 – Toilet cold spots

16. The Commission recommends improved toilet provision in Peckham Rye Station and the new Town Square by prioritising this in the Toilet Strategy and Town Centre plans. Together the council and Network Rail ought to provide more transparency on the plan, and options for toilets at Peckham Rye Station and new Town Square, and consult with local residents and stakeholders to bring clarity by 2025. In addition the council ought to improve Camberwell Green toilet provision by a) ensuring the library toilet is cleaned frequently enough b) engage nearby supermarkets and fast food places through a Community Toilet Scheme.

Response to Recommendation 3

Recommendation Accepted.

17. As part of the creation of a new square at the front of Peckham Rye Station, new public toilets will be provided. The programme is for a start on site in 2025 with completion in late 2026.
18. Toilet cleansing in libraries (and across other parts of the Council's estate) is the responsibility of the councils Corporate Facilities Management team. An increase in the frequency of cleaning library toilets can be considered but this comes with resources implications that would need to be taken into account.
19. Southwark based businesses are already invited to promote access to their toilets by members of the public, particularly those in our town centres and high streets. It is recognised that greater accessibility of toilet provision can increase footfall and access to our high streets by our more vulnerable communities. Promotional activity will continue to take place with particular focus on key areas including Peckham and Camberwell. This will link to the broader work of the development of town centre action plans and support for local business networks. Local forums such as the Peckham Business Forum and SE5 Forum in Camberwell will be involved in this campaign. The scheme will also be promoted via well-established tools such as the Southwark Business e-newsletter which goes out to over 12,000 business contacts in the borough.
20. In addition to the above, it is proposed to undertake a gap analysis in toilet provision to get greater clarity on toilet cold spots across the borough and inform a more targeted approach to improving toilet provision across our communities.

Recommendation 4 – Community Toilets

21. The Commission recommends that the council invest in a refreshed Community Toilet scheme using London boroughs, such as Richmond upon Thames and Lewisham, as examples.
22. It is further recommended to prioritise Peckham Rye, Camberwell and other toilet cold spots, in the revived Community Toilet scheme.

Response to Recommendation 4

Recommendation Partially Accepted.

23. Information in relation to public toilets overseen by Southwark Council has been consolidated and can be found on the [Great British Toilet Map website](#) and linked to the [council's public toilets website](#).
24. As above, a strategy for engaging businesses on access to toilets has been developed and will be integrated into town centre action plans. Town centre leads will engage businesses directly, working alongside local forums and networks such as the Peckham Business Forum and SE5 Forum.
25. There is currently no budget to support the adoption of a more formalised Community Toilet scheme. Dedicated officer support and funding for marketing and incentives is required for a Community Toilet scheme to be implemented effectively.
26. Benchmarking of other schemes has demonstrated the need for more rigorous monitoring of toilets that are made available through this structured approach, ensuring appropriate accessibility for people with disabilities and wheelchair users, regular cleaning, and other health and safety considerations. An agreement is usually entered into with the host business, and the council pays each business a stipend to assist with the costs of making their toilets accessible to the public. By way of example, Lewisham Council pays each business up to £1000 per annum for participation in their Community Toilet scheme.

Recommendation 5 – Anti Social Behaviour

27. The Commission recognises that toilets have a high value to the community and as such the cost of mitigating ASB is not a good reason to deny provision. ASB can be addressed through engagement with partners to improve location and design and make the most of local capacity to prevent and deter ASB. This ought to include understanding the types of possible ASB and working with the police (including the Designing Out Crime unit), TfL, council enforcement and community organisations to mitigate and prevent ASB. Consideration ought to be given to keeping toilets clean and well maintained, and the use of attendants where possible.

Response to Recommendation 5

Recommendation Accepted.

28. The council has a statutory duty under section 17 of the Crime & Disorder 1998 to consider the implications of crime and disorder in all their activities and functions. They are also required to do all they can to reduce these issues. In Southwark ASB is addressed through a range of people and place based interventions across the borough which is driven by a data and intelligence led approach. When appropriate the use of Design Out Crime Advisors within the Metropolitan Police Services are commissioned to support local situational problem solving of hotspot areas. When the council considers new toilet provision due regard will need to be considered in line with this legislation.
29. Community Wardens are tasked following reports of Crime and ASB, (which can involve public conveniences) to assist with community reassurance and to assess the nature and level of the issue. This activity may form part of local interventions and work with police, wider partner organisations and local residents and businesses. It should be noted that Design Out Crime Surveys previously carried out in the borough on occasions have recommended either the removal or re-siting of public conveniences as a proportionate response due to the prevalence of ASB in those areas. These survey and the recommendations within can and do have financial implications which will also need to be considered.

Recommendation 6 – Southwark Borough Toilets

30. The Commission welcomes the accommodation review of the council's estate and the potential this offers to open up more toilets to the public. In addition the Commission recommends that the council works with wider stakeholders such as local GPs, the wider NHS, TfL and developers to maximise toilet provision in the existing estate and in future buildings.
31. The work on the accommodation strategy and engagement with wider stakeholders, to open up both the existing estate and expand provision, ought to be incorporated into a Toilet Strategy.

Response to Recommendation 6

Recommendation Accepted.

32. When the council undertakes works to existing buildings, or develops any new building, consideration will be given to widening public access to toilet provision. Information on existing provision can be found on the AccessAble website and the Great British Toilet Map, which is designed to help residents and visitors access relevant facilities, including toilets, when travelling around the borough.
33. Existing toilet provision in libraries consists of public toilets (including accessible toilets) in 11 of the 12 libraries as follows: Canada Water, Blue Anchor, John Harvard, Walworth, Camberwell, Grove Vale, Nunhead, Peckham, Dulwich, Una Marson and Kingswood Estate.

34. Across the boroughs larger parks there are 56 toilets in total within 13 toilet blocks of which 14 are accessible with 13 baby-changing facilities. This does not include provision of toilets in the parks cafes, these are managed directly by the café operators.

Park	Toilet units	Toilet blocks	Accessible toilets	Baby-changing facility
Southwark Park	12	1	1	2
Burgess Park	17	4	4	3
Peckham Rye Park	6	2	2	2
Dulwich Park	18	4	4	4
Geraldine Mary Harmsworth Park	1	1	1	0
Belair Park	2	1	1	2
Total	56	13	13	13

Recommendation 7 – Information and Sign Posting

35. The Commission supports the continued use of AccessAble, which is a well used resource.
36. In addition the Commission recommends that:
- The website is kept updated in the short term, and over the longer term more work is done as part of a Toilet Strategy to provide accurate information to residents and visitors.
 - The Great British Public Toilet Map www.toiletmap.org.uk is updated, as this is an excellent resource.
 - A map forms part of a revised Toilet Strategy / Community Toilet scheme and this would consist of a hard copy as well as digital offer. Lewisham have an excellent printed map that it would be useful to replicate in Southwark.

Response to Recommendation 7

Recommendation Accepted.

37. The council recognises the value of AccessAble and will publicise this resource on the council website as part of its Accessible Toilets Plan.
38. As stated above, information in relation to public toilets that are overseen by Southwark Council has been consolidated and can be found on the [Great British Toilet Map website](#) and the [council's public toilets website](#). This information will be subject to regular (annual) review.
39. We will explore the viability of hard copy map provision of toilet facilities, taking into consideration the need to keep such information regularly updated.

Recommendation 8 – Toilet Strategy

40. The Commission recommends that the council develops a Toilet Strategy through engagement with a range of stakeholders, local people, mapping needs and gaps, co-creating solutions and provision of an action plan that interfaces with planning and regeneration.

Response to Recommendation 8

Recommendation Partially Accepted.

41. As already stated, an Accessible Toilet Plan will be developed as part of the council's approach to ensuring fair and reasonable access toilet facilities across the borough. Key elements of the council's Accessible Toilet Plan will include:
- a. Ensuring adequate and appropriate access to toilets across the council's estate, including council offices, libraries and leisure centres.
 - b. Ensuring up to date information and sign posting on the location and availability of toilet facilities. This includes publicising the Great British Toilet Map via the council's website.
 - c. Working with the borough's business community to encourage businesses to make their toilets available to shoppers and users of the high street, aligned to the council's broader Thriving High Streets programme.
 - d. In addition to businesses, working as appropriate across a range of partners and key networks to promote toilet access.

Recommendation 9 – Leadership

Recommendation Accepted.

42. The Commission recommends that the Toilet Strategy is led by:
- a. The cabinet member for Public Health or a cabinet member with the Environmental Health and / or Streets for People brief in their portfolio,
 - b. A senior officer.
43. It is envisaged that both the cabinet member and senior officers would have a role working across different departments, and with external stakeholders, in order to champion a cross council and borough strategy.

Response to Recommendation 9

44. The Cabinet Member for Health & Wellbeing and the Strategic Director for Environment, Sustainability & Leisure will take interim lead responsibility for ensuring a whole council approach to delivery of the Accessible Toilet Plan.

Policy framework implications

45. Our vision for 2030 is that together we will build a fair, green and safe Southwark where everyone can live a good life as part of a strong community. The recommendations to promote accessible toilet facilities for more

vulnerable members of our community are consistent with this vision.

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

Community impact statement

46. The actions set out in this report are anticipated to deliver positive impact through increased social and economic inclusion across Southwark's communities, with a particular focus on people with a Protected Characteristics, including older and disabled people, in particular.
47. The report of the Health and Social Care Scrutiny Commission recognises that a lack of adequate toilet provision disproportionately impacts on people with a Protected Characteristic, including older and disabled people, in particular. Poor provision is a Public Health issue and negatively impacts on the health and wellbeing of residents.

Equalities (including socio-economic) impact statement

48. The Commission recommends consideration of equalities impacts with a particular focus on:
 - a. Ensuring adequate provision for people who require a toilet more frequently,
 - b. Ensuring that all cubicles are large enough to accommodate walking aids,
 - c. Ensuring that different sex needs are catered for including ensuring provision recognises that:
 - d. Women take longer and require more toilets than men, and pregnant women often have a more urgent need,
 - e. Men with prostate cancer require sanitary bins.

Health impact statement

49. The recommendations set out in this report are consistent with the staying well theme of Southwark 2030.

Climate change implications

50. None applicable.

Resource implications

51. There are no immediate resource implications arising from this report.

Financial Implications

52. All existing activities set out in the report are currently funded and there are no additional cost implications to the council arising from this report.
53. Should the implementation of any activities or recommendations outlined in this report require additional funds in future these will be subject to further

decision reports setting out the cost and funding mechanisms.

Consultation

54. The Health and Social Care Scrutiny Commission consulted Loos for Southwark and Age UK as part of their review.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance REF: [GOV/NC202409139]

55. This report asks the cabinet to note and consider the recommendations from the Report of the Health and Social Care Scrutiny Commission on Access to Toilets, in accordance with the Overview & Scrutiny Procedure Rules (15.3).
56. The Assistant Chief Executive notes the reference to the duty under section 17 of the Crime & Disorder 1998 to consider the implications of crime and disorder in all their activities and functions.
57. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. This is particularly relevant in the provision of toilets.

Strategic Director, Resources (FC24/015)

58. The report requests cabinet to approve the response on the Health and Social Care Scrutiny Commission's recommendations on access to toilets, as set out in paragraphs 7 to 42.
59. The strategic director of resources notes that there are no additional cost implications to the council arising from this report and notes that if additional funds will be required in future due to the implementation of any recommendations, these will be subject to further decision reports setting out the cost and funding mechanisms.
60. 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
Report of the Health and Social Care Scrutiny Commission: Access to Toilets	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Access to toilets scrutiny review report.pdf (southwark.gov.uk)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing	
Lead Officer	Toni Ainge, Strategic Director of Environment, Sustainability and Leisure	
Report Author	Danny Edwards, Head of Economy	
Version	Final	
Dated	3 October 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, Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 October 2024	

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CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2024-25**

NOTE: Original held by Constitutional Team; all amendments/queries to
Paula.thornton@southwark.gov.uk

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