

Cabinet

Monday 7 July 2025

3.00 pm

Ground floor meeting rooms, 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

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

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Contact

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

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 26 June 2025



Cabinet

Monday 7 July 2025

3.00 pm

Ground floor meeting rooms, 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
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PART A - OPEN BUSINESS

MOBILE PHONES

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

1. APOLOGIES

To receive any apologies for absence.

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

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

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

1

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

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

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

5. MINUTES

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To approve as a correct record the minutes of the open section of the meeting held on 17 June 2025.

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 Tuesday 1 July 2025.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Tuesday 1 July 2025.	
8.	GOOD LANDLORD PLAN - RESPONDING TO THE NEW SOCIAL HOUSING FRAMEWORK	27 - 57
	To approve the council's good landlord plan which outlines Southwark's approach to becoming a good landlord for all tenants and leaseholders.	
9.	POLICY AND RESOURCES: FINANCIAL REMIT REPORT	58 - 76
	To note the updated medium term financial strategy (MTFS) to 2030.	
10.	AFFORDABLE WORKSPACE STRATEGY	77 - 137
	To approve the adoption of the affordable workspace strategy.	
11.	GATEWAY 2: CONTRACT AWARD VIOLENCE AGAINST WOMEN AND GIRLS SUPPORT SERVICE TO SUPPORT THE WOMEN'S SAFETY CENTRE	138 - 208
	To approve the award of the new violence against women and girls (VAWG) support services contract to Bede House Association for an initial period of four years starting 7 February 2026.	
12.	HOUSEHOLDER DEVELOPMENT SUPPLEMENTARY PLANNING DOCUMENT	209 - 218
	To agree the householder development supplementary planning document (SPD) for adoption and to note the consultation report and supporting documentation	

Item No.	Title	Page No.
13.	AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT	219 - 229

To agree the affordable housing supplementary planning document (SPD) for adoption and to note the consultation report and supporting documentation

14.	SECTION 106 AND COMMUNITY INFRASTRUCTURE LEVY SUPPLEMENTARY PLANNING DOCUMENT (SPD)	230 - 241
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To agree the Section 106 (S106) and community infrastructure levy (CIL) supplementary planning document (SPD) for adoption and to note the consultation report and supporting documentation.

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

EXCLUSION OF PRESS AND PUBLIC

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

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

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

PART B - CLOSED BUSINESS

15.	GATEWAY 2: CONTRACT AWARD VIOLENCE AGAINST WOMEN AND GIRLS SUPPORT SERVICE TO SUPPORT THE WOMEN'S SAFETY CENTRE
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DISCUSSION OF ANY OTHER CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT

DATED: 26 June 2025



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

Cabinet 7 July 2025

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

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

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 7 July 2025 at the 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 15: Gateway 2: Contract Award Violence Against Women and Girls Support Service to support the Women's Safety Centre

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: 26 June 2025



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 17 June 2025 at 11.00 am at Walworth Living Room, All Saints Hall, Surrey Square, London SE17 2JU

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

1. APOLOGIES

An apology for absence was received from Councillor John Batteson.

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

The chair gave notice of the following late items:

Item 12: Consideration of proposal to close Charlotte Sharman Primary School

Item 13: Consideration of proposal to close St Mary Magdalene CE Primary School.

Reasons for lateness and urgency have been included in the reports.

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

Councillor Sarah King declared a non-pecuniary interest as a member of the Dulwich Hamlet Supporters Trust with regard to item 14: Appropriation of land at Greendale and confirmed her intention to withdraw from the meeting while this item was being discussed.

Additionally, Councillor James McAsh withdrew from the meeting while items 12 and 13: Consideration of proposals to close Charlotte Sharman Primary School and St Mary Magdalene CE Primary School were discussed. This was a non-pecuniary interest in his capacity as a branch officer at the National Education Union (Lambeth).

5. MINUTES

RESOLVED:

That the minutes of the meeting held on 11 March 2025 be approved as a correct record and signed by the chair.

6. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

7. DEPUTATION REQUESTS

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept this item as urgent.

RESOLVED:

1. That the deputation request from Dulwich Hamlet Football Club be heard.
2. A spokesperson for the deputation addressed cabinet for five minutes and questions were asked of the deputation for a period of five minutes.

8. SOUTHWARK'S HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2025-2030 - FORMAL CONSULTATION REVIEW AND SUGGESTED AMENDMENTS TO FINAL DRAFT

The cabinet heard representations from Mr Ninesh Mutiah, Homefinder UK and Mr Eammon Egerton, St Mungos.

RESOLVED:

1. That the proposed amendments in the report for the final draft Homelessness and Rough Sleeping Strategy 2025-2030 (hereafter 'the Strategy',) and accompanying action plan be agreed.
2. That the findings of the formal consultation process that was held between 2 September and 8 December 2024 be noted.

9. ALLOCATIONS FOR STRATEGIC COMMUNITY INFRASTRUCTURE LEVY FUNDING

RESOLVED:

1. That the allocation of strategic community infrastructure levy funding of up to £1,250,000 towards the fit out of the Harold Moody Health Centre on Thurlow Street be agreed.
2. That the allocation of strategic community infrastructure levy funding of £1m in support of the bus priority works be agreed.
3. That the allocation of £500,000 of strategic community infrastructure levy funding to the refurbishment works associated with the Southwark Pensioners Centre be agreed.

10. EXPANSION OF HIGHSHORE SPECIAL SCHOOL

Cabinet heard representations from the head teacher of Highshore School who was present at the meeting.

RESOLVED:

That the proposals to expand the Highshore Special School to a satellite provision on the site of the former Comber Grove Primary School be agreed.

11. EXPANSION OF CHERRY GARDEN SPECIAL SCHOOL

Cabinet heard representations from the executive head teacher of the River Peck

Federation and head teacher at Cherry Garden special school who were in attendance.

RESOLVED:

That the proposals to expand the Cherry Garden Special School to a satellite provision located within the Bellenden Primary School be agreed.

12. CONSIDERATION OF PROPOSAL TO CLOSE CHARLOTTE SHARMAN PRIMARY SCHOOL

It was not possible to circulate this report five clear days in advance of the meeting. The chair agreed to accept this item as urgent as the representations on closure needed to run for a period of four weeks and be complete prior to consideration by cabinet on the 17 June 2025. Results from the consultation were not available until the 9 June 2025, four days after the dispatch date for cabinet.

Councillor James McAsh left the meeting room while this item was discussed and a decision made.

Cabinet heard representations from the chair of governors and a colleague.

RESOLVED:

That it be agreed to close Charlotte Sharman Primary School from the 31 August 2025 onward.

13. CONSIDERATION OF PROPOSAL TO CLOSE ST MARY MAGDALENE CE PRIMARY SCHOOL

It was not possible to circulate this report five clear days in advance of the meeting. The chair agreed to accept this item as urgent as the representations on closure needed to run for a period of four weeks and be complete prior to consideration by cabinet on the 17 June 2025. Results from the consultation were not available until the 9 June 2025, four days after the dispatch date for cabinet.

Councillor James McAsh left the meeting room while this item was discussed and a decision made.

Cabinet heard representations from the chair of governors and the director of Southwark Diocesan Board of Education.

RESOLVED:

1. That it be agreed to close St Mary Magdalene Church of England Primary School from the 31 August 2025 onwards.

2. That a report be produced on the lessons learned from school closures in Southwark over recent years and reported back to cabinet in Autumn 2025.

14. APPROPRIATION OF LAND AT GREENDALE

Councillor Sarah King left the meeting room while this item was discussed and a decision was made (having declared a non-pecuniary interest).

RESOLVED:

1. That the Astro Turf Pitch Site at Greendale Playing Fields shown edged red on the plan at Appendix 1 of the report that is currently held for open space purposes be confirmed as no longer required for those purposes and the appropriation of the land to planning purposes to facilitate the carrying out of the consented development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That it be noted that a future report will be brought to cabinet setting out detailed land arrangements for the site and wider development.

15. REFRESH OF PROCUREMENT FRAMEWORK TO SUPPORT SOUTHWARK 2030 AND APPROVAL OF NEW SOCIAL VALUE FRAMEWORK

RESOLVED:

1. That the refreshed Southwark 2030 Procurement Framework, at Appendix 1 of the report be approved.
2. That the emerging corporate approach to Social Value be endorsed and the draft Social Value Framework, at Appendix 2 of the report be approved.
3. That the continued delegation of approval for minor and consequential amendments to the Southwark 2030 Procurement Framework to the assistant chief executive, governance and assurance, in consultation with the cabinet member for equalities, democracy and finance be agreed.
4. That the delegation of approval for minor and consequential amendments to the social value framework to the strategic director of resources, in consultation with the cabinet member for equalities, democracy and finance be agreed.

16. STATEMENT OF COMMUNITY INVOLVEMENT AND DEVELOPMENT CONSULTATION CHARTER: REVIEW AND UPDATES

RESOLVED:

1. That the updated Statement of Community Involvement (SCI) and Development Consultation Charter (DCC) 2025 with the minor changes set out in Appendices 2 and 3 of the report be agreed.
2. That the updated Development Consultation Charter templates (Early Engagement Strategy, Engagement Summary, and Equality and Needs Impact Assessment) set out in Appendices 4, 5, and 6 of the report be agreed.

17. RESPONSE TO ENVIRONMENT SCRUTINY COMMISSION REPORT - BIODIVERSITY SCRUTINY REVIEW

RESOLVED:

1. That the council's response to the 34 recommendations put forward by the environment scrutiny commission's biodiversity review, as set out in the overview and scrutiny procedure rule 15.3 be approved.
2. That 10 recommendations be accepted and 24 recommendations be partially accepted for reasons outlined in the report.

18. RESPONSE TO OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS ARISING FROM SCRUTINY OF CONSORT ESTATE MAJOR WORKS, SE15 CHARGES TO LEASEHOLDERS

RESOLVED:

That the responses to the recommendations of the overview and scrutiny committee be noted.

19. POLICY AND RESOURCES: CAPITAL OUTTURN REPORT 2024-25

RESOLVED:

1. That the outturn and resources for 2024-25 and future years for both the general fund and housing investment programmes as detailed in Appendices A1 and C of the report be noted.
2. That the alignment of the general fund capital programme to the Southwark 2030 priorities at Appendix A2 of the report be noted.

3. That the borrowing requirement of £349m 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 A1 of the report be noted.
4. That the borrowing requirement of £324m for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix C of the report be noted.
5. The virements and variations to the general fund and housing investment capital programme as detailed in Appendix D of the report be approved.
6. That the new capital bid in Appendix E of the report be approved.

20. POLICY AND RESOURCES: REVENUE OUTTURN REPORT 2024-25

RESOLVED:

That the following be approved:

1. The interdepartmental budget and reserve movements that exceed £275k, as shown in Appendix A and Appendix C of the report.
2. The use of £5.3m reserves to balance the 2024-25 outturn.

That the following be noted:

3. The housing revenue account (HRA) favourable variance of £3.9m after one off income windfalls, other financing activities and short-term cost reductions.
4. The full utilisation of the £4m contingency together with £2.4m of general reserves.
5. The key overspends in 2024-25 are:
 - i. Housing - housing revenue account (paragraphs 14-27 of the report)
 - ii. Housing - temporary accommodation (paragraph 77-79 of the report)
 - iii. Adult social care (paragraphs 38 -41 of the report).
6. The positive variance of £1.1m in the ring-fenced dedicated schools grant (DSG) reduced the overall deficit to £5.8m as at 31 March 2025 (paragraphs 48-50 of the report).
7. The interdepartmental general fund budget and reserve movements that are less than £275k as shown in Appendix A and D of the report.
8. The council reserve balances as at 31 March 2025 in Appendix B of the

report.

21. APPOINTMENT TO OUTSIDE BODIES 2025-26

RESOLVED:

That appointments to the outside bodies listed in Appendix A of the report for the 2025-26 municipal year be agreed as follows:

Better Bankside Board

Cllr Helen Dennis
Cllr David Watson

Blue Bermondsey BID Board

Cllr Leo Pollak

Board of Southwark College Corporation

Cllr Jasmine Ali

Central London Forward

Cllr Kieron Williams

Central London Forward (Employment and Skills Board)

Cllr John Batteson

Centre for Literacy in Primary Education

Cllr Catherine Rose

Cross River Board

Cllr James McAsh

Groundwork London, Local Authority Strategic Input Board

Cllr Portia Mwangangye

Guys and St Thomas NHS Foundation (Council of Governors)

Cllr Emily Hickson

Kings College Hospital NHS (Council of Governors)

Cllr Renata Hamvas

London Bridge Improvement District BID

Cllr John Batteson

London Road Safety Council (LRSC)

Cllr James McAsh
Cllr Richard Livingstone

London Youth Games Limited

Cllr Portia Mwangangye
Cllr Jasmine Ali (deputy)

Mountview

Cllr Sabina Emmanuel

Newable Limited (formerly Greater London Enterprise Limited)

Cllr John Batteson

North Southwark Environment Trust

Cllr Naima Ali

Our Space (20 – 22 Lordship Lane) Steering Group

Cllr John Batteson
Cllr Charlie Smith

Peckham Levels Steering Group

Cllr David Parton
Cllr John Batteson

Potters Fields Park Management Trust

Cllr Portia Mwangangye
Strategic director, environment, sustainability and leisure or representative

Shared ICT Services Joint Committee

Cllr Stephanie Cryan

Cllr Barrie Hargrove

South Bank and Waterloo Partnership

Cllr John Batteson
Cllr David Watson
Cllr Irina Von Wiese
Cllr Victor Chamberlain

South Bank Business Improvement District Ltd

Cllr John Batteson
Cllr Irina Von Wiese

South London Gallery Trustee Limited

Cllr Richard Leeming
Cllr Cleo Soanes

South London and Maudsley (SLaM) NHS Trust Members Council

Cllr Esme Dobson

Southwark and Lambeth Archaeological Excavation Committee (SLAEC)

Cllr Richard Leeming
Raymond Whitaker

Southwark Construction Skills Centre (“the Centre”)

Cllr John Batteson

Southwark Twinning Association

Cllr James McAsh

Safer Neighbourhood Board (Southwark)

Cllr Natasha Ennin

WeAreWaterloo BID (Business Improvement District)

Cllr Maria Linforth-Hall

Walworth Group

Cllr Natasha Ennin

22. NOMINATIONS TO PANELS, BOARDS AND FORUMS 2025-26

RESOLVED:

That the allocation of places to panels, boards and forums for 2025-26 set out in Appendix A of the report be agreed as follows:

Joint Partnership Panel (Trade Union consultation)

Cllr Kieron Williams
Cllr Stephanie Cryan

Homeowners Service Charge Arbitration Tribunal

Cllr Charlie Smith
Cllr Renata Hamvas
Cllr Sunny Lambe
Cllr Sandra Rhule
Cllr Margy Newens
Cllr Kath Whittam
Cllr Sabina Emmanuel
Cllr Suzanne Abachor
Cllr Maria Linforth-Hall
Cllr Jane Salmon

Tenancy and Leaseholder Arbitration Tribunal

Cllr Charlie Smith
Cllr Renata Hamvas
Cllr Sunny Lambe
Cllr Sandra Rhule
Cllr Margy Newens
Cllr Kath Whittam
Cllr Sabina Emmanuel
Cllr Suzanne Abachor
Cllr Maria Linforth-Hall
Cllr Jane Salmon

Southwark Safeguarding Adults Board

Cllr Evelyn Akoto
Cllr Natasha Ennin

Southwark Safeguarding Children's Board

Cllr Jasmine Ali

Standing Advisory Council on Religious Education

Cllr Maggie Browning
Cllr Sandra Rhule
Cllr Margy Newens
Cllr Graham Neale

Southwark Tenant Management Organisation Committee

Cllr Sarah King
Cllr Barrie Hargrove
Cllr Esme Hicks
Cllr Jane Salmon

23. REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: REVIEW OF EDUCATION AND HEALTH CARE PLAN (EHCP), SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PROVISIONS AND INCLUSIONS IN SCHOOLS

RESOLVED:

1. That the recommendations from the education and local economy scrutiny commission arising from the scrutiny education and health care plan (EHCP), special educational needs and disabilities (SEND) provisions and inclusions in schools in the London Borough of Southwark, paragraphs 11 to 24 of the report be noted.
2. That the recommendations from the education and local economy scrutiny commission be considered and that the relevant cabinet member reports back to cabinet within eight weeks.

24. REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION: REVIEW OF THE DRAFT TOWN CENTRE ACTION PLAN, YOUTH EMPLOYMENT SUPPORT AND EAST STREET TRADERS

RESOLVED:

1. That the recommendations from the education and local economy scrutiny commission arising from the scrutiny review of the draft town centre action plan, youth employment support and East Street traders in the London Borough of Southwark, paragraphs 7 to 12 of the report be noted.
2. That the recommendations from the education and local economy scrutiny commission be considered and that the relevant cabinet member reports back to cabinet within eight weeks.

25. INTERIM REPORT OF THE HOUSING, COMMUNITY SAFETY AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION: SCRUTINY REVIEW OF TENANT STRUCTURES (DRAFT RESIDENT INVOLVEMENT STRATEGY)

RESOLVED:

1. That the housing, community safety and community engagement scrutiny commission's recommendations relating to its ongoing review of Southwark's tenant structures be noted.
2. That recommendations be considered and that the relevant cabinet member reports back to cabinet within eight weeks.

26. REPORT OF THE HEALTH AND SOCIAL CARE SCRUTINY COMMISSION: NURSING CARE HOME DELIVERY SCRUTINY REVIEW REPORT

Councillor Suzanne Abachor presented the report to cabinet and key issues arising. Members of the health and social care scrutiny commission were also in attendance to support this presentation.

RESOLVED:

1. That the recommendation of the health and social care scrutiny commission: nursing care home delivery scrutiny review report Appendix 1, as set out on the page 9 of the report be noted.
2. That the recommendation from the commission be considered and that the relevant cabinet member reports back to cabinet on the recommendation, as set out in the report.

27. MOTIONS REFERRED FROM COUNCIL ASSEMBLY

RESOLVED:

Creating healthy green and leisure spaces for the whole of the community

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

1. Council Assembly believes:
 - a. In order to create good lives for the whole community, we must ensure that our leisure spaces and green spaces are as healthy as they can be. This includes parks and green spaces, leisure centres and sports facilities, playgrounds, libraries and biodiversity corridors.

2. Council Assembly agrees:

- a. That fourteen years of cuts to local government by Conservative and Liberal Democrat governments has made it harder for councils across the country to deliver high quality, healthy green and leisure spaces.
- b. That despite this context, Southwark's Labour administration has excelled in delivering for our borough's residents, establishing Labour as the only party able to deliver a greener and healthier Southwark, including:
 - i. The hugely successful in-sourcing of Southwark's leisure centres, providing a Free Swim and Gym offer for all Southwark residents, opening Southwark's first open-water swimming facility and decarbonising leisure centres across the borough.
 - ii. Achieving 30 Green Flag Awards including Burgess Park, Peckham Rye Park and Warwick Park on Rye Lane, the opening of a brand new park at Elephant Park and completing Southwark Labour's manifesto commitment to be the first inner London borough to have over 100,000 trees.
 - iii. Expanding Southwark's network of community gardens, with 21 community gardens and over 250 growing plots established since 2021 and adopting Incredible Edible's Right to Grow.
 - iv. This administration's investment in playgrounds, including the opening of the newly refurbished Ellen Brown Adventure Playground in South Bermondsey and Fredrick Playground in Newington.
 - v. The opening of two new libraries on the Aylesbury and Kingswood estates, despite austerity forcing councils to close local libraries across the country.

3. Council Assembly also welcomes:

- a. Improvements made to our much-loved green spaces including Cossall Park, Burgess Park and Victory Park, refurbishments to 19 council-managed tennis courts across the borough and support provided for residents to set up community gardens across Southwark.
- b. Revamping sports facilities and expanding activities, including St Paul's Sports Ground, Burgess Park Sports Centre and Southwark Park Sports and Athletics Centre, as well as £1.3 million paid or committed to local sports clubs and organisations.
- c. The £8 million upgrade of our leisure centres and £2 million spent on

refurbishing our gyms, including cleaner facilities and upgraded changing rooms and the state of the art e-gyms at Peckham Pulse and Camberwell Green leisure centres.

- d. This administration's continued work with residents and local councillors in Nunhead & Queen's Road in making Nunhead Green and Brayards Community Garden thriving community spaces for all ages.
- e. The opening of health kiosks at Camberwell, Una Marson, Canada Water and Dulwich libraries, used by over 14,000 users since they were installed.
- f. The raising of over £1 million for nature projects through the Community Investment Scheme and renewed focus on biodiversity following the recommendations of our Citizens' Jury on Climate Change, with the £500,000 Southwark Biodiversity Fund.

4. Council Assembly asks that Cabinet:

- a. Continue to deliver an ambitious programme of investing in and expanding our parks and green spaces, by bringing forward a new Green Spaces Plan to:
 - i. Deliver major improvements to our parks and green spaces across the borough, including Bramcote, Elephant, and Guy's parks, and creating more parkland and Dr Harold Moody and Consort Parks in Rye Lane.
 - ii. Work with local people to create more opportunities to be involved in planting and establish an action plan for Right to Grow, mapping new opportunities for community gardens and potential growing spaces.
 - iii. Support Southwark's thriving arts and culture sector through events held in parks across our borough.
 - iv. Continue to make our parks and green spaces safer by tackling crime and antisocial behaviour, strengthen community initiatives around safety in our parks and co designing plans to make our parks safe.
- b. Continues to invest in leisure and sports facilities and activities for children and young people across our borough, including:
 - i. Delivering a brand new, state of the art leisure centre at Canada Water in Rotherhithe.
 - ii. Improving outdoor gyms and sports facilities, so they enable more

people to have better health and wellbeing and help to reduce health inequalities, including through major upgrades to Marlborough Gardens, Burgess Park and Brimington Park sports centres.

- iii. Continuing to deliver a free and low-cost holiday food and fun programme for the children who need it most, so every child can access positive activities and be well fed during school holidays.
- iv. Provide high quality and targeted leisure provision to improve accessibility and improve health.
- c. Continues to deliver fantastic play facilities for our children and young people, including:
 - i. A major revamp of Alexis St Park.
 - ii. Upgrade playgrounds across the borough so wherever you live you have a local high quality, inclusive and fun playground, including:
 - I. Upgrading Peckham Rye Park Adventure Playground and Dulwich Village playground.
 - II. Upgrading playgrounds on our housing estates, including at the Kirby Estate, Rye Hill Estate and Bells & Lindley.
- d. Expands the fantastic offer in our libraries, including:
 - i. New health kiosks, building on their success to date and finding new opportunities to open health kiosks in other local libraries in Southwark, seeking opportunities to use our library spaces to offer wellbeing services.
 - ii. Upgrades to Dulwich and Brandon libraries, a second Library of Things to help residents reduce bills on household tools and cut carbon emissions and investment in green space around Nunhead Library.
- e. Continue to deliver a community-led approach to boosting biodiversity, including:
 - i. Boosting biodiversity, including work at Moreton Gate nature garden, Burgess Park habitat restoration and Belair Wood meadow, and delivering on the recommendations of the Land Commission to deliver a network of biodiversity corridors.
 - ii. Ensuring neighbourhoods across the borough benefit from more

tree canopy cover and working with local people to create more nature sites, woodlands and urban planting.

Scrap the two-child cap

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

1. Council assembly notes:

- a. The dire impact of austerity on children and families in Southwark and across the country instigated by the Conservative and Liberal Democrat coalition, undoing all of the work of the previous Labour Government that lifted 2 million children out of poverty
- b. The £22 billion black hole in the national finances inherited by the government and the responsible handling of the economy since Labour were elected in 2024.
- c. The Labour Party's commitment to tackling child poverty, including the upcoming Child Poverty Strategy.
- d. The Free Breakfast Clubs pilot rolled out by the government, already benefitting two schools in Southwark and set to give every child in the country a healthy breakfast when fully rolled out.
- e. The additional 3,000 nurseries with 100,000 places committed in Labour's 2024 manifesto.
- f. Labour's New Deal for Working People and uplift to the living wage, set to benefit working people across our borough and have a material impact on child poverty.
- g. The government's plan for 100,000 urgent child dental appointments and major new supervised toothbrushing programme, helping children have the best start in life.
- h. The commitment of the Mayor of London to fund free healthy school meals for primary school children across London.

2. Council Assembly further notes:

- a. The work of Southwark's Labour administration to support children and families in our borough and help alleviate poverty, including:
 - i. Over £53million of cost of living support provided to thousands of families.
 - ii. The most comprehensive free healthy school meals offer for

- children in the country, which has improved reading skills, reduced childhood obesity and increased financial support to households.
 - iii. Free healthy school meals during the holidays.
 - iv. Holiday food and fun programmes.
 - v. Support for low income families with school uniform costs.
 - vi. Help with energy costs and free advice on reducing bills.
 - b. This administration's submission to the Child Poverty Taskforce, which outlined the impacts of child poverty in Southwark and describing the work we are doing with partners to ameliorate its affects.
 - c. This administration's continued work with the Secretary of State for Work and Pensions and other government ministers in finding and working through long term solutions to child poverty.
 - d. The council's work with the Living Wage Foundation to lift Southwark residents out of poverty pay, which so far has benefitted over 7,000 working people in the borough.
- 3. Council Assembly resolves to:
 - a. Ask that the council continue to provide support to children and families in Southwark, putting money back in our residents' pockets wherever possible. This includes:
 - i. Continuing providing free healthy school meals for Southwark children.
 - ii. Continuing to provide holiday school meals.
 - iii. Continuing the council's Holiday Food and Fun schemes for families in the school holidays.
 - iv. Continue with a cash first approach to our cost of living support.
 - v. Continue to expand the number of registered Living Wage employers in the borough to lift residents out of poverty pay.
 - b. Support the government in the establishment of the Child Poverty Strategy, providing expertise on the pressures facing families in Southwark and working to end child poverty in this country.

Extension of the Franchise

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

- 1. Council Assembly notes:
 - a. Southwark have given a welcome and a home to migrant communities across the ages, from Africa, Asia, Europe, Latin America and the Middle East. Our culture, cuisine, community, and spirit have been

enriched a thousandfold by citizens and families from all over the world. In 2024 we were recognised by the wonderful Charity City of Sanctuary as a Borough of Sanctuary for welcoming, supporting opportunities to our sisters and brothers from overseas.

- b. The Elections Act is a major piece of national legislation with local implications for the residents of this local authority, including the use of mandatory photographic voter ID at the polling station, changes to overseas voting and voting and candidacy rights of EU citizens.
 - c. According to the 2021 census, [one in six usual residents of England and Wales were born outside the UK](#). They live, work, study, make use of public services, and call the UK their home. Many foreign-born residents of this local authority from EU and Commonwealth countries can vote in our local elections. However, over 1 million residents across England and Northern Ireland do not have a right to vote.
 - d. Scotland and Wales implemented residence-based voting rights where all residents with lawful immigration status have the right to vote in local and devolved national elections.
 - e. According to a poll by Opinium Research, over [50% of people agree that every resident, no matter where they are from, should have the right to vote at least in local elections](#).
2. Council Assembly welcomes:
- a. That all our residents, no matter their nationality, call this local authority their home and bring significant value to our area.
 - b. That the voting and candidacy rights of EU citizens with pre-settled and settled status who entered the UK before 2021 will be maintained through the Elections Act.
 - c. That [15 local authorities across England have passed motions asking for the right to vote to be extended to all residents in local elections](#).
3. Council Assembly expresses concern that:
- a. EU citizens who enter the UK from the 1st of January 2021 and are not covered by bilateral voting rights treaties (currently only active with Poland, Luxembourg, Portugal, Spain, and Denmark) will lose voting and candidacy rights in local elections when the Elections Act is fully implemented. This will create an unequal situation where some EU citizens will have the right to vote where others will not.
 - b. The complexity in voting eligibility will cause confusion and will reduce voter turnout in local elections amongst migrant voters, a group already

under-registered compared to British voters.

- c. This is particularly pertinent in Southwark, where more than 40% of our residents were born outside of the UK – over 121,000 people.
 - d. Furthermore, a burden will be placed on Local Authorities managing the removal of a significant number of EU citizens from the electoral register. This may result in some being wrongfully removed from the electoral register.
4. The Council commits to:
- a. Request that the relevant cabinet member writes to the Minister of State at the Department for Housing, Communities and Local Government and the relevant shadow frontbencher requesting that the franchise for local elections be extended to all qualifying foreign nationals in England and Northern Ireland in line with eligibility criteria in Scotland and Wales. This would ensure a UK-wide and fair approach to voting rights so that all our residents, who are also our council taxpayers, are enfranchised.
 - b. Delivering a training to councillors and relevant officers on the changes brought by the Elections Act so that residents can be accurately informed about their voting rights.
 - c. Work collaboratively with voluntary sector organisations in our local authority to reach residents about voter eligibility rules and how to vote.
 - d. Ensure council officers have a strategy in place to ensure that the implementation of the Elections Act, including the removal of some EU citizens from the register, does not wrongfully remove eligible voters from the register.
 - e. Continue promoting voter registration and photo ID requirements to residents at citizenship ceremonies, events, and other communication channels.

A Fair Deal for Southwark's Carers

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

- 1. Council Assembly notes:
 - a. The Carers Trust estimates that there are at least one million young carers aged 17 and under in the UK and over 600,000 young adult carers between the ages of 18 and 25.

- b. In Southwark, 407 young carers are supported by the council, but the true number of young carers in the area is likely to be far higher.
- c. Young carers miss an average of 23 school days per year and young adult carers are four times more likely to drop out of college or university.
- d. Caring responsibilities can affect young carers' readiness to engage fully in school life, adding barriers to punctuality, their capacity to complete homework, and their ability to focus and participate effectively in lessons.

2. Council Assembly further notes:

- a. That the NHS and social care system face multiple crises of access, staff retention, long waiting times, missed targets and poor outcomes as a direct result of 14 years of cuts from Conservative and Liberal Democrat governments.
- b. That people across Southwark are struggling to access health and care services, and that much of the strain on the NHS is caused by a dire lack of funding and support for social care inherited from the Conservative government.
- c. the Labour government has initiated and is actively working on holding cross-party talks to achieve meaningful social care reform, recognising the positive vision for social care in Southwark and nationally.
- d. That difficulty accessing services increases pressure on acute care such as Accident & Emergency (A&E) as well as undermining overall population health
- e. That the new Labour government struck a fair pay deal with doctors and nurses within months of running the country.
- f. That the Labour government has also already met its target of 2 million new NHS appointments, after just 8 months in office.
- g. The Labour government has set out immediate investment and reforms to improve adult social care and support the workforce, including helping to keep older people out of hospital and living at home independently for longer, and improved technology and data sharing between NHS and social care.
- h. That Baroness Louise Casey is chairing an independent commission into adult social care to build a national consensus around a new national care service able to meet the needs of older and disabled people into the 21st century.

- i. That the Southwark Labour administration has shown leadership in investing in the care workforce – paying the London Living Wage, Travel time, Enhancements for unsocial Hours, Occupational Sick Pay and much more to staff that are employed by local services who are signed up to Southwark’s Ethical Care Charter and the more recently Southwark’s Residential Care Charter.
 - j. The positive efforts by Southwark’s health partners to increase GP access, with Southwark GPs conducting an additional 23,971 appointments in Q3 2024/25 compared to Q3 2023/24, reflecting a 6.5% increase. Efforts to promote the NHS App in Southwark have also led to a significant rise in registrations from 5.4% in January 2024 to 60.1% by January 2025.
3. Council Assembly welcomes:
- a. The government’s plans for reforming the NHS and building an integrated health service, with health and social care services delivered locally and in coordination with one another.
 - b. The great work in Southwark to bring together key partners from Health, VCS and Council to collectively design and implement plans to improve health and care services for Southwark residents and patients through partnership Southwark and Health and Wellbeing Board.
 - c. The Council's collaboration with partners continues to facilitate timely discharges from hospitals, enabling residents to return home. This involves commissioning community-based reablement services in partnership with Guy's and St Thomas' NHS Trust and a home care agency, as well as bed-based reablement services at the Avon Unit located within Waterside Care Home.
 - d. The Council’s commitment to enhancing support for carers by redesigning services and embedding them in the Health and Wellbeing Board’s strategy. We value unpaid carers for their role in keeping residents safe and well and aim to support their health.
 - e. The commitment made in the Labour Party's 2024 general election manifesto to "undertake a programme of reform to create a National Care Service, underpinned by national standards, delivering consistency of care across the country".
 - f. This Labour-run council’s ‘Health on the High Street’ programme, bringing vital services into local areas for our residents to access.
4. Council Assembly therefore pledges its support for a National Care Service, with health and social care delivered locally, and encourages the new

government to carry out this reform.

A National Care Service for England

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

1. This council believes adult social care should enable people to live the life they want to live.
2. But despite the previous government's commitment to "fix social care", buck-passing and intransigence by the previous national government has broken this vital public service.
3. The problems in social care are particularly evident in the workforce. Many care staff are paid minimum wage or less for a difficult and skilled job. Some domiciliary care employees do not get paid for their travel time between care visits, while care workers are paid significantly less than the minimum wage for overnight sleep-in shifts. Most care workers do not even have access to an adequate occupational sick pay scheme, which means they lose significant sums in wages when they are unwell or need to self-isolate. Meanwhile, this country has been shamed by the exploitation of many migrant care staff, who are forced to work excessive hours or pay huge amounts for their training or equipment.
4. Figures from Skills for Care show there are 131,000 vacancies in the care sector, one of the highest rates in the entire economy. Workforce shortages; poor pay and conditions; and a lack of national direction on social care mean too many people cannot access the care they need.
5. But there is hope. This council notes the campaign by UNISON, the lead trade union in social care, for a National Care Service (NCS) in England, for a service which will:
 - a. improve the quality of care for everyone who needs it.
 - b. support independent living and take a 'home first' approach which enables people to recover outside hospital and care homes with the right help.
 - c. promote public sector and non-profit delivery of care services.
 - d. have national partnership working, bringing together employers, unions, and government in a national partnership.
 - e. implement a Fair Pay Agreement in adult social care.
6. This council also welcomes the commitment made in the Labour Party's 2024

general election manifesto to "undertake a programme of reform to create a National Care Service, underpinned by national standards, delivering consistency of care across the country".

7. This council acknowledges the commendable efforts made in the borough to invest in the workforce through the implementation of both the Ethical and Residential Care Charter, inspired by UNISON's charter. These charters are designed to enhance care standards for vulnerable residents and improve working conditions for care workers. By offering the London Living Wage, compensating travel time, providing occupational sick pay, and remunerating staff for training hours, the borough has effectively attracted and retained staff, resulting in relatively low vacancy and turnover rates.
8. This council further notes that the Fabian Society has published a comprehensive plan for building a NCS in England, with empowered local authorities at its core, called *Support Guaranteed: The Roadmap to a National Care Service*. The report states: "Councils should remain in charge [of social care]. But our firm view is that more nationwide rights, standards and functions are needed for local government to fulfil its adult social care mission
9. This council believes that building a NCS can also help drive wider economic growth. The 2023 Future Social Care Coalition report *Carenomics* demonstrates the contribution that social care makes to the UK economy, with the sector generating in England alone £51.5 billion in gross value added to the economy.
10. This council pledges its support for a NCS and encourages the new government to carry out this reform.

MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

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

28. MINUTES

RESOLVED:

That the minutes of the closed section of the meeting held on 11 March 2025

be approved as a correct record and signed by the chair.

The meeting ended at 1.25pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 25 JUNE 2025.

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:	7 July 2025
Report title:	Good landlord plan - Responding to the new social housing framework
Cabinet Member:	Councillor Sarah King, Council Homes
Ward(s) or groups affected:	All wards and council tenants and leaseholders
Classification:	Open
Reason for lateness (if applicable):	N/a

FOREWORD - COUNCILLOR SARAH KING, CABINET MEMBER FOR COUNCIL HOMES

We want everyone to have a safe, good-quality home and we are committed to becoming a good landlord for all our tenants and leaseholders.

In November 2024, the Regulator of Social Housing deemed our landlord services to have fallen significantly short of what our tenants should expect and more importantly what they deserve, with a C3 rating and the identification of serious failings in how the Council was delivering outcomes.

The Good Landlord Plan is a comprehensive plan to respond to the Regulator's judgement and to what tenants and leaseholders have told us must change.

We know we must listen more and act faster. This Good Landlord Plan puts tenants and leaseholders at the heart of our work as a landlord. It also gives residents' a stronger voice to influence the housing services they receive and to drive the changes they want to see prioritised.

As a landlord to around 125,000 people, we have not always got it right. But when things go wrong, tenants and leaseholders have told us what you expect: clear customer service, fair complaints processes, and the ability to speak to a real person. We're listening and acting. It is a plan focused on what matters most: better homes, better estates, better repairs, better customer service, and a stronger voice for residents. Above all, safety is our top priority, which is why we're investing £250 million over the next three years to improve your homes.

We know that won't be enough to bring every home up to the standards you rightly deserve as quickly as we want to. That's why we are making the case to Government on behalf of our current tenants and leaseholders and those on our housing waiting list, to secure the additional funding needed to improve our 37,000 council homes and to build the new homes our communities need.

We are determined to go beyond the basics. We will be reliable, respectful, and responsive, not just in words, but in the homes and services we deliver every day.

RECOMMENDATIONS

Recommendations for the Cabinet

1. To approve the council's Good Landlord Plan which outlines Southwark's approach to becoming a good landlord for all tenants and leaseholders. The plan sets out how we will deliver the key commitment to deliver decent homes for all, under our Southwark 2030 strategy.
2. To note the progress made under the Housing Services Improvement programme, following the C3 grade given by the Regulator of Social Housing, following their planned inspection of our Housing Services including improvement in Tenant Satisfaction Measures for the second year of collecting this data.
3. To note how we will be communicating the Good Landlord Plan to our tenants and leaseholders and subsequently updating them on the progress made.

REASONS FOR RECOMMENDATIONS

4. As a social landlord, the council is legally required to comply with the new regulatory framework.
5. These recommendations should lead to significant improvements in the quality of the council's landlord service and contribute to the Southwark 2030 Strategy.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

6. No alternative options have been considered. The Good Landlord Plan sets out how we will deliver decent homes for all under the Southwark 2030 Strategy. The council must also comply with new regulatory frameworks introduced following the tragic Grenfell Tower fire. Failure to comply would put the council in breach of its statutory duties and at risk of sanction by the Regulator of Social Housing and the Building Safety Regulator.

POST DECISION IMPLEMENTATION

7. The council has allocated additional resources and implemented new governance arrangements to ensure the Good Landlord Plan is delivered. These changes are explained in more detail later in the report. It is proposed that Cabinet receive a full progress report every six months.

BACKGROUND INFORMATION

8. The Southwark 2030 strategy sets out our shared vision for 2030; 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 Good Landlord Plan is central to this, it provides a structure for aligning our housing improvement work with the council's wider goals around fairness, health, and opportunity. It is a tool for holding ourselves to account, and for making sure that the voices of our tenants and leaseholders shape how we deliver services now and in the future. Our Good Landlord Plan has the following themes:

- Better homes
 - Better estates
 - Better repairs
 - Better customer services
 - A stronger voice for tenants
 - New council homes
9. We want everyone to have a safe, good quality home and to become a good landlord to all our tenants and leaseholders. We have listened to what they have said about how they would like us to change as a landlord, and we've built our Good Landlord Plan so that they get the council homes and housing service they deserve.
 10. Southwark Council has also been at the forefront of a [campaign](#) to identify solutions for the government to secure the future of England's council housing, and as one of the largest social housing landlords in the country, the Good Landlord Plan demonstrates our commitment to improving our landlord services.

SOCIAL HOUSING REGULATION

11. The Grenfell Tower Inquiry followed the tragic fire in North Kensington on 14 June 2017 and led to new acts of Parliament to improve the safety and management of social housing, strengthening regulatory bodies to set, monitor and enforce standards.
12. A report specifically on Phase Two of the Grenfell Tower Inquiry and how the Council has responded to the recommendations will be brought to Cabinet at a future date.
13. The new legislation for social landlords: the Social Housing (Regulation) Act 2023 (the Act), introduced Consumer Standards for social housing and a proactive inspection regime for the Regulator of Social Housing (the Regulator), to measure a social landlords' performance against the required outcomes of these standards.
14. The Act was shaped by the experiences of residents of Grenfell and others across the country, including the family of Awaab Ishak, who worked tirelessly following the tragic death of Awaab to ensure that damp and mould was included in the new regulations through Awaab's Law.
15. The Act came into effect on 1 April 2024, with formal inspections starting the

same month, however the Competence and Conduct Standard (CCS), designed to increase professionalism in the social housing sector, and Awaab's Law, are still to come into effect.

16. Awaab's Law, partially implemented through the Act with an amendment to social housing tenancies, will force landlords to fix damp and mould within specified timescales. This requirement will be implemented in October 2025 with further enhanced requirement to include all dangerous hazards implemented by 2027.
17. The introduction of proactive inspections by an enhanced Regulator is a significant change. Previously, the Regulator could only intervene if they had reason to believe tenants were at serious risk of harm. Now they are required to proactively inspect landlords to assess how they are delivering the required outcomes of the four 'Consumer Standards', which encompass the main elements of a landlord service.
18. The four Consumer Standards are:
 - Neighbourhood and Community Standard
 - Safety and Quality Standard
 - Tenancy Standard
 - Transparency, Influence and Accountability Standard.
19. Following inspection landlords are awarded one of four grades:
 - C1: Overall, the landlord is delivering the outcomes of the Standards
 - C2: Some weaknesses in delivering the outcomes of the Standards
 - C3: Serious failings in delivering the outcomes of the Standards
 - C4: Very serious failings in delivering the outcomes of the Standards.
20. Broadly speaking, grades C1 – C2 are considered compliant with the new regulations, whereas grades C3 – C4 are non-compliant. The Regulator can apply a range of sanctions to non-compliant landlords. These include requiring landlords to prepare a performance improvement plan, issuing enforcement notices and fines when standards have been breached, and in the most severe cases, arranging remedial action – e.g. major works or repairs where there is an imminent risk of serious harm to occupiers – or even de-registering a landlord.

SOUTHWARK SOCIAL HOUSING INSPECTION

21. In June 2024, an internal audit highlighted concerns over electrical condition testing within our homes. As a result, Southwark referred itself to the Regulator. Self-referral in such circumstances is a regulatory requirement.
22. The Regulator carried out a planned inspection of the Housing Service in August 2024, taking this self-referral into account during the inspection and subsequent judgement.

23. Southwark received a C3 grading in November 2024; in its judgement the Regulator highlighted several issues including the electrical condition testing, smoke alarm installation, a lack of up-to-date information on stock condition, a need to review our allocations policy, and inconsistencies in our repairs and complaints handling services.
24. The Regulator noted the council's constructive engagement with the regulatory process; our awareness of the challenges and the proactive steps we were already taking to improve services.
25. The key findings from the inspection and Southwark's response to them are set out in Appendix A.
26. The Council is now required to meet regularly with the Regulator and demonstrate improvement through an agreed Housing Improvement Plan, and we remain on the Gradings Under Review list. The Regulator has the power to downgrade Southwark to a C4 or initiate enforcement action if we fail to improve.
27. Since the inspection we have developed a cross-cutting programme of improvement and transformation across our housing services. This aims to tackle the root causes of issues and deliver sustainable lasting change that improves outcomes for residents.
28. We have created a new housing leadership team to oversee and deliver this change, ensuring that we continuously improve our housing services. Our plans have been positively received by the Regulator.
29. New governance arrangements have been put in place as set out below.

THE GOOD LANDLORD PLAN

30. The plan is part of a long-term shift in the way we think about our role as a landlord. We want to go beyond compliance and minimum standards to deliver a service that is reliable, respectful and responsive. This means improving the basics—like getting repairs right first time, tackling damp and mould, and keeping homes safe, but also listening better, acting on feedback, and treating tenants as partners in how their homes and neighbourhoods are managed.
31. Southwark's Good Landlord Plan is a key commitment under the Council's Southwark 2030 strategy and our goal to ensure decent homes for all residents. It sets out our ambition to provide consistently high-quality housing services and be a landlord that residents trust and value. The plan is part of the broader work to make Southwark a fairer, more inclusive borough where everyone lives in a safe, well-maintained home.
32. The Good Landlord Plan builds on the lessons from our ongoing engagement

with the Regulator and directly supports our response to the C3 judgement. It reflects our determination to improve the experience of tenants and leaseholders by strengthening the way we manage homes, resolve repairs, communicate with residents, and meet our legal and regulatory duties. It also sets out a clear framework for accountability and service improvement, so residents can see what to expect and how we are performing.

33. These themes align with the Regulator's Consumer Standards and progress of the Plan from the tenants' perspective is tracked through a range of Tenant Satisfaction Measures (TSMs). The TSMs, as set by the Regulator of Social Housing, comprise a set of 22 indicators covering the Consumer Standard – 10 are derived from management information, the other 12 come from annual satisfaction surveys. The council collects and publishes TSMs on a yearly basis.
34. The 2024/25 results showed increases in tenant satisfaction on the previous year across 11 measures, including overall satisfaction which increased by 3 points to 58%. The full TSM survey report is attached at Appendix C.

THE GOOD LANDLORD PLAN THEMES

Theme 1: Better Homes

35. Tenants and leaseholders have told us that their priorities are safe and warm homes that are free of damp and mould.
36. The tenant satisfaction survey for 2025-26 indicates that 61% of tenants consider that their home is well maintained an improvement of 4% from the previous year. 68% of tenants were satisfied that the council provides a safe home, again this improved by 4% from the previous year.

The Council's commitment to achieving better homes is to:

37. Invest in improving our homes, making them safer and healthier. This will include improving fire, electrical, gas, lift and water safety, tackling damp and upgrading old and unreliable heating systems. We will do a full survey of all of our homes and estates to identify the work needed and then prioritise the homes that most need work first. In the next three years, we will invest over £250 million in our homes.
38. Deliver further investment to improve the reliability of some of our least efficient heat networks, including extending the provision of low carbon heat from the South East London Combined Heat and Power plant (SELCHP), installing heat meters, improving controls and replacing end of life pipework. This will mean a more reliable service for residents and significant carbon savings.
39. Strengthen the way we manage and maintain our homes to ensure they are safe, secure, and in good condition. The "Better Homes" strand focuses on improving our understanding of the condition of our housing stock, making

sure we meet all safety and compliance duties, and delivering future investment more effectively.

40. Focus on building safety and ensure full compliance with statutory responsibilities. This includes making sure that all homes and communal areas have up-to-date safety checks in place—for example, gas servicing, electrical testing, fire risk assessments, lift inspections, and water hygiene monitoring.
41. Strengthen the systems we use to monitor and track compliance, and we are improving how we respond to follow-up actions and recommendations from inspections. Work is ongoing to improve data quality, clarify responsibilities, and ensure that issues are not just logged, but resolved in full and on time.
42. Review how we store and update information about our homes, creating a single source of truth for asset data that supports day-to-day repairs, planned maintenance, and asset management. This will encompass work across a range of workstreams including data strategy, data governance, data quality processes, roles and responsibilities and systems architecture.
43. Commence a borough-wide stock condition survey to get a clear and detailed picture of the current state of all council-managed homes. This will give us reliable information on the age and condition of key components like roofs, windows, kitchens, and heating systems. The results will help us to design a 5-year asset management strategy in collaboration with residents. This strategy will inform major works, avoid reactive spending and make better long-term decisions about how we manage and invest in our homes.
44. Deliver on our duties under the Building Safety Act. We are identifying higher-risk residential buildings, compiling building safety cases and introducing resident engagement strategies for those buildings. This includes sharing safety information with residents and making sure they know how to report concerns. These changes will strengthen accountability and help keep people safe in their homes.
45. Review the structure and capacity of our compliance and asset management teams, to ensure staff have the right skills and tools. We are also working with our contractors to increase their capacity to deliver more, in less time as well as looking at strategic resource and procurement options.
46. In 2013, the Council entered into a Heat Supply Agreement with Veolia ES Southwark Limited (VESS) requiring them to build, own and operate a heat network to supply low carbon heat from the South East London Combined Heat and Power (SELCHP) Facility to four council boiler houses. Under this agreement, VESS also operate the boiler houses and provide any necessary back-up heat to ensure a fully reliable heat supply. Heat supplied by this agreement has been consistently cheaper than gas and has provided superior levels of reliability, with only one service interruption recorded since its inception. Over the first ten years of the contract, around 461 GWh of gas

consumption has been offset, saving a net 75,000 tonnes CO₂.

Summary of progress to date

47. We have initiated delivery of a major stock condition survey to assess the quality of all our housing stock. The Council appointed its preferred bidder, Property Tectonics, in May 2025, and the survey will be on site from July 2025, running for four years.
48. We have increased the number of homes meeting the Decent Homes Standard (DHS) from 69 per cent to 77 per cent, based on our currently available data, through a range of improvements within our current two-year asset programme.
49. Since the start of 2024 we have installed 2,850 smoke alarms and confirmed the electrical safety of 6,300 properties.
50. We have delivered over 5,000 of remedial actions for fire tasks; this includes removing fire hazards, installing fire doors and improving signage to improve fire safety.
51. Technical surveys required by the Building Safety Act 2022 (BSA) for the Council's high-rise buildings (HRBs), have been completed to date, including 80 Type 4 FRA (intrusive) surveys, 24 visual structural surveys for all tranche 1 buildings and 24 retrospective fire strategy surveys for all tranche 1 buildings; with the programme continuing.
52. We have developed a Building Safety Resident Engagement Strategy (appended to the wider Resident Engagement Strategy), with further consultation with residents on the latest version due to take place in June.
53. We have developed a complaints procedure to ensure that residents in high rise buildings have a specific route to raise building safety risks and these changes will strengthen accountability and help keep people safe in their homes.

What we will deliver by the end of 2026

54. To continue to ensure that the Council is compliant with the BSA, a programme to undertake retrospective fire strategy surveys and visual structural surveys for the remaining tranches 2-5 buildings (162 HRBs) is planned for the 25/26 financial year.
55. A programme of electrical inspections and remedial works, including smoke alarm renewal as required, to all high-rise blocks and street conversion properties (c.5,500 homes), as well as communal areas, is currently being delivered, and will be completed early in the 25/26 financial year. Next year we will reach full compliance across all our tenanted properties for electrical condition tests and smoke alarms, ensuring that all 37,000 of our homes have the right safety measures in place.

56. We will deliver a programme of estate refurbishment, including Consort, Crane House, Priory Court, Chilton Grove, Honiton Gardens and Wyndham and Comber Estates.
57. We will create and co-design our new five-year asset management strategy which will outline our long-term plans for creating better homes.
58. The Council expects to collect 40% (c.15,000 properties) of internal asset data in the first year (25/26) of the Stock Condition Survey programme, representing a good sample of Southwark's archetypes and homes, as well as 50% of the external data and mechanical assets. Analysis of the first 20%, received by December 2025, will be used to begin to inform the development of a 5-year Council Homes Investment Strategy and the programmes within it, to be brought to Cabinet in 2026.
59. We will continue the programme to replace more than 1,000 individual boilers per year that are approaching the end of their lives, delivering both improvement in reliability and in energy efficiency.

What we will deliver in the longer-term

60. The Council successfully bid for the Warm Homes: Social Housing Fund in November 2024 and has received £1.3m of funding to deliver energy efficiency and carbon reduction measures to around 120 street properties, including installing air-source heat pumps to some homes. All these homes will be brought up to a minimum efficiency standard of EPC C by 2028.
61. We will deliver our five-year asset management strategy, which will further increase the number of decent homes. Investment into our communal heating systems continues to be a priority for the Council and will form a key part of any future investment strategy.
62. We will collect the remaining 50% of external and mechanical asset data through the Stock Condition Survey programme in 26/27, alongside a further 20% of internal data. The remaining 40% of internal data will follow in 27/28 and 28/29. Following completion of the 28/29 programme 20% of stock will be surveyed every year as part of our cyclical programme.
63. We will continue undertaking meaningful engagement, working collaboratively with residents, and sharing Building Safety information, with a long-term aspiration to deliver basic fire safety training for residents.

Theme 2: Better Estates

64. Tenants and leaseholders have told us about the problems antisocial behaviour and crime cause and how important it is to them that their estate is kept tidy and in good condition.

65. The tenant satisfaction survey for 2025-26 indicates that 65% of tenants are satisfied with their communal areas – consistent with the previous year. Satisfaction with the response to anti-social behaviour has improved by 4% from the previous year to 57%.

The Council's commitment to achieving better estates is to:

66. Deliver the Better Estates theme as a central strand of Southwark's Good Landlord Plan and our wider Southwark 2030 strategy. It reflects our commitment to making estates clean, safe, and well-maintained places where residents feel secure and proud to live. The focus is on delivering visible improvements to communal areas, tackling anti-social behaviour, and ensuring our estates are managed in a way that supports thriving, inclusive communities.
67. Improve our communal repairs and undertake more thorough monthly estate inspections. We will also take more action to sort out recurring problems with rubbish, fly-tipping, antisocial behaviour and crime on those estates where there are the most problems and communicate more often with you about what we are doing.
68. We will respond more effectively to anti-social behaviour (ASB). Residents have told us that ASB, such as noise nuisance, drug use, vandalism and poor behaviour in shared spaces, has a direct impact on their quality of life and sense of safety. We are strengthening how we work across services to prevent and respond to ASB, including improving reporting routes, following up cases more quickly, and taking stronger enforcement action where needed. We are also working more closely with the police, community safety teams, and housing staff to take a joined-up approach.
69. We have strengthened our frontline response; we have increased the use of specialist ASB officers and are improving case management systems. For more complex or persistent cases, we have established a complex case panel. We are also reviewing how residents report ASB and how we keep them informed about progress.
70. Improve how we manage communal repairs and estate maintenance. We are reviewing how communal repairs are prioritised and resolved, with the aim of making the process quicker and more transparent for residents. This includes improving our response to issues in blocks and shared spaces, such as broken lighting, unsafe doors, or leaking roofs, and ensuring better communication about what's being done and when.
71. Underpin improvements by investing in the estate element of our stock condition surveys, current asset management programme and future asset management strategy. By taking a more planned and long-term view of estate maintenance and investment, we aim to ensure resources are directed where they are most needed and where they will have the greatest impact. This includes looking at the condition of shared areas and building components across whole estates, rather than only responding to individual repairs.

72. Deliver a programme of Repairs Action Days, where housing teams visit one of our estates and spends a day meeting residents in person, including a communal repair officer to address building issues, communal windows, doors and more extensive repairs. There are 10 action days scheduled until the end of the year with another 20 to be arranged for 2026.
73. Create well-managed, welcoming environments that support residents' wellbeing and build a stronger sense of community. It is a vital part of our work to be a good landlord and to deliver on the ambitions of Southwark 2030.

Summary of progress to date

74. We have engaged residents in the creation of our new ASB procedure, with a focus on improved communication with residents throughout the process, from the initial report to closing the case.
75. We have recruited specialist officers, including Dual Diagnosis specialist, and an Advanced Practitioner Social Worker and an additional ASB Management Officer to support creative approaches to tackling ASB.
76. Increased joint patrols on estates with police colleagues from the Safer Neighbourhood Teams and commissioned substance misuse services, as needed.
77. We have set up a complex case panel for ASB cases and created a cross council and multiagency Task Force to develop a more integrated approach to tackling and addressing ASB and crime across the borough—comprising of Housing, Community Safety, Police and the Drug and Alcohol Action Team.
78. We are working to improve residents' participation in estate walkabouts; our Officers are carrying out targeted home visits to improve residents' participation in service delivery.
79. We are working collaboratively across our parks and estates to improve play spaces for our young people.
80. We have established an estate cleaning and grounds maintenance board to hold officers and contractors accountable for maintaining cleaning and grounds upkeep standards. We had the first meeting with 6 TRA Chairs earlier this year.
81. We are tackling our backlog of communal repairs through our action plan.
82. We awarded over £150K to 56 Tenants and Residents Associations (TRAs) and other community groups to host activities to help foster community cohesion.

- 83. We allocated £50K to Tenants and Residents Associations (TRAs) to provide warm spaces and hot food for our residents to cope with the cost-of-living crisis.
- 84. 99% of our estates were inspected every month with 87% of these estate inspections carried out with residents.
- 85. 99% of estates graded 7 or above (out of 10), with five themes scored to make the overall grade (block interiors, lifts, block exteriors, recycling areas & grounds/ gardening).

What we will deliver by the end of 2026

- 86. We will deliver estate improvements funded through the Community Infrastructure Levy (CIL). The council ran estate improvement pilots, as part of the Great Estates Programme. These were tenant-led plans to “identify new ways of improving the look, feel and lived experience on our estates”. Improvements delivered included: new community gardens, food growing, refreshed playgrounds; improved storage for bikes; better waste management and recycling, the installation of CCTV; public art and better lighting. The programme was popular with residents; 88% rated it as good or excellent. We are using the learning from the estate improvement pilots to inform delivery of CIL funded estate improvements.
- 87. We are reviewing our estate inspection process to ensure they are more thorough; this will include introduction of a photo-supported description system for inspection scores to improve accuracy and incorporation of resident satisfaction ratings in performance indicators.
- 88. We are introducing estate surgeries to improve our visibility on the estates and ensure all residents have access to our services.
- 89. We are working on a tenant led initiative on waste management and cleaning; a proof-of-concept project aimed at enhancing tenant and leaseholder satisfaction with estate upkeep. The project focus is on improving resource allocation and service delivery to better address residents demands and concerns.
- 90. We will continue to use data from Fix-My Street to identify and resolve issues as fly tipping, graffiti, dog fouling, overflowing bins, litter picking and blocked chutes etc. quickly and efficiently, while providing residents with transparency and feedback loops. We are using the data collected to identify patterns, measure the frequency of specific issues, highlight hot spot areas and allocate resources more effectively to enhance proactiveness.
- 91. We are running pilot schemes on 7 estates to improve how we deal with fly tipping. We will develop action plans to catch offenders and design out problem locations using bollards, planters, lighting, and CCTV amongst other

tools. We will improve the estates with a combination of improved infrastructure and capacity; effective collection methods; and taking effective action against dumping and fly tipping. We will trial different management options, including high-profile enforcement, re-deployable CCTV, promoting paid services/recycling centres, community bulky waste days, and design out measures like planters and landscaping. We will continue the scheme until all hotspots have action plans. The pilot estates are:

- Manor
- Canada
- Acorn
- Harold
- Hawkestone
- St Saviour's
- Sceaux Gardens

92. We are increasing waste storage capacity on 7 selected 'pilot' estates by adding bins and associated signage and storage to reduce the incidence of 'side' waste and other associated domestic waste. We are reviewing identified estate design problem locations to identify new optimal locations for containers/ bins and install new units. Missed waste collections will be monitored, with defaults issued for performance not meeting contract terms. We will upgrade faulty bin chutes where needed, starting with the 7 selected 'pilot' estates. We will consider the extension to more estates subject to further resources being available. The pilot estates are:

- Setchel
- Rouell Road
- Lettsom
- Aylesbury
- Pullens
- Newington
- Brimmington

93. We have started work to connect core housing systems to enable automated, visual performance reporting across key area this will enable services to better track progress on issues raised and identify areas for action in real time.
94. We will enhance communication to make our estates better by using multiple channels, such as tenant forums, digital platforms, and local events so tenants can contribute ideas and shape the decisions that affect their homes, estates and communities.
95. We are developing a different approach to gathering and using real-time feedback on landlord services. We are gathering evidence to demonstrate tangible outcomes from tenants' feedback and engagement.
96. We are working on better understanding and using our tenants' profiles, by leveraging data to improve service delivery.

97. We will review our operating model, structure and processes and develop a resident centred, trauma informed approach to culture and training to support a prevention approach to resident issues.

What we will deliver in the longer-term

98. We will deliver a customer service improvement plan to improve our estates and our tenants and leaseholders experience of engaging with us by putting the resident at the heart of what we do. We will actively support our tenants and leaseholders to influence housing management strategies, policies and the design and delivery of all landlord services.

Theme 3: Better repairs

99. Tenants have told us how we need to act quicker when dealing with repairs in their homes and how damp and mould is a problem for too many people.
100. Two-thirds (67%) of tenants that were surveyed in 2025-26 reported that they had a repair in the last 12 months, of these 65% were satisfied, an improvement of 2% from the previous year. Satisfaction with the time taken to complete repairs at 64% was an improvement of 4% from the previous year.

The Council's commitment to achieving better repairs is to:

101. We will improve our repairs service, so repairs are done on time and right first time. This will include introducing booked time slots for your repair, doing more repairs in one visit and further improving our damp and leaks services. Our Repairs Improvement Board made up of tenants will oversee this work, holding the council to account so we make good progress.
102. Tenants have told us that they prefer council operatives to carry out repairs. Therefore, we are building capacity within the inhouse team to deliver repairs which would normally be undertaken solely by contractors. This includes communal repairs and repairs to empty homes but will extend to other specialist works.
103. We are working to improve its housing repairs service so that it better meets the needs of residents through a comprehensive Repairs Improvement Programme made up of eight workstreams. These cover key areas such as policy, how we deliver the service, our systems, and the way we work as an organisation.
104. We are developing a new overall approach to repairs, based on clear principles: putting residents first, being fair and consistent, and making sure the service is well managed. We are creating a new repairs policy so it is clear what residents can expect, and we are designing a new neighbourhood-based service model that will make it easier to manage repairs from start to finish.

105. We are also investing in better systems and technology, introducing new tools to manage our workforce and creating more digital self-service options for residents. Allowing residents to track their repair journey from end to end as they would for other organisations delivering services by appointment. We are revising our finances to make sure the service is cost-effective and can meet demand over the long-term.
106. Our contracts with external providers are being reviewed to make sure we get high-quality services. The contracts will include new ways of measuring performance so we can track progress and keep improving. We have also created a new head of service role covering commercial and contract management which will help drive improvements in how contracts/contractors are managed in future.
107. The changes are being shaped by what residents tell us, including our Repairs Improvement Board, a tenant-led group who are overseeing and leading the change.
108. Tackling damp and mould is a high priority to the council and our residents. We have strengthened our approach by introducing a specialist damp and mould team and new procedures for identifying, tracking and resolving cases. We are also training staff and contractors to ensure they respond appropriately and follow clear standards. We are working across teams to make sure that the causes of damp and mould—such as structural issues, ventilation, and heating—are properly understood and addressed, rather than just treating the symptoms. These changes support the Council's preparedness for Awaab's Law which will come into effect from October 2025.
109. Our dedicated Damp and Mould Team also plays a key role on the Repairs Action Days, doing inspections, mould washes, treatments, and more.
110. We have carried out 55 Repairs action days across the borough, carrying out over 1,500 repairs. We've fixed toilets and taps, replaced light switches and plug sockets, repaired floors and replastered walls. The leader wrote to residents in the Southwark Newsletter on 9th May this year reconfirming the commitment to our Repairs Action Days programme.
111. As a result of this work satisfaction with repairs is improving but we want to go further. We will be mapping out the steps residents take when reporting and receiving repairs to understand what's not working and fix it. At the same time, we will be supporting staff through training and development to help them deliver a better service.
112. To deliver all of these changes will take time; however, we are committed to these changes. Our goal is a repairs service that works better for everyone and meets the standards residents rightly expect.

Summary of progress to date

113. Creation of our tenant-led Repairs Improvement Board to oversee and shape our improvements, with more residents joining us to oversee the work we do.

114. Tackling our backlog of communal repairs through our action plan.

What we will deliver by the end of 2026

115. Continue to support the Repairs Improvement Board through administration of the board and facilitation of problem-solving task and finish projects, and strengthen its scrutiny of the repairs service, developing accountability mechanisms between the repairs, contingent services and the board, and the board and other parts of resident involvement structures.

116. We are changing our team structures to offer a locally facing repairs service as part of our new neighbourhoods' delivery model, which will split the borough into three areas to mirror the Landlord Services areas, to help build a closer working relationship. This will ensure issues are dealt with at a neighbourhood level with a more holistic approach.

117. We will have delivered more repairs within target timescales and more repairs right first time.

118. We are improving our back-office systems, so we'll be able to respond quickly with the right operatives and tools for the job.

119. We are improving links with colleagues in Public Health and the NHS, looking at our buildings and the air quality as a whole.

120. We will improve how quickly we turn around our empty homes.

121. We will take a proactive approach to tackling damp and mould, seeking out new solutions to respond quickly and effectively; in keeping with the principles of Awaab's law.

122. We will increase the number of our operatives who can carry out more than one trade, reducing the number of repairs visits to your home and fixing repairs on a single visit where possible.

What we will deliver in the longer-term

123. We will enhance and promote the self-service repairs booking system in order to improve the customer experience and reduce cost.

Theme 4: Better Customer Service

124. Residents have told us that they want clear customer service and complaints processes, and to be able to speak to a human being when things go wrong.

125. The tenant satisfaction survey for 2025-26 indicates that 67% of tenants consider that the council treats them fairly and with respect, an improvement of 4% from the previous year. Satisfaction with complaints remains low at 30%, although this is an improvement of 2% from the previous year.

The Council's commitment to achieve better customer service is to:

126. Improve training for all our staff so they can better support residents. We will also continue to improve our call centre and our complaints service, so you receive a quicker, better and fairer response and we learn from our mistakes.
127. We have established a new dedicated complaints team for housing.
128. Establish an action plan for tackling root causes of complaints and address systemic problems.
129. We will carry out a skills gap analysis to determine level and type of training required.
130. We will align to the Corporate Customer Experience plan to be agreed and launched later in the year to develop a new set of customer standards, a consistent quality assurance approach and full training plan to support performance improvement across Customer Services. The four pillars for the new Customer Experience Plan are:
- Transforming Customer Experience
 - Enhanced Digital Experience
 - Responsive Customer Experience
 - Supporting our Vulnerable Residents

Summary of Progress to date

131. A new Housing Complaints Team in place from December 2024.
132. A root cause action plan being developed.
133. A skills gap analysis underway with additional specialist learning and development officer resources assigned to Housing.

What we will deliver by the end of 2026

134. A comprehensive customer service staff training programme for all staff.
135. A clear set of service standards, setting out our commitments on response times and repairs.

- 136. A new set of corporate customer standards, a consistent quality assurance approach to improve Customer Services.
- 137. Quicker complaints resolution.
- 138. Bournemouth Road office open to customers for in person assistance with housing enquiries.
- 139. Establish requirements for local/community-based services.
- 140. Provide alternative contact methods for leaseholders, who will have the option of on-line appointments to discuss service charge accounts and service charge queries.
- 141. We will carry out post billing surgeries for leaseholders in locations spread around the borough – these will give them opportunity to speak to us face to face about their estimated or actual service charge and service charge account, set up payment plans, and query costs.
- 142. Deliver a solution that will allow Leaseholders to access their itemised breakdown on-line, giving immediate access to itemised breakdowns for service charges.

What we will deliver in the longer term

- 143. We will deliver a reduction in the number of complaints.
- 144. We will improve the quality of our response to complaints, with a reduction in the escalation of complaints from stage one to stage two.
- 145. Strategic plans around customer services, including improved accessibility, will be delivered.
- 146. We will improve our digital service experience, making it easier for residents to do more online.

Theme 5 – A Stronger Voice for Tenants and Leaseholders

- 147. Tenants and leaseholders have told us that it is important to them that their voice is heard, and that they would like more of a say on what happens on their estate.
- 148. The tenant satisfaction survey for 2025-26 indicates that 67% of tenants consider that they are kept informed, an improvement of 4% from the previous year. However, only 51% of tenants feel the council listens to their views and acts on them, although this is an improvement by 5% from the previous year.

The Council's commitment to achieve a stronger voice for tenants and leaseholders is to:

149. Increase the voice of tenants in all of our services. We will make sure we do more to listen to your views and act on them. This will include a new Housing Management Board to oversee the action plan - with tenants on the board so your voice is heard at the top table.
150. Give residents a stronger voice in landlord and housing management services. We collect circa £350 million from residents in the form of rents and other charges per annum and we want residents to be involved in how their money is spent to improve all the landlord services.
151. Use specialist officers to work with residents to agree how community funds from the CIL programme should be used, and so far have received an 88% good or excellent rating.
152. Review and analyse equality and diversity information to understand our service outcomes for different demographics and groups of residents and implement any recommendations from this analysis.
153. We will establish a project to create a fair and equitable housing service where all tenants feel respected, building upon wider work in the council with Equality, Diversity and Inclusion policy, with opportunity for tenants and leaseholders to express the views and access services. We will reinforce a culture of respect through staff training, inclusive policies, and transparent communication. Tenants will have clear ways to raise concerns about discrimination or unfair treatment and we will respond promptly and appropriately.
154. To support the consultation on the Resident Engagement Strategy an independent advisor was appointed in April 2025. Three residents were on the selection panel for this procurement exercise.
155. Deliver a new resident engagement strategy, currently out for consultation.
156. We will have a Leaseholder Improvement Board to help to increase the accountable structures that give leaseholders the opportunity to hold the council as a landlord to account for the standard and quality of all landlord services. Together with a sub-group on Service Charge Construction, Loans, Building Insurance, customer services and Planned Maintenance.
157. We will trial ward-based surgeries for Leaseholders - where they can discuss any issue relating to their ownership.

Summary of Progress to date

158. The new independent advisor appointed in April 2025.

- 159. Housing Management Board in development.
- 160. The number of active Tenants and Residents Associations increased from 58 in 2022 to 124 in 2025.
- 161. We have one of the largest Tenant Management Organisations (TMOs) in the Country managing over 4000 council homes.
- 162. We have supported 56 community organisations to host themed cultural events to promote inclusivity and diversity.
- 163. We have visited over 700 residents in their homes to tell us how they want to be involved and engaged in designing and delivering landlord services.

What we will deliver by the end of 2026

- 164. Our four-year resident engagement strategy will be published at the end of 2025, is being co-produced with over 500 residents across 46 estates.
- 165. £100K will be allocated in the draft resident engagement strategy to provide reward, recognition and incentives to residents who want to serve on the various landlord service improvement boards get involved.
- 166. We have allocated £1.3 million towards grassroots resident engagement and involvement in the design and delivery of high standard landlord services.
- 167. We will spend up to £248,000 on community activity run by and for our communities that improves the wellbeing of our residents.
- 168. We will provide a range of opportunities for residents to monitor and scrutinise our performance and services, including publishing annual and quarterly reports, so that they can hold us to account on our commitments and actions.
- 169. We will set up a Leaseholder Management Board.

What we will deliver in the longer term

- 170. We will report back to residents on the difference their involvement has made, and review the resident engagement strategy every four years, or sooner.

Theme 6: New Council Homes

- 171. Good homes change lives, and we are proud that no other council has built as many new council homes as Southwark over the past decade, but we also know it is not anywhere near enough to meeting the demands of our community.

The Council's commitment to build new council homes is to:

- 172. Build new homes to address overcrowding and other housing needs. We are building more new council homes, including family sized homes and homes for older people and people with disabilities. We have completed or started on site building 3,000 so far, and we will continue to build more. We will also update our allocations policy and bidding system to make it fairer and easier to use.
- 173. We have designed and consulted on a new housing allocations scheme, this will be presented to Cabinet in September 2025. As part of the implementation of the scheme a new choice-based lettings system has been procured to improve the user experience and give greater flexibility to the council.
- 174. Deliver the council housebuilding programme.
- 175. Deliver the building safety programme for new build social housing.

Summary of Progress to date

- 176. Our award-winning programme spans estate renewal projects, infill sites, hidden homes as well as small-mid size schemes.
- 177. We met our target of starting 2,500 new council homes by May 2022.
- 178. So far, the council new homes programme has already completed 2,062 new social homes (as of Q4 24/25), one the most ambitious local authority led programmes nationally.
- 179. To date 1,804 new family size homes have been completed or are on site (as at the end of Q4 24/25).
- 180. 111 new homes have been delivered for older residents, either by the council directly or through collaboration and support to partners. This includes the Harriet Hardy extra care home on the Aylesbury estate, and the Appleby Blue Alms-house, an award-winning and innovative scheme, delivered by United St Saviour's Charity, that caters for a range of needs.
- 181. We will be piloting two modular schemes at Rochester Estate and Leroy Street working with Solohaus to deliver homes for single homeless people.
- 182. Housing allocations scheme currently in the consultation phase with approval targeted for September 2025.
- 183. Procurement of the new choice-based lettings system underway.

What we will deliver by the end of 2026

- 184. We have plans to build 1,000 more council homes by May 2026 to complete our 2,500th new council home by May 2026.
- 185. We will complete the development at Cator Street Phase 2 that will deliver 50 new extra care homes alongside new community facilities that will be linked to the first phase, Tayo Situ House.
- 186. Fully implemented a new Allocations scheme – consultation closes on the 1 June 2025 and will be presented to Cabinet in September.
- 187. New Choice Based Lettings System implemented.
- 188. Local lettings plans for allocating new build homes.
- 189. Establish an approach for specific needs including residents with disabilities and older people .

What we will deliver in the longer term

- 190. Continue our programme of delivering new council homes, including long term estate renewal at Ledbury Estate, Tustin Estate, Abbeyfield Estate and Aylesbury Estate.

New governance arrangements

- 191. Delivering changes of this scale will be very challenging. The council has implemented new governance arrangements, which will ensure that elected members, senior officers and tenants, all have oversight of the delivery. The main governance bodies and process is set out in the figure below:

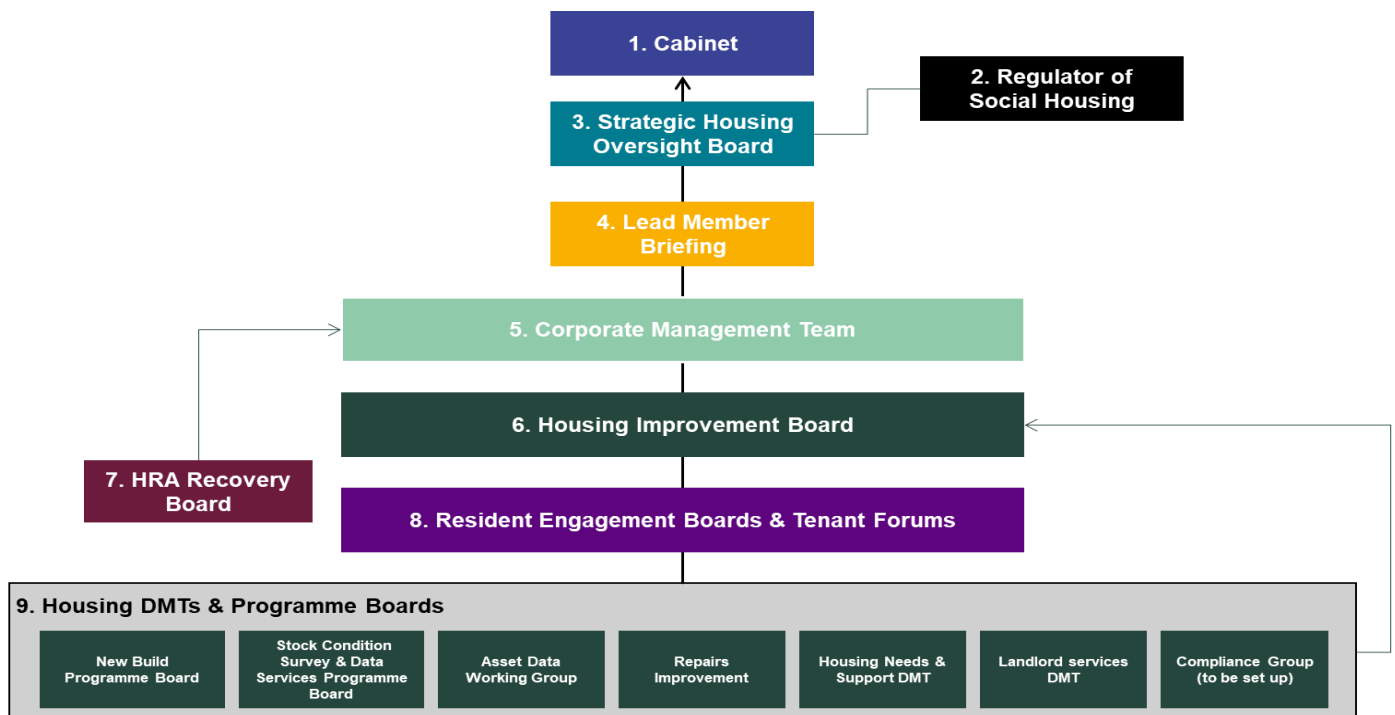


Figure 1: Housing: High-Level Governance Map

192. It is suggested that Cabinet receives a report on progress against the Good Landlord Plan every six months.
193. In addition to this internal governance, progress will of course also be monitored by the Regulator. The Regulator has scheduled monthly meetings with Southwark for the remainder of 2025.
194. The resident engagement boards and forums do not form part of the current approval progress for updates to the RSH but do enable the resident voice to inform improvements and arrangements to strengthen resident involvement in governance and design making are currently being redesigned through the resident involvement strategy.
195. A further area of importance in relation to governance is Southwark's 16 Tenant Management Organisations (TMO's).
196. The SHR Act also covers TMOs and while the Council retains responsibility for the refurbishment and major works of all TMO managed properties apart from Leathermarket JMB, there is considerable work being carried out with TMO Boards to ensure all Council owned homes are compliant with these regulations and a team dedicated to the oversight of this work is now in place.
197. The historical deficiencies highlighted in recent TMO audits have been addressed by a restructure of the TMO monitoring and support service and the new TMO Governance team is now in place to provide focused professional support to ensure TMOs achieve their full potential and support the council to provide a good landlord service.

198. A bespoke web based TMO Governance and Monitoring App has been developed with the Council's Technology and Digital Services (TDS). The APP is currently in the user acceptance stage and we aim to start using the APP for TMO governance and monitoring by August 2025.
199. A TMO Governance calendar showing dates, times, venues, agendas and minutes of TMO Management Committee meetings is now operational and there is a target for officers to attend all TMO Management Committee meetings. There is an average of 160 meetings held per annum by all the 16 TMOs and TMOs are now required to provide a finance report for each TMO Management Committee meeting.

Regular and transparent communication

200. It is important that the council provides regular and transparent updates to all tenants. This is especially important given that the council's engagement with tenants was highlighted as a particular failing in the judgement.
201. Work to address this issue is already underway, some of which is covered earlier in this report:
- The Leader wrote to all tenants on the publication of the judgement, acknowledging the result of the inspection and committing to better communication.
 - Since January, officers have been attending Local Housing Forums to discuss the judgement, the council's next steps and to hear from tenants directly.
 - As directed by the Act, the council now publishes yearly Tenant Satisfaction Measures and Tenant Perception Measures on its website.
 - The new tenant engagement strategy a key deliverable in the Housing Improvement Plan. A public consultation on the new strategy will launch in May.
 - The council is establishing a tenant-led Housing Management Board, as part of the new governance arrangements. Board Members will be appointed with the help of an independent adviser.
 - The council is establishing a leaseholder-led Leaseholder Management Board.
202. While this work is progressing, the council will take immediate steps to provide more information to tenants.
- We have developed a resident friendly version of the plan – attached at appendix B. This will be shared with residents and published on our website.
 - We will engage with tenants and leaseholders to continue to develop the plan.
 - From the 2025/26 financial year, the council will publish quarterly performance information on its website. This information will be cross-

referenced to the six priorities set out by the Leader.

- Later this year, the council will publish an Annual Report to Tenants, providing an honest view of the council's performance over the course of the preceding 12 months. We will update on the progress in delivering the Good Landlord Plan.

Policy framework implications

203. The changes in this report are required to ensure the council is compliant with the new regulatory framework introduced in the aftermath of the Grenfell Tower Fire. Failure to comply with the new framework would put the council in breach of its statutory duties and at risk of sanctions from the Regulator of Social Housing. These sanctions could be of significant financial, political and reputational risk to the council.
204. The changes support the council's existing policy framework. The Southwark 2030 Strategy sets three principles and six goals for the council. One of the six principles is 'Decent homes for all'. The Good Landlord Strategy will ensure that all 37,500 of Southwark's tenants enjoy their basic right to a decent home.
205. The changes will complement four other goals in Southwark 2030:
- 'A good start in life'
 - 'A safer Southwark'
 - 'Staying well'
 - 'A healthy environment'

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

206. The regulatory judgement published in November 2024, following the inspection of Southwark Council's Housing Service, included findings under the Transparency Influence and Accountability Standard, that the Council does understand the diverse needs of its tenants, with information collected through a robust tenancy audit process, and evidenced how this is used to identify support needs into services. The Regulator added that they found there is scope for the Council to strengthen its understanding of how its services deliver fair and equitable outcomes for tenants through analysis of service outcomes based on tenant characteristics.
207. An Equalities Impact and Needs Assessment is attached at Appendix D. This assessment indicates that in comparison to the wider borough population council homes:
- Have more children and older people
 - Suffer from higher levels of ill-health and disability
 - Have a larger number of households headed by females
 - Have higher levels of households from a BAME ethnicity
 - Suffer from higher levels of deprivation and poverty

- Have a greater proportion of households from a Muslim or Christian background compared to other tenures.

The aim of the GLP is to improve housing outcomes for all tenants and leaseholders.

208. The tenant survey measures data for 2024/25 showed that of the more than 2000 tenants surveyed, the highest levels of satisfaction were from tenants over the age of 75, many of whom were residents of sheltered accommodation. Other demographic findings were that men were more satisfied with housing services overall than women, and those who identified their ethnic group as 'other' were the most satisfied of all ethnic groups, including being treated fairly and with respect. Asian/Asian British were the least satisfied overall, and those who identified as Black/African/Caribbean/Black British were the least satisfied at being treated fairly and with respect. Households with a disabled member had slightly higher overall satisfaction than those without a disabled household member, but lower satisfaction levels on being kept informed and treated fairly and with respect.
209. To address the Regulators findings and strengthen our understanding of how services deliver fair and equitable outcomes, the Good Landlord Plan includes workstreams under Theme Four: Better Customer Service, by aligning to the corporate Customer Experience Plan Four Pillars, including Supporting Our Vulnerable Residents, and Theme Five, A Stronger Voice for Tenants and Leaseholders, through establishing a project to create a fair and equitable housing service, building upon the wider work of the Council's equality, diversity, and inclusion policy.
210. The new neighbourhood delivery model will also assist with this, by splitting the borough into three areas to mirror the Landlord Services patches, to help build a closer working relationship. This will ensure issues are dealt with at a neighbourhood level with a more holistic approach, and we will also establish an approach for specific needs including residents with disabilities and older people.

Climate change implications

211. Southwark Council has declared a climate emergency. There are a number initiatives in this report that support the reduction of carbon emissions and provide improvements to the environment:
- We are targeting work to improve the energy efficiency of our homes, including improving the EPC rating of homes; installing more efficient boilers, and making improvements to our heat networks.
 - We are in the process of delivering improved waste management, with a focus on improving recycling rates on our estates.
 - We continue to support gardening and food growing on estates.
 - New homes are built to low carbon standards and are designed to increase biodiversity.

- We will continue to lobby for additional funding to support a retrofit programme, working with London Councils, the GLA, and others as needed.

Resource implications

Financial issues

212. Many elements of the Good Landlord Strategy will inevitably have significant financial implications. The full stock condition survey will identify the extent to which major works are required to ensure homes are safe, secure and meet the Decent Homes Standard. However, Southwark faces some specific challenges in responding to the new regulatory framework given factors such as:

- The size of the council's housing stock, with more than 37,000 tenants and 16,000 leaseholders (largest social landlord in London and forth largest in the country).
- The age and condition of the housing stock, as 60% of the council's homes are at least fifty years old, including more than 8,000 built before 1940.
- Unprecedented budgetary pressure impacting the council's Housing Revenue Account, arising from government policy interventions and macro-economic factors beyond the council's control.

Staffing issues

213. The council has allocated additional staffing resources to deliver the Good Landlord strategy. A dedicated programme team has been established within the Strategy and Communities department to lead on this work, supported by colleagues across the Housing department.

HR issues

214. Some of the deliverables in the Good Landlord Strategy may require changes to the Housing department's structure and staffing arrangements. Where this is the case, these issues will be presented in specific reports to the appropriate decision-making body, as and when they arise.

215. The Competence and Conduct Standard (CCS), introduced under the SHR Act will have a considerable effect on the Housing department. An initial forecast suggests that all officers at Head of Service level and above will be required to obtain a relevant professional qualification if they do not already have one. This would affect approximately 23 posts. The total cost to the council is expected to be approximately £50,000 during the course of a multi-year transition period.

216. It should be noted that the CCS was originally intended to be introduced from April 2025 with a two-year transition period. This timetable was proposed by

the previous government. The current government has not yet set out detailed implementation timeframes, although the council is pressing ahead with implementation of the CCS, as set out in the Good Landlord Strategy.

Consultation

217. For the reasons outlined, several elements of the Good Landlord Strategy may require consultation with trade unions. Where this is the case, these issues will be presented in specific reports to the appropriate decision-making body, as and when they arise.
218. The Good Landlord Strategy will require regular consultation and ongoing engagement with tenants. This will be handled in accordance with the new engagement strategy currently being developed.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance(CO)

219. The Social Housing (Regulation) Act 2023 was introduced following the Grenfell Tower fire, the tragic death of Awaab Ishak which has been widely publicised, and the right to bring complaints to landlords, particularly in relation to the quality of social housing and disrepair issues in social housing stock, is increasingly at the forefront of the public consciousness. The tone of the new legislation and associated consumer standards indicate that the regulator will be taking an increasingly serious approach to regulatory non-compliance.
220. Just as the Building Safety Act 2022, removed the 'democratic filter' that was previously contained in the Housing Act 1996, making the process of raising a complaint with the Housing Ombudsman easier for tenants, the Social Housing (Regulation) Act 2023 has now removed the serious detriment test. This previously acted as barrier to the regulator becoming involved in cases unless there were reasonable grounds to suspect that a landlord's breach could cause serious detriment to a tenant.
221. Section 5 of the Social Housing (Regulation) Act 2023 added section 100H to the Housing and Regeneration Act 2008, introducing a requirement for the regulator to cooperate with the Housing Ombudsman in the exercise of their respective functions.
222. Schedule 3 paragraph 6 of the Social Housing (Regulation) Act 2023 will increase the penalty able to be imposed on landlords for non-compliance from the current cap of £5,000 to an unlimited fine. Whilst this particular provision of the Act has not yet come into force, once introduced it will present a greater financial risk for non-compliance with the relevant legislation.
223. The combined effect of these pieces of legislation is a higher level of scrutiny for social housing providers with more serious penalties for non-compliance.

This therefore presents an increased risk of challenge by the regulator or by a tenant (for example by complaint to the Housing Ombudsman) to any aspect of non-compliance and more severe consequences flowing from any finding of non-compliance by the regulator. The increased public focus on social housing issues could also increase the risk of reputational damage to the Council if findings of non-compliance were published by the regulator.

224. This Report sets out the legal requirements of the Social Housing (Regulation) Act 2023 and the proactive steps Southwark Council is taking to meet those legal requirements and the improvements made since November 2024 when the Regulator gave a C3 rating to the Landlord services.

Strategic Director of Resources

225. Nationally, HRA's are under sustained financial pressure as adverse factors have converged to create a challenging financial landscape, to which Southwark is not immune. Government interventions in rent policy over the last decade have constrained the level of resources available to councils to spend on the maintenance and improvement of their housing stock. The introduction of additional unfunded regulatory burdens arising from recent Fire and Building Safety Acts, along with a sustained period of high inflation, particularly in the construction industry and tripling of interest rates are the primary causes of the financial duress which currently prevails.
226. Whilst the size of the council's housing stock generates significant revenues each year (c. £345 million in 2024/25), the position for 2023-24 showed a deficit of £16.3m which was the catalyst for the implementation of the HRA Recovery Plan to ensure the on-going sustainability and long-term resilience of the HRA. The initial phase of the plan (3 years) seeks to contain revenue spending within defined cash limits in order to prevent further deterioration in the financial position. To that end, the HRA outturn position for last financial year (2024-25) showed a modest surplus (£3.9m), albeit this was achieved with the aid of a number of one-off exceptional factors and events which disguises the underlying financial challenge going forward and will not be repeated.
227. For 2025-26, revised cash limits have been set including assumed savings of c.£11m+ to ensure the HRA breaks even. The scale of the challenge to meet the additional needs of the housing stock set out in this report should not be underestimated. Without additional funding from government, the possibility of which seems remote, delivery of the above will require a significant focus on value for money and targeted investment in those areas of highest priority over an extended programme timeframe.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Awaab Ishak: Prevention of future deaths report https://www.judiciary.uk/prevention-of-future-death-reports/awaab-ishak-prevention-of-future-deaths-report/	External website	N/A
Grenfell Tower Inquiry Phase 1 report https://www.grenfelltowerinquiry.org.uk/phase-1-report	External website	N/A
Grenfell Tower Inquiry Phase 2 report https://www.grenfelltowerinquiry.org.uk/phase-2-report	External website	N/A
Independent Review of Building Regulations and Fire Safety: final report https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-final-report	External website	N/A
Building Safety Act 2022 https://www.legislation.gov.uk/ukpga/2022/30	External website	N/A
Social housing green paper: a 'new deal' for social housing https://www.gov.uk/government/news/social-housing-green-paper-a-new-deal-for-social-housing	External website	N/A
The charter for social housing residents: social housing white paper https://www.gov.uk/government/publications/the-charter-for-social-housing-residents-social-housing-white-paper/	External website	N/A
Social Housing (Regulation) Act 2023	External website	N/A

Background Papers	Held At	Contact
https://www.legislation.gov.uk/ukxi/2024/437		

APPENDICES

No.	Title
Appendix A	Southwark Council - Regulatory Judgement November 2024
Appendix B	Good Landlord Plan Booklet
Appendix C	Tenant Satisfaction Measures Survey
Appendix D	Equalities Impact Needs Analysis

AUDIT TRAIL

Cabinet Member	Councillor Sarah King, Council Homes		
Lead Officer	Hakeem Osinaike, Strategic Director of Housing		
Report Author	Perry Singh, Head of Strategy and Business		
Version	Final		
Dated	25 June 2025		
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		25 June 2025	

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Policy and Resources: Financial Remit report
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	No

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

In February, council assembly agreed a three-year budget to 2026-27, which will allow us to better plan and allocate resources to meet the increasing demands on our finances. Setting a three-year budget strategy has allowed us to better plan and identify savings that can be made over the longer term.

This report asks cabinet to approve a new general fund medium term strategy that for the period up to 2030 to align with the council delivery plan commitments and the ambitions for Southwark 2030. This will set the scene for future annual budgets.

The report also takes an early view of the likely pressures facing departments in 2025-26 together with progress on both the departmental savings in 2025-26 and transformation savings in 2025-26 and 2026-27.

We continue to see the legacy of 14 years of conservative governments. During the first period of austerity from 2010 to 2019, we saw major cuts to local government funding, housing subsidies and welfare. During the second period, from 2021 – 2024, austerity style policies returned especially during the cost-of-living crisis, where there were cuts to public spending and limited support for struggling households amid inflation and energy price spikes. The brief Liz Truss government in 2022, proposed unfunded tax cuts which led to market turmoil and interest rate hikes creating an economic reputational long-term damage.

This has left a series of restrictions and challenges. The Labour government have inherited a high debt, low growth economy limiting its ability to spend freely, together with long term underfunding of public services. The funding crisis is being tackled through a

combination of structural reform, targeted funding and devolution as tight national finances limit options.

The 11 June Spending Review was delivered against tight fiscal constraints and difficult trade offs. £39bn of funding was announced for the Affordable Homes Programme over the ten years to 2035-26, a reaffirmed commitment to net zero, a large injection of capital funding to encourage growth and a continuation of funding to support households in need.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That cabinet note:
 - a. the updated Medium Term Financial Strategy (MTFS) to 2030
 - b. the transformation savings
 - c. the 2025-26 budget pressures
 - d. the MTFS savings in 2025-26 and 2026-27 that are at risk (Appendix A)
 - e. the financial sustainability of the Housing Revenue Account (HRA).

REASONS FOR RECOMMENDATIONS

2. That Cabinet are updated on the both the current financial position and the medium term budget outlook.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. N/a

POST DECISION IMPLEMENTATION

4. N/a.

BACKGROUND INFORMATION

5. Each year, the council updates a detailed Policy and Resources Strategy covering a period that normally reflects the duration of the government's financial settlement. As part of the Policy and Resources Strategy, and in line with requirements of the Local Government Finance Act, the 2025-26 annual budget was approved by Council Assembly in February 2025, as part of the council tax setting process.
6. In addition, the council approved a three-year budget process, to enable long term financial sustainability. This approach will enhance the council's commitment to financial planning and efficiency and ensure that the policies and priorities set out in the council delivery plan are aligned in the medium term to the projected financial

resources. Through this new process, savings and commitments were established for the three-year period, 2024-25 to 2026-27. The council is currently in year two, setting a balanced budget for 2025-26, and a draft budget for 2026-27. The budgets were based on a prudent estimate of local authority funding.

7. This report begins the process of updating the 2026-27 position for estimated funding changes and inflationary pressures before formally setting the annual budget for 2026-27. It also seeks to create an initial view of a further 3 years, 2027-28 to 2029-30.
8. The report is structured as follows:
 - Medium Term Financial Strategy (MTFS) updated to 2030
 - Transformation savings
 - Review of current pressures and savings
 - Update on the Housing Revenue Account (HRA).

KEY ISSUES FOR CONSIDERATION

Updated Medium Term Financial Strategy (MTFS)

9. Council assembly approved the updated three-year budget in February 2025 (Table 1).
10. The 3-year budget was agreed by council assembly in February 2025. This shows a balanced budget after the application of transformation savings. As demand for services increases, every year, it becomes more challenging to balance the budget under tight fiscal constraints. It has and will continue to require substantial efficiency savings, changing delivery methods and generating additional income, whilst protecting front line services and ensuring value for money.
11. At the Autumn 2024 Budget, the Chancellor Rachel Reeves warned of "tough trade-offs", from tight fiscal constraints, indicating that the government will need to prioritise between competing pressures on resources. She announced an average real terms increase for all departments of 1.3% for 2026-27 to 2028-29. In March 2024, the Institute for Fiscal Studies (IFS)¹ had predicted unprotected areas would face cuts of between 1.9% and 3.5%. By March 2025², the IFS estimated that for unprotected areas (such as local government) this translated into cuts, estimated at 0.9% in real terms. The Office for Budget Responsibility suggests a slightly lower estimate of a cut of 0.8%.³

¹ [Public finances and the 2024 general election | Institute for Fiscal Studies](#)

² [Public service spending: small changes, big challenges](#)

³ [Economic and fiscal outlook – March 2025 - Office for Budget Responsibility](#)

Table 1	2024-25	2025-26	2026-27
	£m	£m	£m
Un-Ringfenced Government Grants	(84.52)	(85.78)	(82.97)
Revenue Support Grant	(44.97)	(45.83)	(45.83)
Top-Up	(34.30)	(34.77)	(34.77)
Services Grant/ Recovery Grant	(0.81)	(2.38)	(2.38)
New Homes Bonus	(4.45)	(2.81)	-
Ringfenced Government Grants	(88.93)	(116.98)	(115.73)
Public Health Grant	(31.13)	(33.38)	(33.38)
Social Care Grant	(33.09)	(43.20)	(43.20)
Improved Better Care Fund	(17.85)	-	-
Local Authority Better Care Grant	-	(22.02)	(22.02)
Childrens Social Care Prevention Grant	-	(2.13)	(2.13)
ASC Market Sustainability & Improvement Fund	(6.87)	(6.87)	(6.87)
Homelessness Prevention Grant Increases	-	(3.15)	(3.15)
Extended Producer Responsibility (EPR)	-	(6.22)	(4.98)
TOTAL GOVERNMENT FUNDING	(173.46)	(202.76)	(198.70)
Council Tax	(145.29)	(155.90)	(164.50)
Business Rates	(134.84)	(133.20)	(135.94)
COUNCIL TAX AND RETAINED BUSINESS RATES	(280.13)	(289.10)	(300.43)
Total Funding before contributions from balances	(453.59)	(491.86)	(499.14)
Contribution to earmarked reserve for EPR and NI contribution		6.51	4.98
Contribution from general reserves	(2.43)	(2.50)	(2.50)
TOTAL RESOURCES	(456.02)	(487.85)	(496.66)
PRIOR YEAR BUDGET	437.32	456.02	487.85
Inflation	28.99	34.04	19.83
Commitments & Contingency	10.48	16.84	5.92
Budget Before Savings & Efficiencies	476.80	506.89	513.60
Budget Gap before Savings & Efficiencies	20.78	19.04	16.94
Effective use of resources and efficiencies	(13.08)	(9.21)	(6.28)
Income, Fees and Charges	(7.48)	(5.69)	(3.57)
Other Savings	(0.22)	(1.14)	(0.09)
Efficiencies and Savings	(20.78)	(16.04)	(9.94)
TOTAL BUDGET	456.02	490.85	503.65
Shortfall Before Transformation savings	0.00	3.00	7.00
Transformation savings	-	(3.00)	(7.00)
GAP post transformation	-	0.00	0.0

12. The previous assessment of planned growth for unprotected areas such as local authorities was for real terms average reductions of between 0.8% to 1.8%. At the June 2025 Spending review, these targets were revised. Core spending power will increase by 2.6% a year over the next 3 years which will be front loaded with a 3.8% real terms increase in 2026-27, followed by increases of 1.9% and 2.2% in subsequent years. However much of this funding is from increases to council tax

rather than increases in grant. London councils estimate that grant funding will average 3.9%, 0.04% and 0.7% respectively. Although, this has provided the overarching direction of travel for local government, detailed individual authority allocations will not be available until the provisional settlement.

13. Over the medium term, the government has also set out its vision for simpler government structures, in the English Devolution White Paper. The goal is to have universal coverage of Strategic Authorities and to reset the relationship between central and local government. While London councils are not part of the current structural reorganisation proposals, the White Paper indicates the direction of travel for local government, suggesting that longer term changes may occur.
14. At the same time as tight fiscal constraints, the reform of the local government finance system has been announced. In June 2025, the government launched a consultation⁴ on proposals to reform how funding is distributed amongst local authorities, with the intention of implementing changes in 2026-27. The consultation closes on the 15 August 2025. It seeks views on a wide range of issues, including how local authority funding allocations are determined, how funding streams can be consolidated and how differences in demand for services, delivery costs and local resources are measured. It also covers reforms to the New Homes Bonus, the business rate retention system and transitional arrangements, as well as proposals on devolution, sales, fees and charges and the design of the relative needs formula for key service areas such as adult social care and children's services.
15. Although Southwark is not among the seven boroughs in London that required emergency borrowing through the government's Exceptional Financial Support programme, the council faces many of the same financial pressures particularly in relation to spend on temporary accommodation and children and adults services. The council will work closely with colleagues at London Councils to respond to the consultation and make clear the need for a fair funding settlement for councils in London.
16. The impact on individual councils remains uncertain and will depend on several factors, including decisions about the quality and scope of service provision, target recipients, and the extent of financial redistribution within the new framework. It is anticipated that the reforms will create significant financial disparities, with some councils gaining and others losing funding. To mitigate the effects of abrupt changes, a transitional period will be introduced to smooth out large year-on-year variations. The council will await the outcome of this review to update the MTFs. However, funding may well be materially less than this, if there is substantial movement of resources between authorities or between geographical areas and if gains and losses are implemented without significant transitional arrangements.
17. Since the setting of the 2025 -26 council budget in February 2025, there have been changes in the macroeconomic outlook. The Office for Budget Responsibility⁵ expects inflation to be 3.2% in 2025 before remaining close to the 2% target for the years 2026-2030. The economy is projected to grow modestly by 1.5-2% but risks

⁴ [The Fair Funding Review 2.0 - GOV.UK](#)

⁵ [Economic and fiscal outlook – March 2025 - Office for Budget Responsibility](#)

remain from global trade tensions and geopolitical uncertainty. In updating the MTFS post the June spending review, and extending the period, the following assumptions, based on the forecasts in the above paragraphs have been made: -

- Government funding is assumed to increase by 3.9% in 2026-27, 0.04% in 2027-28 and 0.7% in 2028 -2030 in real terms.
- Inflation on funding is assumed at an average of 2%.
- Net cash increase of 5.9%, 2.04% and 2.7% respectively
- Council tax increases at 4.99% per annum
- Increase in council tax base at 1% per annum
- Increase in business rates due 1% per annum
- Pay awards assumed at an average of 4% in early years and 3.5% by 2029-30
- Contractual inflation at 4%
- Contingency of £5m in 2026-27 to support first year of funding reform
- No assessment of individual authority funding allocations as a result of fair funding reform at this stage.

18. Table 2 shows the projected impact of these assumptions on the MTFS and extends the period to 2030. This allows for a broad financial framework that the council can align to the vision and priorities set out in Southwark 2030. The period from 2027-28 to 2029-30, have estimated annual budget gaps of around £23m and £68m over the 3 year period, based on these assumptions. However, as suggested, this may be a 'best case' scenario. There may be large scale movements in funding geographically as well as between local authorities, which would create additional financial challenges.

19. In addition, the overall achievement of the MTFS is predicated on:

- £10m in transformation savings are achieved within agreed timescales
- Spending in year does not exceed the agreed budgets – mitigating actions are timely and effective. (The spending review set aside no additional funding for demand and cost pressures)
- Material overspends reported in 2024-25 do not continue into 2025-26.
- Departmental savings remain achievable, or replacement savings are found
- Budgets will be adjusted for pay and price inflation
- No new commitments or growth items unless they are funded from existing budgets
- The ability finds additional savings to bridge the budget gap in 2027-28 to 2029-30.

Table 2	2025-26	2026-27	2027-28	2028-29	2029-30
	£m	£m	£m	£m	£m
Un-Ringfenced Government Grants	(85.78)	(87.86)	(89.66)	(92.08)	(94.56)
Revenue Support Grant	(45.83)	(48.53)	(49.52)	(50.86)	(52.23)
Top-Up	(34.77)	(36.82)	(37.57)	(38.58)	(39.62)
Recovery Grant	(2.38)	(2.52)	(2.57)	(2.64)	(2.71)
New Homes Bonus	(2.81)	-	-	-	-
Impact of Funding Reform on SFA incl. Business Rate Reset					
Ringfenced Government Grants	(116.98)	(120.11)	(120.72)	(122.09)	(123.68)
Public Health Grant	(33.38)	(33.38)	(33.38)	(33.38)	(33.38)
Social Care Grant	(43.20)	(45.74)	(46.68)	(47.94)	(49.23)
Improved Better Care Fund		-	-	-	-
Local Authority Better Care Grant	(22.02)	(23.32)	(23.79)	(24.43)	(25.09)
Childrens Social Care Prevention Grant	(2.13)	(2.26)	(2.31)	(2.37)	(2.43)
ASC Market Sustainability & Improvement Fund	(6.87)	(7.28)	(7.43)	(7.63)	(7.83)
Homelessness Prevention allocation	(3.15)	(3.15)	(3.15)	(3.15)	(3.15)
Extended Producer Responsibility (EPR)	(6.22)	(4.98)	(3.98)	(3.19)	(2.55)
TOTAL GOVERNMENT FUNDING	(202.76)	(207.98)	(210.38)	(214.17)	(218.24)

Council Tax	(155.90)	(164.50)	(174.43)	(184.97)	(196.14)
Business Rate Growth	(133.20)	(139.96)	(141.73)	(143.75)	(145.81)
COUNCIL TAX AND RETAINED BUSINESS RATES	(289.10)	(304.46)	(316.16)	(328.71)	(341.95)

Total Funding before contributions from balances	(491.86)	(512.44)	(526.53)	(542.88)	(560.19)
Contribution to earmarked reserve for EPR	6.51	4.98	3.98	3.19	2.55
Contribution from earmarked reserves	(2.50)	(5.00)	(2.50)		
TOTAL RESOURCES	(487.85)	(512.46)	(525.05)	(539.70)	(557.64)

Prior Year Budget	456.02	487.85	512.46	525.05	539.70
Inflation	34.04	31.49	35.21	37.64	40.82
Commitments & Contingency:	16.84	10.06	-	-	-
Budget Before Savings & Efficiencies	506.89	529.40	547.66	562.69	580.52
Budget Gap before Savings & Efficiencies	19.04	16.95	22.61	22.99	22.88
Savings					
Efficiencies	(9.21)	(6.28)	-	-	-
Income, Fees and Charges	(5.69)	(3.57)	-	-	-
Other Savings	(1.14)	(0.09)	-	-	-
TOTAL BUDGET	490.85	519.46	547.66	562.69	580.52
Shortfall before Transformation	3.00	7.00	22.61	22.99	22.88
Transformation savings	(3.00)	(7.00)			
Gap post transformation	0.00	0.00	22.61	22.99	22.88
Cumulative gap		0.00	22.62	45.61	68.49

Transformation savings

20. In the summer 2024, the council agreed a revised approach to closing the budget gap, one focused on taking an organisation wide approach to transformation, change and savings rather than a service / departmental led approach. As a result, the Future Southwark Transformation Programme widened its scope. Phase I, focusing on reviewing the skills, capabilities, and tools within Southwark through people and assets that would empower and enable the delivery of the goals set out in Southwark 2030. Phase II, focusing on organisational priorities and specific areas to directly support the realisation of cross council savings.
21. Table 3 below outlines the current status of these programmes. An assessment of the achievement of £3m of savings in 2025-26, and £7m in 2026-27 will be reported to September cabinet with the Month 4 budget report.

Table 3	Progress on Transformation Savings
Corporate Real Estate	<p>Transform our approach to operational real estate, managing our estate better through enhanced compliance and developing a Strategic Asset Management Plan (SAMP) ensuring that our approach to real estate is fit for the future.</p> <p>The programme is underpinned by improving our collection and analysis of data, significantly improved cost effectiveness, and applying a 'whole council' approach to the use of the council's estate. The objectives of the work are that savings are delivered, additional income generated, all assets owned by the council will be compliant with legislation and regulations, and that council owned buildings are managed through a consistent corporate approach.</p> <p>Developments</p> <p>A draft SAMP has been developed that will provide strategic context and direction for the council on its assets base and will underpin the council's action plan</p> <p>Officers have undertaken an initial sprint review of where there are opportunities to deliver cashable benefits / savings. Further sprint reviews will take place over the summer. All options will be tested, with identified benefit realisation action plans to deliver timely against the in year 2025/26 and future year targets 2026/27 and 2027/28</p>
Procurement & Third	The programme will focus on a review of current 3 rd party spend and implementing a revised procurement model

Table 3	Progress on Transformation Savings
Party Spend	<p>resulting in a category management approach to procurement.</p> <p>A key feature will include a single contract register which will allow the organisation to manage its third party spend based on what money is spent on, not where in the organisation it is procured from, driving greater economies of scale and better value for money. Benchmarking research with the sector has shown that organisations who have delivered a similar approach to procurement have delivered significant financial savings.</p> <p><i>Developments</i></p> <p>This programme is in business case development stage, with clear, specific opportunities expected to be identified this summer and presented for consideration early Autumn.</p> <p>The findings report will outline where there are significant opportunities of cashable benefits to be realised in the short term and what steps can be taken to realise further cashable savings into the medium term. These will feed through to the MTFS update in the Autumn.</p>
Income Maximisation	<p>This programme will focus on having a whole council line of sight of all its income sources and a detailed understanding of whether current income strands are being maximised. The objectives are to develop the corporate approach to commercial activities and review the councils' fees and charges approach and benchmarking. It is understood that organisations who have delivered a similar review of their approach to income maximisation have delivered savings between £1.6M to £5.5M over the medium term.</p> <p><i>Developments</i></p> <p>This programme is in business case development stage, with clear, specific opportunities expected to be identified this summer and presented for consideration early Autumn.</p> <p>The findings report will outline where there are significant opportunities of cashable benefits to be realised in the short term and what steps can be taken to realise further cashable savings into the medium term. These will feed through to the MTFS update in the Autumn.</p>

Table 3	Progress on Transformation Savings
Technology & Digital	<p>The council are working to introduce new technologies/systems and innovative solutions to bring automation, remove duplication and bring efficiencies to the organisation. The foundations are also being put in place for transformation through the provision of a new Content Management System (CMS) & Website, Customer Relationship Management (CRM) System, Data Platform, Enterprise Resource Planning (ERP) System and Microsoft365 (M365) suite.</p> <p>The introduction and piloting of Artificial Intelligence (AI), Robotic Process Automation (RPA), Dynamics 365, Internet of Things, Mobile workforce, Channel Shift and One Front Door present significant opportunities to the council.</p> <p>Developments This programme continues to explore opportunities to digitise, automate and improve processes. This programme will need to develop the business cases from the initial testing and pilots. In addition, the current model of delivery is being reviewed to maximise the potential opportunities to the council.</p>
The Redesign of Business Resource	<p>This programme is focused on reviewing the councils operating model for three business functions, with the aim of improving cross council working, establishing cross council best practice and maximising the use of staff resources.</p> <p>With the creation of new skill structures in departments and the corporate centre, there will be an opportunity to identify and deliver benefits through more consistent ways of working across the council, simplified and improved processes, greater workforce resilience through greater cross council collaboration and professional development.</p> <p>Developments A review of the council's approach and delivery of three core business functions of Transformation & PMO, Strategy & Policy, Business Intelligence & Customer Insight has been undertaken. A summary of the findings is expected this summer with options on next steps for consideration by senior management, with an indication of the benefits that could be realised and achieved.</p>

Table 3	Progress on Transformation Savings
	Further detail will follow thereafter on the potential cashable benefits and clarity on the delivery of these through benefit realisation action plans. These will feed through to the MTFS update in the Autumn.

22. The report outlines the forecasted transformation savings required to deliver a balanced budget. Given the likely scale of future budget pressures, it will require the transformation agenda to evolve further; being more ambitious, innovative and stretched in its scope, more focused and accelerated in order deliver tangible benefits to the timescales outlined.

2025-26 forecast risk areas

23. The revenue outturn report to June cabinet showed that there was an adverse variance of £17m before the use of planned reserves and contingency and a need to draw down a further £5.3m to balance the budget at year end. The achievement of the MTFS is predicated on departments remaining within agreed budgets, with mitigating actions to contain spend by the end of the financial year. In 2025-26, the following areas continue to experience budget pressures:

Temporary Accommodation

- Despite the use of reserves, there was an overspend of £10 million in 2024-25. Although various budget mitigation strategies are being explored, the outlook for 2025–26 is expected to worsen. There are a large number of variables that can impact the position, not least rising demand and private sector rental costs which continue to rise as supply dwindles.

Adult Social Care

- The service experienced cost pressures of £4 million in 2024-25, primarily driven by higher levels and complexity of client need alongside inflationary pressures especially in the older people and physical disabilities service. These financial challenges are expected to continue into 2025-26.

No Recourse to Public Funds.

- There remains cost and demand pressures to support those who have no recourse to public funds. The department expect some of the projected overspend will be covered by planned reserves, but budget mitigation actions will continue to be explored in 2025-26.

Departmental Savings 2025-26 and 2026-27

24. Appendix A details the departmental savings that were approved in the 3-year budget in February 2025. They have been RAG rated to highlight those that are at risk. Those that are denoted as red or amber – have commentary to show mitigating actions or replacement savings.

The Housing Revenue Account (HRA)

25. The financial sustainability of the Housing Revenue Account (HRA) continues to be a key priority for the council in 2025-26 and remains a high-risk area. The 2024-25 budget monitoring reports have provided full details of the financial challenges facing the HRA. A recovery plan has been drafted in 2 phases, the first seeks to manage revenue spending within strict cash limits in conjunction with a range of financial measures/ actions in order to prevent further deterioration of the financial position. Notwithstanding, the 2024-25 outturn showed a favourable variance, against the general financial trajectory of the HRA, albeit this was achieved through one-off exceptional income windfalls and lower financing requirements. In support of the recovery plan, greater budget oversight has been put in place through the HRA budget recovery board (BRB), to ensure there is enhanced focus on the HRA budget. Phase 2 seeks to restore HRA budgets to a sustainable level and increase reserves to a more prudent level consistent with the combined size of the HRA and HIP c. £600m per annum.

Next Steps

26. The main governance steps to establishing the 2026-27 budget and three-year MTFS are outlined in the Table 4.

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

27. The council works in accordance with the single public sector equality duty contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and advance equality of opportunity and foster good relations between different groups.
28. Transparency and fairness form part of the seven budget principles and are an underlying principle in the Borough Plan. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The analysis also considers if there may be any unintended consequences and how any of these issues can be mitigated. Analysis will also be undertaken to consider any crosscutting and organisation-wide impacts. A budget equality analysis has been undertaken for the 2024-25 budget proposals. Any further savings or transformation savings will need to be assessed for EIA.

Climate change implications

29. None

Resource implications

30. None

Consultation

31. None

Table 4 Next Steps		
Date	Meeting	Purpose
July	Cabinet – MTFS report	High-level scene setting, for MTFS 2025-26 to 2027-28. Review of saving and outturn for 2025-26
September	Cabinet – Revenue monitoring report	Review of forecast outturn position Review of savings Mitigations
September	Cabinet – Capital monitoring report	Review of forecast outturn position Any new capital bids
November	Overview and Scrutiny committee	MTFS proposals HRA
December	Cabinet – MTFS report	Draft Budget 2026-27
December	Cabinet – Revenue monitoring report	Review of forecast outturn position Review of savings Mitigations
December	Cabinet – Capital monitoring report	Review of forecast outturn position Any new capital bids
December	Cabinet – HRA Budget	HRA Budget HRA rent setting
January	Overview & Scrutiny	Review of MTFS
February	Cabinet - MTFS	Recommend to Council Assembly balanced budget for 2026-27 and MTFS
	Council Assembly	Council Tax setting and approve a balanced budget for 2026-27

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive – Governance and Assurance (NBC 20250616)

32. The constitution determines that cabinet consider decisions regarding the strategic aspects of the regulation and control of the council's finances. The council has a legal obligation to set a balanced budget on an annual basis as prescribed in the Local Government and Finance Act 1992 and associated Regulations. The issues contained in this report will assist in the future discharge of that obligation.
33. 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.
34. Decision makers must understand the effect of policies, practices and decisions on people with protected characteristics.
35. Equality analysis is the mechanism by which the council considers these effects. The report sets out how it is proposed equality analysis will be undertaken in relation to the budget proposals.
36. It is essential that cabinet give due regard to the council's duty under the Equality Act 2010 and the implications for protected groups in the context of that duty in relation to this decision and future decisions on the budget proposals.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No:	Title
Appendix A	List of Savings

AUDIT TRAIL

Cabinet member	Councillor Stephanie Cryan, Equalities, Democracy and Finance	
Lead officer	Clive Palfreyman, Strategic Director of Resources	
Report author	Timothy Jones, Director of Corporate Finance	
Version	Final	
Dated	24 June 2025	
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	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		24 June 2025

Appendix A - Departmental Savings 2025-26 and 2026-27

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000	Comments
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	101	Efficiencies through promoting greater independence for clients linked to ongoing recovery post discharge through early and regular reviews and interventions such as bed-based reablement, support from occupational therapists, aids and adaptations as well as greater use of universal services and the transitioning of clients into more independent accommodation.	(1,500)	Amber	(1,000)	Amber	(2,500)	There is a risk of non achievement due to increased demand on care packages driven by inflation and greater complexity of needs.
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	102	Efficiencies through maximisation of extra care, night time provision and step down accommodation.	(500)	Amber			(500)	Likely achieve part year saving due to successful reduction in the use of residential and supported accommodation being influenced by increased demand on care packages driven by inflation and greater complexity of needs.
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	105	Telecare transformation	(250)	Amber			(250)	Potential delay due to transformation requiring a longer timeframe to enable savings to be achieved.
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	107	Modernisation of business management and administration capacity through digital transformation	(498)	Red	(498)	Amber	(996)	Dependent on corporate progress on co-location of team
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	108	Reformed service delivery and development of an enhanced pathway to independence for Care Leavers	(400)	Amber	(402)	Amber	(802)	Enhanced pathway is in development
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	109	Continued reduction of numbers of children in care, and in high cost placements, through ongoing investment in effective services to support children and families.	(1,800)	Amber	(1,180)	Green	(2,980)	New In-House service provision will support delivery of these savings. It is expected to achieve part year effect in 2025-26.
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	110	Transformation of Children and Family Centres into Family Hubs, making most efficient and effective use of partnership early help resources and capacity to reduce higher end late intervention for supporting families. This efficiency also takes into account a 21% reduction in the number of 0-4 year olds in recent years.	(150)	Green	(100)	Green	(250)	
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	111	Review staffing structure whilst protecting statutory functions within children's social care.	(312)	Amber	(206)	Amber	(518)	This saving is affected by Children's Social Care reforms.
Cllr. Evelyn Akoto	Efficiencies and Improved use of Resources	Public Health	Public Health	113	Free school meals - reduced numbers due to falling pupil numbers.	(180)	Green			(180)	
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Education	120	Consolidation of council work relating to information advice and guidance, work placements and post-16 provision.	(9)	Green			(9)	
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Education	122	Prioritise delivery of Education Psychology Team to delivery of statutory duties and support to the most in need pupils	(140)	Red	(140)	Amber	(280)	Due to increased demand on statutory function alternative saving proposals will be bought forward for 2025-26.

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000	Comments
Cllr. Evelyn Akoto	Efficiencies and Improved use of Resources	Children and Adults	Commissioning	129	Rationalisation of use of ICT systems for record keeping into a single database	(150)	Amber	(150)	Amber	(300)	Achievement depending on council wide IT strategy integration
Cllr. Stephanie Cryan	Efficiencies and Improved Use of Resources	ACE - Governance & Assurance	Corporate Facilities Management	131	Rationalisation of the corporate estate including Talfourd House, Curlew House, 47B East Dulwich Road and Sumner Road			(220)	Amber	(220)	The accommodation changes required to deliver this saving will be completed this financial year. However, some costs (eg. the lease at 47b East Dulwich Road) may run into the next financial year.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Strategy and Communities	ACE-S&C	135	Rationalisation of the three year strategy for the Strategy and Communities team and activity to ensure the target operating model is contained within a fixed financial envelope.	(70)	Green	(94)	Green	(164)	
Cllr Helen Dennis	Efficiencies and Improved use of Resources	Resources	Planning & Growth	138	Reorganisation of Property and Sustainable Growth Division	(200)	Red			(200)	The planned reorganisation of Property is scheduled to commence this summer and related savings should start to accrue from 1st April 2026. Replacement saving to be sought.
Cllr. James McAsh	Efficiencies and Improved use of Resources	Environment, Sustainability and Leisure	All	142	Conduct a review of expenditure and income in the light of regional and national benchmarks particularly where current financial performance indicates that Southwark is a high-spend council, and consider options for change.	(500)	Green	(500)	Green	(1,000)	
Cllr. James McAsh	Efficiencies and Improved use of Resources	Environment, Sustainability and Leisure	Waste & Cleansing	143	Reduction in property related costs (utilities/rent/service charges) by relocating Cleansing and Grounds maintenance services from Sandgate Industrial Estate	(450)	Green			(450)	Not achievable - substitute savings
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Technology and Digital Services	145	O2 mobile phone Contract Renegotiation and allocation policy review	(75)	Green	(50)	Green	(125)	
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Corporate	146	Efficiencies through centralising of some departmental IT support teams into the Tech & Digital service.	(200)	Red			(200)	Subject to staffing review, unlikely to be achieved in 2025-26. Replacement saving to be sought.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Technology and Digital Services	147	Technology and Digital Service staffing review	(80)	Green			(80)	
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Exchequer Services	150	Increased collection of Council Tax through reducing debt arising through the Council Tax Reduction Scheme (CTRS) following migration to Universal Credit			(250)	Red	(250)	CTRS will not be amended until 2027/28 (following UC migration in line with DWP timetable) with any admin savings to follow, so any savings won't be realised in post 2027/28. Replacement saving to be sought.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Corporate	151	Finance system replacement			(600)	Amber	(600)	Likely to slip into 27/28 given latest timescales for replacing SAP. Further work required.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	All	152	Review and reduction of debt provision (cross cutting), in tandem with refresh of debt recovery approach and processes.	(350)	Green	(350)	Green	(700)	

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000	Comments
Cllr. Stephanie Cryan	Efficiencies and Improved Use of Resources	ACE - Governance & Assurance	Corporate Facilities Management	160	More efficient use of resources for Helpdesk	(200)	Green			(200)	
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	Corporate Facilities Management	163	Development of a corporate landlord model, inc. standardised approach to facilities management and opportunities for further income generation	(350)	Green	(350)	Green	(700)	
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	All	164	Rationalisation of staffing structures across Governance & Assurance.	(125)	Green	(125)	Green	(250)	
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	165	Reduced spend on third party support following implementation of SAP replacement			(68)	Amber	(68)	Likely to slip into 27/28 given latest timescales for replacing SAP.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	166	HR & OD staffing efficiencies resulting from the replacement of SAP			(100)	Amber	(100)	Likely to slip into 27/28 given latest timescales for replacing SAP.
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	167	Reduction in need to pay overtime	(150)	Green	(150)	Green	(300)	
Cllr. Stephanie Cryan	Efficiencies and Improved Use of Resources	ACE - Governance & Assurance	Law and Governance	169	Rationalisation and efficiencies in administration of meetings	(50)	Amber			(50)	The reduction in the number of Council Meetings is not scheduled to take place until mid to-late 2026.
Cllr. Jasmine Ali	Efficiencies and Improved use of Resources	Children and Adults	Children and Families	170	Public Health investment in parenting programmes (see matching commitment, line 405)	(180)	Green			(180)	
Cllr. Stephanie Cryan	Efficiencies and Improved Use of Resources	Resources	Professional Finance Services	171	Insourcing some Internal Audit & Anti-Fraud Support	(94)	Green			(94)	
Cllr. Evelyn Akoto	Income Generation	Children and Adults	Adults' Social Care	201	Telecare - Income Generation from Health related services and digital health provision	(250)	Red	(250)	Red	(500)	This saving might not materialise as a result of changes in the direction of the Telecare transformation as well as the changes within the NHS.
Cllr. Evelyn Akoto	Income Generation	Children and Adults	Adults' Social Care	202	Fairer contributions to Adults Social Care	(1,000)	Green	(500)	Green	(1,500)	
Cllr. Evelyn Akoto	Income Generation	Children and Adults	Commissioning	203	Introducing a flat two tier fee for (1) the equipment only and (2) equipment and response service in Telecare	(50)	Green			(50)	
Cllr. James McAsh	Income Generation	Environment, Sustainability and Leisure	Traded Services	207	Increased commercialisation opportunities	(100)	Green	(100)	Green	(200)	

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000	Comments
Cllr. James McAsh	Income Generation	Environment, Sustainability and Leisure	Parking, Network Management & Markets	208	Savings from investment in Active Travel	(620)	Green			(620)	
Cllr. James McAsh	Income Generation	Environment, Sustainability and Leisure	Parking, Network Management & Markets	209	Increase in Network Management income volumes	(100)	Green			(100)	
Cllr. James McAsh	Income Generation	Environment, Sustainability and Leisure	Parking, Network Management & Markets	210	Review of PCN charges set by London Councils (Southwark currently issues approx. 190,000).	(950)	Green			(950)	
Cllr. James McAsh	Income Generation	Environment, Sustainability and Leisure	Environment Directorate	211	Additional Income from Increased Fees and Charges across Environment directorate services	(280)	Green	(290)	Green	(570)	
Cllr. Helen Dennis	Income Generation	Resources	Planning & Growth	212	Increases in planning fees by CPI, mandatory planning fees and Community Infrastructure Levy (CIL) admin fees	(333)	Green	(379)	Green	(712)	
Cllr. Portia Mwangangye	Income Generation	Environment, Sustainability and Leisure	Parks and Natural Environment	213	Additional Income from Increased Fees and Charges in Leisure Services	(484)	Green	(493)	Green	(977)	
Cllr. Portia Mwangangye	Income Generation	Environment, Sustainability and Leisure	Leisure Services	215	Additional income as a result of revenue savings at leisure centres from climate work	(120)	Amber/Green	(75)	Amber/Green	(195)	Might be some timing delays due to the big £12m decarbonisation project, but we have been clocking smaller efficiencies via other council funded projects
Cllr. Portia Mwangangye	Income Generation	Environment, Sustainability and Leisure	Leisure Services	216	Review of targeted leisure centre programmes, supported by Public Health.	(400)	Green			(400)	
Cllr. Stephanie Cryan	Income Generation	ACE - Governance & Assurance	Corporate Facilities Management	217	Rental Income generation from Tooley Street	(80)	Red	(1,000)	Amber	(1,080)	There is significant scope to generate income from leasing space in Tooley St. The red rating specifically relates to the income profile: it is likely to take longer than originally forecast to achieve the total income target.
Cllr. Evelyn Akoto	Income Generation	Children and Adults	Adults' Social Care	219	Better Care Fund provides a stable contribution to Adult Social Care Hospital Discharge Teams and other related services. Additional BCF has been approved.	(500)	Green	(350)	Green	(850)	
Cllr. John Batteson	Income Generation	Resources	Planning & Growth	220	Increases in Commercial property income from rent reviews and letting of void properties	(422)	Green	(129)	Green	(551)	
Cllr. Jasmine Ali	Savings Impacting on Service	Children and Adults	Education	301	Undertake review of the Southwark Information and Advice Service (SIAS) team.	(47)	Green	(94)	Green	(141)	
Cllr. Natasha Ennin	Savings Impacting on Service	Environment, Sustainability and Leisure	Regulatory	302	Review of Noise Nuisance service in order to ensure that the service continues to meet demand at the high volume times	(90)	Green			(90)	
Cllr. Portia Mwangangye	Savings Impacting on Service	Environment, Sustainability and Leisure	Leisure Services	312	Closure of Seven Islands Leisure Centre, when Canada Water leisure Centre opens	(1,000)	Amber/Green			(1,000)	While the site will close later, it has already been declared surplus to requirement. We also have reserves set aside to absorb any in-year pressure.

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Affordable Workspace Strategy
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

Southwark is one of the most dynamic and rapidly evolving boroughs in London, with a rich history and a vibrant cultural and economic landscape. Over recent decades, the borough has seen substantial growth and as Southwark continues to develop, it faces new challenges and opportunities, particularly in fostering an economy that is both inclusive and sustainable.

The rising cost of renting workspaces in central London including Southwark has made it increasingly difficult for businesses, social enterprises and voluntary and community organisations to secure affordable workspaces. This is leading to business displacement, economic inequality and a reduction in the diversity of businesses that make Southwark so unique.

The council recognises the need to implement an Affordable Workspace Strategy, aimed at creating a more accessible environment for businesses and organisations in need of affordable space. This strategy aligns with Southwark's broader economic development objectives, including promoting inclusive growth, supporting innovation, and improving the social economy across the borough.

The Southwark 2030 strategy, adopted by the council, sets out a long-term framework for shaping the borough over the coming years. Ensuring the borough remains a place where local businesses can thrive, and where creative, social enterprise, and small businesses are supported is vital. That's why this strategy outlines how we will use council assets and resources to provide support to our diverse businesses, community and organisations in the voluntary and community sector.

As part of the Southwark Economic Strategy 2023-30, the council has committed to fostering a robust, resilient, and diverse local economy that can support its growing population and provide opportunities for everyone. The strategy aims to ensure that businesses, have access to the resources they need to grow and succeed within the borough, whilst maintaining the character and vibrancy of Southwark's distinct communities.

This strategy has been developed with input across the council with a dedicated resource that will oversee the delivery and carry out engagement and delivery activities. While developing and publishing this strategy is an important milestone, it is only the first step of this collaborative process. We look forward to working closely with providers, businesses, other partners and the community to ensure Southwark's economy is accessible and sustainable.

RECOMMENDATIONS

Recommendations for the Cabinet

That Cabinet:

1. Approves the adoption of the Affordable Workspace Strategy in **Appendix 1**.
2. Delegates the approval of any minor non-substantive amendments resulting from its meeting and a final review by officers on the Affordable Workspace Strategy to the Director of Planning and Growth in consultation with the Cabinet Member for Climate Emergency, Jobs and Business prior to final release.
3. Approves the establishment and allocation of the Affordable Workspace Fund.
4. Approves the principle that financial contributions received in lieu of the delivery of on-site Affordable Workspace ("Payments in Lieu") secured through S106 agreements will be pooled in the Affordable Workspace Fund.
5. Notes that the expenditure of the pooled S106 contributions remains subject to Planning Committee approval in accordance with Part 3F of the Council's constitution

Recommendation(s) for the Leader of the Council

6. None.

REASONS FOR RECOMMENDATIONS

7. This strategy outlines the vision, objectives and proposed actions for increasing the availability of affordable workspaces in Southwark, ensuring that local businesses, particularly small and medium enterprises, social enterprises and creative industries can access suitable and affordable office and workshop space to thrive and contribute to the borough's economy.
8. Affordable Workspace refers to workspace that with rents maintained below market rate for a specific social, cultural or economic development.
9. The Affordable Workspace Strategy (AWS) sets out the council's approach to address the challenges of workspace affordability across Southwark. It includes actions led by the council to support this approach such as the establishment of Affordable Workspace Hubs

10. This AWS renews the council's commitment to a merit-based approach for proposed affordable workspaces. It outlines that the council will take a pragmatic approach to ensure that affordable workspace provision is place-based as a priority, aligning with local needs and delivered in the right locations.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

Do not produce Affordable Workspace Strategy; continue with existing processes

11. The development and adoption of the AWS responds to a specific Council Delivery Plan commitment to increasing the amount of affordable workspace in the borough using council and external partners assets. In support of Southwark 2030 goals, it aims to provide localised support to those who want to start and grow businesses, cooperatives and social enterprises.
12. Some of the risks without a clear strategy include:
 - initiatives to provide affordable workspace may be fragmented and implemented in isolation, leading to inefficiencies and missed opportunities for collaboration and resource sharing.
 - inconsistent processes for the provision and management of affordable workspaces. This may lead to spaces that do not meet the needs of businesses and may fail to remain affordable or sustainable over time.
 - missing out on opportunities to leverage funding or to establish key partnerships.
13. Without a specific strategy there would be limited opportunities to share the council's overall approach to the provision of affordable workspace in an accessible format with key stakeholders.

POST DECISION IMPLEMENTATION

14. If the Cabinet approves the recommendations, the following activities will be implemented:
 - Update the AWS with feedback from Cabinet and any essential updates from delivery teams.
 - Publish the AWS on the council website.
 - Begin implementation of AWS actions and outcomes in the short, medium and long-term.
 - Continue engagement with businesses and providers in response to AWS.
 - Update the AWS actions annually or as required to take into account changing circumstances affecting Southwark or any changes in regional and national policy as required.

BACKGROUND INFORMATION

15. Southwark's economic growth suggests that there will be a continued demand for affordable workspace. Sectors such as the knowledge economy, health and life sciences are significant specialisations for the borough which will likely

drive the demand for office and lab-based workspaces. However, due to rising rental costs and the existing squeeze on available space, accommodation is often unaffordable for small and micro-businesses, social enterprises and voluntary and community sector (VCS) organisations that are vital to support the borough's diverse and successful local economy.

16. The Council previously committed to the delivery of the 2023 Southwark Land Commission report which identified six key challenges, including the insufficient focus on the social purpose of land. The report recommended that the Council take contributions in lieu of direct affordable provision within new developments, pool them and use them to construct affordable workspace hubs across the borough.
17. The council expects affordable workspace to be provided by developers on-site. In circumstances where a developer has justified, by both the council's planning policy requirements and the London Plan, that on-site provision is not feasible, the council may allow a financial contribution to be secured in a S106 agreement through an in-lieu payment, as stated in policy P31 of the Southwark Plan 2022. All in-lieu payments are held as S106 Affordable Workspace Contributions and are to be applied by the Council for the purposes to which they are paid (i.e. for the delivery of off-site affordable workspace across the borough).
18. These S106 contributions will be pooled together in principle as a key part of the funding strategy to deliver the council's new affordable workspace, subject to the approval of the relevant Planning Committee. The specific allocation and expenditure of S106 contributions remains the function of the Planning Committee. Reports will be brought to the Planning Committees for approval once officers have identified appropriate affordable workspace hubs and/or related projects/initiatives for funding.
19. The Council has delivered a wide range of workspaces – from creative studios in Peckham to co-working hubs in Elephant & Castle. Council officers have found through this delivery that having sufficient space at scale is more viable and provides more options. Therefore, pooling monies in the Affordable Workspace Fund to enable the delivery of Hubs and other initiatives will diversify the offer available to borough residents and businesses.
20. Use of all forms of funding, including S106 receipts, is subject to conditions and restrictions and is set out in an annual financing statement incorporating all capital expenditure incurred by the council, which is subject to review by the council's external auditors as part of their annual audit of the council's accounts.
21. This strategy relies upon S106 contributions from development flowing to the Affordable Workspace Fund. At the start of 2025, there is circa £1 million in S106 PIL to fund affordable workspace and £12.5 million in the development pipeline. The money in the pipeline is only payable once the specific trigger in the S106 agreement is met, which is usually linked to works starting on site. Therefore, the council can not commit to a set programme of Hub delivery. Each Hub will be delivered as and when the funds accrue.

22. Draft background studies undertaken by Avison Young suggest that demand is currently imbalanced and is likely to be strongest in the north of the borough, reflecting its position within or close to the Central Activities Zone. A key outcome of this Strategy is to enable new businesses, start-ups and entrepreneurs more opportunities to access workspace to meet local demand. The Council is looking to locate Hubs in the areas of the borough that could provide a more affordable alternative.
23. The draft studies also suggest that the South Bank and Elephant & Castle dominate employment, driven by professional services, tech, and life sciences, while other areas like Peckham, Camberwell, and Dulwich support creative, health, and retail sectors. Industrial demand and maker spaces remains in high demand in Bermondsey and Old Kent Road. Workspace needs vary by sub-area: central locations require office and lab-based spaces, while southern and eastern areas would further benefit from more creative studios, maker spaces, and micro-retail. The borough's upcoming regeneration schemes point to growing demand for flexible, inclusive, and sector-specific workspace typologies across Southwark.
24. Provision of affordable workspace is reflected in the existing affordable workspace mapping which includes approvals up until May 2025. The 2024/2025 commencement and completions are currently being updated and are not yet reflected on the mapping. The mapping can be accessed here: <https://geomap.southwark.gov.uk/connect/analyst/mobile/#/main?mapcfg=%2FAnalyst%2FNamedProjects%2FSouthwark%20Affordable%20Workspaces%20Sites>.

Strategic and service alignment

25. The AWS is aligned to the Southwark 2030 commitments set out under the goal of a strong and fair economy to ensure that there we are increasing the amount of affordable workspace in the borough. The AWS should also be viewed in the context of the Southwark Plan, adopted in 2022, which sets out the strategic vision for the future of Southwark through strategic policies. The AWS seeks to support a 'Green and inclusive economy' which identifies a target of at least 10% of all new employment floorspace to be affordable workspace.
26. The council commissioned the Land for Good – 2023 Southwark Land Commission, which made a number of recommendations. The AWS seeks to address a specific recommendation which commits the Council to establishing affordable workspace hubs across the borough, designed and tailored to meet the needs of our local communities.
27. The Local Economy, Planning and Growth, Sustainable Growth and Property teams have worked closely together to develop this strategy in consultation with other teams.
28. The AWS aims to help streamline internal service delivery. The AWS will be supported and delivered by a dedicated team. Delivery responsibility for individual actions is outlined within the action plan.

29. The AWS will also help direct required council resources to deliver the vision and objectives. For example, setting out various potential operational models and some key considerations when selecting suitable providers for operating workspaces. Priorities outlined within this strategy also highlights how existing payment in lieu money will be pooled into a dedicated Affordable Workspace Fund.

Community engagement and co-delivery

30. The council recognises that operators, businesses, the VCS and the local community have a wealth of relevant expertise. Officers invited 29 stakeholder organisations to provide feedback on the draft strategy including:

- Developers
- Providers/operators and local businesses using workspace
- The Voluntary and Community Sector via Community Southwark.

The strategy has been revised to take this feedback into account.

31. A key outcome of this strategy is the subsequent development of a Stakeholder Engagement Plan. Businesses, providers and other stakeholders will be invited to participate in the ongoing development and implementation of the AWS. This includes involvement in updating the action plan periodically.

32. To support the delivery of the strategy officers will establish an Affordable Workspace Advisory Committee which will provide strategic advice related to the provision of affordable workspace. The committee will include representatives from:

- Southwark Council
- Local subject matter experts
- Representatives from the business community and workspace providers/operators
- Local community organisations.

The committee will meet regularly to provide advice on ongoing projects, share on-the-ground experience about current demand, challenges and opportunities and recommend new opportunities for affordable workspace.

KEY ISSUES FOR CONSIDERATION

Governance

33. Whilst the usual council decision-making processes apply to the delivery of the Affordable Workspace Strategy there will also be an Affordable Workspace Officer Team made up of representatives from the Local Economy Team, Planning Policy, Property Services, Strategy and Communities and Sustainable Growth to coordinate the relevant workstreams. This group will report to the Director of Planning and Growth and the Lead Member for with responsibility for affordable workspace.

34. As needs evolve, the governance structure will be reviewed to provide flexibility to ensure the workspace secured through the AWS remains responsive to changing economic conditions and the needs of local businesses.

Policy framework implications

35. Affordable workspaces are essential to the Southwark 2030 vision of a strong and fair economy. The AWS supports the Southwark 2030 goal of ensuring that our town centres thrive and serve our local community and that the views of local people help shape their local areas. Genuinely affordable workspaces will help towards addressing the themes of supporting business owners and entrepreneurs from diverse backgrounds.
36. The AWS directly supports delivery of the Council Delivery Plan commitment of increasing the amount of affordable workspace in the borough, using council, partner, and investor assets.

Financial implications

37. The payments in lieu will be pooled together as part of the Affordable Workspace (Capital) Fund which will be allocated in accordance with the relevant S106 legal agreements, as approved by Planning Committee. The ambition is to deliver a mixed landscape of affordable workspace within the borough via the application of planning policy. The mix will include space delivered on site by developers within a larger, commercial scheme, and off-site provision secured through the Affordable Workspace (Capital) Fund. The affordable workspace hubs secured through the Affordable Workspace (Capital) Fund will sit within the council's commercial estate with a significant portion of the day-to-day management procured through specialist operators.
38. The council's Local Economy Team will establish the Affordable Workspace (Revenue) Fund to manage income generated from the council's portfolio of affordable workspace. The Affordable Workspace (Revenue) Fund will be managed by the Local Economy team to support the development of the portfolio and the offer within it.
39. A draw on the fund will be to fund a dedicated team (based within Local Economy Team and Property). The criteria for allocating the fund will be set and reviewed regularly to keep it current and might include securing additional provision and funding initiatives to support the occupiers of affordable workspaces within the borough.
40. At the start of 2025, £1,101,355.59 had been collected as s106 contributions, and allocations have been made to support the delivery of an affordable workspace in Elephant and Castle by a third-party provider. These funds will provide a fixed term Voluntary and Community Sector Premises Officer to work with the council on delivering affordable workspace for this specific sector. **Appendix 2** outlines the monetary amounts and deadlines for financial contributions

expenditure.

41. A further £12,488,477.01 is due to be paid into the Affordable Workspace Fund, contingent on the trigger being met on the associated schemes which is specified in the individual developments' Section 106 legal agreements. **Appendix 2** provides the current pipeline of affordable workspaces PIL fund.
42. Whilst the capital from the Affordable Workspace Fund can be used to deliver hubs, once operational, these Hubs will need to be self-financing as there is no revenue funding available to them. Any surplus income generated by the hubs will flow to the Affordable Workspace Fund.
43. The council will work with hub providers to understand any future subsidy requirements relevant for each Hub to enable a provider to offer space at a further reduction where appropriate, and for a defined period.

Affordable Workspace Hubs

44. The Sustainable Growth Team will focus on identifying suitable locations and securing necessary additional funding for future Hubs across the borough. The council's Local Economy Team will lead on the selection of appropriate operators once an affordable workspace is identified and/or secured. The Sustainable Growth teams will provide technical support to analyse bids and the council's Property team will advise on market rents (and therefore discount rates), assess feasibility and advise on landlord and tenant matters.

The council will prioritise the ability of operators to:

- Offer and maintain affordable rents.
 - Provide appropriate support services to tenants, including business mentoring, networking, and access to resources.
 - Ensure that the workspace is inclusive and accessible to a wide range of businesses, particularly those from underrepresented communities.
 - Demonstrate a sustainable business model for the long-term management of the space.
45. Undertaking activities relevant to establishing and operating the Hubs (i.e. appointing operators, finalising design and/or construction and any maintenance requirements etc.) will be subject to the relevant governance process.
 46. The Affordable Workspace Hubs will operate under individual, bespoke business models tailored to the local context, sector focus, and community needs. This approach ensures that each Hub is responsive, resilient, and capable of delivering maximum economic and social value. There will be no revenue funding available so all Hubs will need to be self-sustaining.

Pilot

47. Speculative commercial development is likely to be in areas which command the highest rent and research shows that this accommodation is unlikely to be affordable to new and early-stage business and individuals even at a discount to the open market commercial rent. The Council commissioned background research to identify suitable locations for Hubs across the borough, considering need, demand and available sites.
48. The council has identified a council-owned site for a pilot project in Peckham. The council has commissioned a massing study and an initial feasibility study which has shown it could deliver 30,000 square feet of workspace. Officers are preparing a tender for an architect to take a scheme through planning. The council will recruit a specialist operator to work alongside the council to prepare a business plan for the pilot.
49. The Council will apply the insights and learnings from the Peckham Pilot site to inform the development of future Affordable Workspace Hubs across the borough
50. The overall cost to deliver the project is provisionally £12 million. The delivery of the scheme is contingent on receiving sufficient funds in the Affordable Workspace (Capital) Fund.

Monitoring

51. The council currently requires developers to provide annual information on the status of the types of space and occupying businesses as part of s106 monitoring. To build on this, the Affordable Workspace Delivery Team (led by the Local Economy Team) will provide regular reports on the performance of each workspace and their operators/providers (where relevant) to the Affordable Workspace Working Group.

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

Community impact statement

52. The AWS will enable meaningful engagement with operators/providers and business owners. The provision of affordable workspace needs to effectively serve underrepresented groups while meeting specific sector needs. For this reason, the AWS needs to be accessible to all people. This will help ensure that the AWS reflects the needs and priorities of people with different protected characteristics and help mitigate against any potential negative impacts that could arise. It will also help promote good community relations and highlight opportunities to tackle inequality.
53. The AWS is designed in an accessible format that will be published online and can be printed if needed. Action 4 of the AWS requires the development of a Stakeholder Engagement Plan to ensure further development of the AWS will involve people from diverse backgrounds and minority groups that reflect the population of the local area. To ensure that as wide a range of people can

engage with the plans, the following engagement channels will be utilised where appropriate:

- Hyper-local business forums and networks
- Local community and resident groups
- Networks through existing council programmes e.g. Southwark Pioneers Fund participants
- Council business e-newsletter
- Council website, social media and publications.

Equalities (including socio-economic) impact statement

54. To ensure a fairer, stronger economy the AWS also need to reflect the needs and priorities of people from a range of socio-economic backgrounds. The stakeholder engagement as part of implementation of the AWS aims to reach this cohort.
55. The public sector equality duty ("PSED") is set out in section 149 of the Equality Act 2010 ("2010 Act"). The PSED requires public authorities, in the carrying out of their functions, to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 2010 Act, advance equality of opportunity between persons who share a protected characteristic and persons who do not share it, and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
56. A full equality impact and needs analysis (EINA) has been undertaken for the AWS and is attached in **Appendix 3**. This considers the potential positive and negative impacts of the AWS on people with different protected characteristics such as age, disability and race. The EINA considers the wider impacts of the AWS on those persons with protected characteristics and people who are socio-economically disadvantaged. The assessment undertaken found that the AWS has strong objectives for improving the quality of life for underrepresented people including improving access to employment opportunities, fostering community cohesion, improving health and equal opportunities for all. It concludes that there are no negative impacts arising from the AWS that cannot be adequately mitigated.

Health impact statement

57. To ensure that the needs and priorities of people with health conditions are reflected in the implementation of the AWS, all engagement channels outlined above will be utilised.
58. The positive health impacts from affordable workspace is well documented in **Appendix 3**.

Climate change implications

59. The AWS will be published online to reduce paper generated by printing. However, the documents will be printable on request to ensure full accessibility.

60. It is anticipated that the Hubs approach that forms part of the AWS will consider climate adaptation measures planned to help improve the sustainability of the local environment.

Resource implications

61. An additional dedicated resource, based in the Local Economy Team is required and will be responsible for:
- Developing a delivery plan for affordable workspace hubs.
 - Facilitating the delivery of suitable spaces across the borough via direct delivery or via partnership.
 - Appointing workspace operators and managing contracts.
 - Delivering and managing affordable workspace across the borough where appropriate.
 - Monitoring income generation and outcomes, ensuring compliance with the council's overarching economic development and social value goals.
62. There is currently no additional budget to fund the new, dedicated resource within Local Economy Team. In the short term, many actions can be undertaken through existing resources within the relevant teams but in the medium to long term it is envisaged that the dedicated resource will be funded through the Affordable Workspace Fund.

Consultation

63. The AWS has been informed by engagement with a number of key stakeholders within the borough including developers, providers/operators, businesses and other organisations. This feedback has driven the objectives and vision of the AWS.
64. The feedback from the consultees and stakeholders has been overwhelmingly supportive. There were some clear themes such as delivering space which is affordable for both the end user and the specialist operator (as they work within tighter margins than the commercial sector); having clear and transparent processes in place when appointing specialist operators; putting governance structures in place; insuring equitable access to space: balancing social value with commercial viability / sustainability.
65. A number of changes were made to the Strategy to reflect this feedback including (but not limited to):
- strengthening the Pricing and Affordability Guidance with a view to supporting underrepresented groups
 - highlighting that the Council will look favourably at operators who work in partnership with community groups and local anchors when appointing operators
 - emphasising that the VCS are included within this strategy and that the council supports their use of affordable workspace.

66. The council acknowledges that there is valuable experience and knowledge amongst both specialist operators and occupiers of workspace and intends that further stakeholder engagement will continue throughout the implementation of the Strategy.
67. Other feedback has also been captured as it useful and could be applied as part of the implementation of the Strategy. Further stakeholder engagement during the implementation phase of the Strategy will seek to build on this feedback with stakeholders.
68. The AWS has also been informed by engagement with key council delivery teams including:
 - Local Economy Team, Planning and Growth
 - Property Services, Planning and Growth
 - Sustainable Growth, Planning and Growth
 - Culture, Planning and Growth.
69. Business networks, providers/operators and other stakeholders will be invited to participate in the ongoing development and delivery of the actions. Community engagement will be continuous, and the AWS action plan will be updated annually to reflect progress and respond to stakeholder priorities.
70. In response to this feedback, the AWS highlights issues or proposes improvements which could be taken forward as a distinct project. Further consultation will be undertaken as appropriate.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources (FG-83)

71. This report seeks Cabinet approval to the Affordable Workspace Strategy as contained in Appendix 1. This report also seeks the establishment of the Affordable Workspace Fund and to include the pooling of financial contributions received in lieu of the delivery of on-site Affordable Workspace secured through S106 agreements.
72. The strategic director of resources notes that there are no direct cost implications arising from this report.
73. The strategic director of resources also notes that all approval and usage of the Affordable Workspace Funds will be subject to Planning Committee approval and that all subsequent activities relating to the establishment and operation of the “Hubs” will be similarly subject to the relevant governance process.
74. Staffing and any other costs associated with this report, in the short term, will be contained within existing departmental revenue budgets.

Assistant Chief Executive, Governance and Assurance (AGG 18/06/25)

75. The Assistant Chief Executive, Governance and Assurance notes that the report asks Cabinet to approve the adoption of the AWS attached at Appendix 1 and establishment of the Affordable Workspace Fund. This is a function of the Cabinet pursuant to Part 3B of the Council's Constitution.
76. The cabinet is reminded of the PSED under section 149 of the 2010 Act which has been considered by officers at paragraphs 54 to 56. The Cabinet should consider the EINA attached at **Appendix 3** when making this decision.
77. Whilst there is no requirement to consult the public on the production of this strategy, the report identifies stakeholder engagement which informed the AWS and the continued engagement that will follow when giving effect to the AWS.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None.		

APPENDICES

No.	Title
Appendix 1	Affordable Workspace Strategy
Appendix 2	Payment in Lieu Financial Contributions for Affordable Workspace
Appendix 3	Equality Impact and Needs Analysis

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Climate Emergency, Jobs and Business	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Pascale Rosenbloom / Lauren Mudd, Resources Department	
Version	Final	
Dated	25 June 2025	
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		25 June 2025

A photograph of three women in a pottery studio. One woman is standing and gesturing while talking to two others who are seated at a table. The table is covered with pottery-related items like a rolling pin, bowls, and brushes. The background shows shelves filled with various pottery items and a window with a view of the outside.

Affordable Workspace Strategy



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Foreword



The introduction of our new Affordable Workspace Strategy marks a significant step in addressing the challenges faced by businesses, entrepreneurs, creative enterprises and voluntary sector organisations in our borough.

Southwark is a place of opportunity, rich with diversity and creativity, with organisations that contribute to the local economy and the broader London economic landscape. The rising costs of workspace has placed pressures on organisations, making it harder for them to expand and thrive. Our Affordable Workspace Strategy is designed to address these challenges, helping to secure genuinely affordable spaces that maintain the character and inclusivity that makes Southwark such a dynamic place to work and live.

To make the most of our unique strengths, and shape a better future for everyone, we worked with people and organisations across our borough to produce the Southwark 2030 Strategy which includes a goal to deliver a strong and fair economy. The ambition expressed in this document is a step towards achieving the vision for Southwark in 2030.

Southwark was the first council in London to establish a land commission to explore how more land in the borough could be used for the benefit of all. The Council's Land for Good – 2023 Southwark Land Commission recommended establishing affordable workspace Hubs across the borough, designed and tailored to meet identified demand. These Hubs will provide spaces that reflect the diverse needs of Southwark's businesses while maintaining a focus on sustainability, inclusivity, and affordability.

This strategy sets out our vision for a future where affordable, flexible workspaces are accessible, sustainable, and supportive of our borough's growing and diverse economy. We will work closely with the community, specialist operators and developers to expand the availability of affordable workspace.

These spaces will be environments that foster creativity, collaboration, and growth. We aim to nurture innovation, encourage entrepreneurship, support community organisations, and help local businesses to grow by investing in affordable workspaces.

This strategy is a promise to the people of Southwark: we are dedicated to ensuring that everyone, from new startups to established businesses, has the space to succeed. Together, we can build a more prosperous and inclusive Southwark for generations to come.

Cllr John Batteson, Cabinet Member for Climate Emergency, Jobs & Business

Vision

Southwark is a borough of opportunity, innovation, and enterprise. As we look towards Southwark 2030 we are committed to creating a fairer, greener, and more resilient economy where everyone can succeed. We want to support start-ups and businesses of all sizes and to help our diverse communities access the spaces they need to thrive.

The cost of workspace is a challenge. It's difficult for small to medium businesses, creative enterprises, voluntary organisations and start-ups to access suitable, secure and affordable space. This limits the potential of individuals and enterprises alike. This strategy supports Southwark 2030's ambition to nurture a thriving local economy, where economic opportunities are within reach.

Southwark's Affordable Workspace Strategy sets out the council's approach to increasing the supply of good quality, fit for purpose, genuinely affordable workspace in the borough. Affordable workspace is an effective tool to support the local economy by enabling broader participation, innovation and growth.



Objectives

This strategy is the road map to delivering affordable workspaces capable of accommodating the widest possible range of activities with equitable access at the heart of the operating models. These spaces will be designed to help local residents put their ambitions into action, enable established small to medium businesses to grow and support voluntary and community sector organisations to deliver their services.

This strategy will deliver:

- 1**
Equitable access to workspace
- 2**
Increased economic activity
- 3**
More local jobs
- 4**
More affordable workspaces across Southwark
- 5**
Flexible spaces: not a one size fits all approach
- 6**
Council-owned Affordable Workspace Hubs
- 7**
Support for cohorts who typically face obstacles securing space
- 8**
More suitable space secured through the planning process within private developments and partnerships with developers and specialist operators
- 9**
Support for businesses (especially start-ups, and small to medium-sized enterprises (SMEs) to help them grow, innovate and compete in a rapidly changing economy
- 10**
Accommodation for voluntary and community sector organisations who provide a valuable resource for Southwark residents and London as a whole
- 11**
Transparency: monitoring and evaluation will assess the impact of the strategy and make sure the workspaces are meeting emerging needs and providing practical solutions to current and future economic challenges

What is affordable workspace?

In planning terms, Policy E3 of the London Plan 2021 defines affordable workspace as workspaces with rents maintained below market rate for a specific social, cultural or economic development.

Policy P31 of the Southwark Plan 2022 requires new employment floor space over 500sqm to provide secure, affordable workspace which is managed by a council approved affordable workspace provider. An affordable workspace provider is defined in the Southwark Plan 2022 as “A not-for-profit or low cost workspace provider offering genuinely affordable rents for businesses to thrive.”

It is acknowledged that affordable workspace needs to be affordable for both the specialist operators and the end user.

The Southwark Plan 2022 defines employment floorspace as the following planning use classes:

- Class E(g) (offices and light industrial);
- B2 (general industrial uses);
- B8 (storage uses);
- and sui generis* employment generating.

Policy P31 also states that in exceptional circumstances, affordable retail, affordable cultural uses or public health services which provide a range of affordable access options for local residents may be provided. This is subject to demonstrated need of the affordable use for a specific occupier.

*sui generis are uses that cannot be defined in any formal planning use class.



The need for Affordable Workspace in Southwark

There is competition for the limited supply of good quality, affordable workspace in the borough. This can limit opportunity for those unable to compete. A healthy economy includes diverse enterprises operating at different scales. If the smaller businesses and organisations can't get a foot hold in the borough then we'll lose that layer of activity and in the long run, we lose the bigger enterprises they grow into.

If our voluntary and community sector organisations can't find space to deliver their services, our residents miss out on valuable services and in some cases, the council loses the opportunity to work in partnership. This is particularly important now that the funding options for the voluntary and community sector are shrinking.

There is a concentration of new employment space being delivered in the north of the borough and within the Central Activity Zone (CAZ).

However, the discount to market rents in the CAZ may not be sufficient to put the affordable element of the on-site provision within grasp of enterprises and organisations within Southwark. In exceptional circumstances, a payment in lieu towards the delivery of affordable workspace may be supported. The payment in lieu is intended to be used for off-site affordable workspaces located in areas of the borough where the market rent is lower (and the resulting discounted rent is achievable).

To ensure a balanced approach, this strategy will:

- **Be geographically responsive:** the council will develop hubs with specific characteristics (e.g. maker space) located in the areas of the borough that already have a cluster of similar businesses or offer the appropriate amenities, network and demand to nurture the specific use.
- **Deliver adaptable spaces** suitable for various uses, from co-working hubs to makerspaces and light industrial units. The affordable workspace hubs will be designed so they can flex to changing demand.
- To achieve the Southwark 2030 vision the council's Hubs will be accessible to **underrepresented people and groups** who typically aren't represented in other provision. We will support early-stage businesses to create a diverse and resilient local economy.

Progress so far

Southwark was one of the first London boroughs to introduce planning policy to support the delivery of affordable workspace within its local plan. Through the planning framework, the Council has secured commitments from developers to deliver affordable workspace within a variety of schemes which incorporate employment space and have secured planning consent in the borough.¹

However, this provision is not guaranteed until all planning conditions in a planning consent are discharged. This highlights the long-term and market-dependent nature of only using planning policies to deliver this space.

The council will continue working with developers and property owners through the planning process to incorporate affordable workspace provision on site within commercial and mixed-use schemes and it will also look to deliver Affordable Workspace Hubs using pooled payments in lieu. These Hubs will seek to provide discounted rents and/or other support to increase accessibility for all.

In addition, the council has also used its own assets to deliver affordable workspace in collaboration with a range of different partners. These spaces have been delivered within publicly owned buildings or on public land, either permanently or on a meanwhile basis, illustrating the diversity of assets that can be used to deliver economic and social value. Southwark Council has successfully directly delivered a number of spaces across the borough. The delivery of these spaces has also stimulated and encouraged the establishment of other similar schemes with limited public intervention.



¹ Within developments proposing 500m² GIA or more employment floorspace.

Case Study: Oru Space

Oru East Dulwich occupies double-fronted space on Lordship Lane, welcoming over a thousand people a day, at the top of a busy high street in East Dulwich. This site was formerly an NHS community mental health unit, and had been vacant for six months. The Council approached the project with an ambition to look beyond traditional commercial uses. To do this, the Sustainable Growth Team launched a call for proposals for more creative and innovative interim uses.

After carrying out shortlisting and interviews, the successful candidates were business partners Paul Nelmes and Vibushan Thirukumar, former Development Director and Head of Finance at Second Home. Their proposal to provide the concept of workspace focussed on wellness was appealing to the council due to its alignment with the site's former use as a place offering community cohesion and social impact.

Oru Space now provides coworking space on the High Street and includes hot desking, fixed desks and private offices. The space also hosts an award-winning restaurant, which places a focus on sustainability, nutrition and exceptional quality food. The space also includes a wellness and event area providing classes focused on encouraging good mental health.

The space seeks to deliver social value benefits in the community through the provision of three (3) free community classes per week, five (5) quarterly memberships for those launching new businesses or seeking work, discounts to workspace for social enterprises and charities and many more initiatives.



Securing supply

Affordable workspace will be secured through a combination of approaches, ensuring flexibility in delivery and long-term sustainability.

- **Planning Policy:** The Southwark Plan requires developers to integrate affordable workspace into new schemes or contribute to the Affordable Workspace Fund when onsite provision is not feasible.
- **Hubs (Council Assets):** Using publicly owned buildings and land to create new workspace opportunities.
- **Partnerships:** Working with developers, operators, and community organisations to secure and deliver affordable space.

The Affordable Workspace Fund

Under the Southwark Plan 2022 policy P31, new employment space over 500m² must provide 10% affordable workspace for 30 years at a discounted cost. Usually this will be delivered on site and managed by the property owners. A developer might evidence that affordable workspace is not deliverable within their scheme,

in which case a payment in lieu of space will be required to fund the provision of affordable workspace elsewhere in the borough. The payments in lieu will be pooled together as part of the Affordable Workspace Fund.²

The council sees this as a proactive mechanism to deliver this much needed space, while influencing the following:

- the type of space
- the location
- the quality of the fit out
- how the space is managed
- how access and allocation is made equitable
- how it can be used in perpetuity rather than limited to 30 years.

Therefore, where it's appropriate, the council will actively seek contributions to the Affordable Workspace Fund rather than requiring developers to deliver onsite.

Whilst the priority for the Affordable Workspace Fund will be delivering council-owned development, the Affordable Workspace Fund could also be used to support the creation of affordable workspaces by specialist providers,

particularly those participating in council's business support programmes. This financial assistance could help providers set up their own spaces, fostering accessibility, growth and social value outcomes. In order to encourage investment and commitment, the council will explore a requirement for providers to match fund or other types of co-investments, ensuring a shared responsibility to create sustainable, community-driven environments. This collaborative approach aims to empower providers, stimulate local economies, and create opportunities for innovation in accessible workspaces.

Any surplus income generated by the Hubs will flow to the Affordable Workspace Fund. It will be used to broaden access to workspace, increase supply and support economic development in the borough.

The Affordable Workspace Fund will be managed transparently, with regular reporting ensuring that resources are deployed efficiently and in line with council objectives.

The establishment and growth of the Affordable Workspace Fund is contingent upon receiving payments in lieu through the s106 process, ensuring that financial resources are available to support the creation and maintenance of affordable workspaces across the borough.

² Monies secured through S106 will be ringfenced within the Affordable Workspace Fund and allocated in accordance with the specific S106 agreement and relevant legislation

Affordable Workspace Hubs

The Southwark Economic Strategy 2023 – 2030 aims to foster a “fairer, greener and more resilient economy that benefits everyone.” This Affordable Workspace Strategy prioritises the delivery of Hubs that create opportunities for local residents that help to narrow inequalities across the borough.

The provision of affordable workspace will provide opportunities to work with organisations to deliver the council’s plan: Southwark 2030 Creating Good Lives Together, a shared vision for our borough. It is not envisaged that affordable workspace hubs will accommodate those who can afford to secure accommodation in the open market (unless the income generated is used to cross subsidise others). The Hubs will support businesses and enterprises which typically haven’t secured the financial backing or achieved maturity to survive in the open market. (i.e. voluntary and community sector). By leveraging council owned workspaces, the council will be able to prioritise under-represented groups, local start-ups and voluntary and community organisations which serve the local area which might otherwise struggle to secure space. The day-to-day operation of the Hubs should not rely on council income. The operating model should provide surplus income which will flow into the Affordable Workspace Fund.

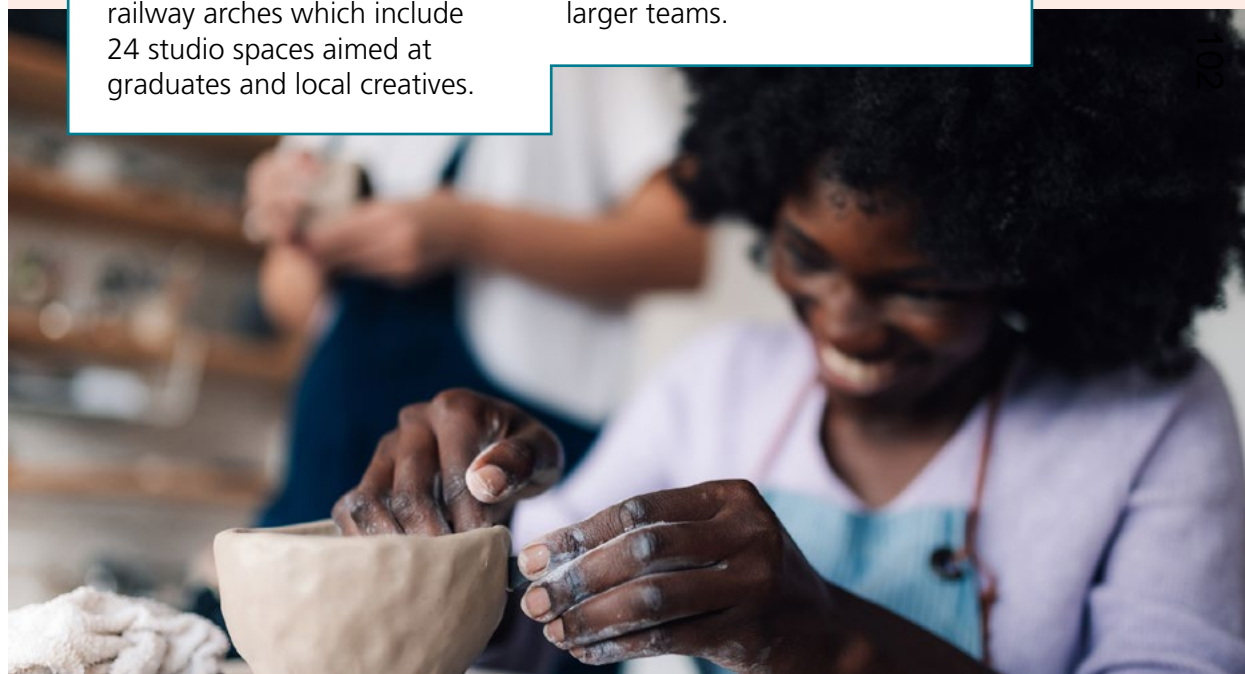
Case Study: Spare Street

Spare Street Studios

Established in 2009, Hotel Elephant is a not-for-profit company which provides spaces for Arts, Culture & Enterprise in Southwark. In 2016, Hotel Elephant launched Spare Street which provides a hub for creative enterprises in Elephant and Castle. Within five (5) refurbished railway arches which include 24 studio spaces aimed at graduates and local creatives.

Spare Street Works

Spare Street also offers local coworking space providing flexible desk and office space for individuals and small teams. These spaces include 4- and 6-person office units which are aimed at start-ups and small teams. The larger area including a 26-desk space can accommodate larger teams.



Operation

Delivery Approaches

The council will take a flexible and place-based approach to secure delivery of more affordable workspace in the borough, ensuring that different models can be applied based on local needs.

Our approach to providing affordable workspace in Southwark is built on a variety of delivery approaches.

Developer-led

Affordable Workspace is currently most often secured through our s106 agreements with private developers. By working closely with developers, we ensure that affordable workspace is integrated into new developments across the borough. This approach guarantees a long-term supply of affordable spaces that align with the needs of both emerging and established businesses, helping to create sustainable and thriving communities.

Brokerage

One of the central strategies and most immediate for providing affordable workspace is through brokerage services. The council will act as a mediator, connecting businesses, organisations, and operators with available space that meets their needs.

The council will strengthen its brokerage service to provide connections and match private or other organisational landlords with space to businesses or operators who have approached the council seeking affordable workspace.

This service will involve council officers actively facilitating connections, working both internally within the council and externally with private landlords, developers, and operators. This market-facing role will help to match available space with the needs of businesses and organisations, with a priority to those involved in the council's business support programmes.

Meanwhile space

Meanwhile spaces represent a highly adaptable approach to providing affordable workspace, particularly in areas where long-term development is not yet viable. These spaces offer a temporary yet effective way to meet the growing demand for affordable workspaces, while also fostering creativity, innovation, and community-building. The council will leverage meanwhile spaces as an integral part of its Affordable Workspace Strategy, helping to provide immediate relief for businesses in need of flexible solutions.

For example, there is an opportunity for meanwhile spaces to assist developers to test the types of spaces required within the community, whilst also understanding economic viability and sustainability long term. There are largescale under-utilised privately-owned spaces that could be used as meanwhile space as an interim solution.

Case Study: The Hithe

Meanwhile Space, IF_DO, Weber Industries, and Elliot Wood in partnership with Southwark Council have worked together to create an innovative demountable building for an underused site in Rotherhithe. The Hithe provides a temporary and demountable incubator workspace hub as meanwhile space under an 11-year lease from the council. The Hithe opened in autumn of 2021 and provides affordable workspace, a social meeting room and a community garden.

The space provides for 10 incubator spaces, aimed at local start-up businesses looking for space to grow and develop.

This project demonstrates how under-utilised spaces can be used to create temporary, innovative solutions and increase the provision of affordable workspace across the borough.



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Operational Models

There are many factors that influence how an affordable workspace is operated including size, ownership and typologies and sector(s). The council will undertake a hybrid approach and act on opportunities through either direct delivery and/or working with third-party providers.

The council will apply different models strategically based on specific circumstances such as site characteristics, available funding, community need, and the intended economic or social impact.

The following provides some (not all) approaches to operation that the council will consider for future workspace.

Dedicated third-party or consortium (Lease or Management Model)

In certain circumstances, collaboration with specialised workspace providers can ensure more sustainable, effective management of affordable workspaces. The council will engage with these providers to achieve outcomes that align with the borough's broader economic and community objectives.

The council will actively collaborate with specialised workspace providers to manage the day-to-day operations of affordable workspace. This approach will involve achievable and measurable outcomes to be explored with the operators.

To determine the most appropriate providers to collaborate with, the council will seek to establish a preferred provider shortlist for established operators, focusing on different sectors and council priorities. The existing Southwark Workspace Provider List will continue to be updated annually using information obtained from shortlisting exercises and annual updates.

In addition to traditional workspace management models, the council will explore innovative partnerships with third-party operators and corporate providers to deliver affordable workspace in ways that are both creative and sustainable. The aim is to foster dynamic, collaborative spaces that not only support local businesses but also create a sense of community and shared purpose.

- **Dynamic Partnerships:** The council will create flexible partnership models that allow for different configurations, such as long-term leases for corporate operators or short-term, more flexible agreements for community-driven groups. These models can be adjusted depending on the scale, sector, and specific needs of the businesses and organisations seeking workspace. For example, partnerships with local universities and colleges could offer affordable workspaces that support student and alumni businesses. These can be in the form of shared offices or innovation hubs.

- **Outcomes-Based Collaborations:** The council will incentivise collaborations by adopting an outcomes-based approach, where the success of the workspace is measured not just by occupancy rates but by the broader impact on the local community and economy. This could include metrics such as the number of local jobs created, the support offered to startups and underrepresented groups, or the environmental sustainability of the workspace. Operators will be encouraged to work together to meet these targets, aligning their goals with the council's broader vision for an inclusive and thriving economy in Southwark.

- **Collaborative Consortium:** The council will encourage the formation of collaborative consortia by inviting multiple organisations—ranging from community groups, corporate providers, and social enterprises—to come together to manage affordable workspace. These consortia could include a blend of operators with different areas of expertise, creating a robust support ecosystem for businesses and ensuring diverse needs are met. A consortium could provide access to additional resources, expertise, and innovative solutions that single operators may struggle to offer. This supports the small and medium-sized enterprise (SME) incubator approach which combines entrepreneurs and small business owners a low-cost entry point to launch their ventures while also providing a structured support system to increase their chances of success.

- **Diverse Tendering:** The council will issue tenders that encourage a diverse range of organisations to come together, whether it's for space management, programming, or business support. By opening up a competitive, transparent process, the council can attract both established operators and innovative new players, ensuring that Southwark's affordable workspace options remain cutting-edge and well-suited to the needs of modern businesses. These tendering processes will seek to encourage collaboration among operators to achieve shared objectives such as social impact, environmental sustainability, or local job creation.

This model offers flexibility, expertise, and resource efficiency, allowing the council to focus on strategic oversight while leveraging the operational skills and networks of experienced workspace providers. It aligns with Southwark's broader goals of economic inclusion, social impact, and community engagement.

Circumstances for Use:

- ✓ When specialist knowledge is required (e.g. sector-specific hubs: creative industries, tech, social enterprises).
- ✓ Where the council wants to promote innovation and community-led initiatives without managing the space directly.
- ✓ For larger or more complex sites where collaborative partnerships can scale impact.
- ✓ When the council wants to encourage a mix of providers through consortia, particularly for SME incubation or social enterprises.
- ✓ To achieve measurable outcomes—social, economic, environmental—without directly managing the asset.



Shared Ownership or Joint Venture Model

In the joint venture model, the workspace operator and the council (or a property owner) enter into a partnership agreement. The council, as the investor, could provide the majority of the initial capital to deliver a space. The workspace operator, as the managing partner, contributes a smaller amount of capital and undertakes day-to-day operations. Profits are distributed after the property owner's preferred return, typically with a larger share going to the property owner until the joint venture starts generating higher operational profits. A key incentive of this model is to work with the private sector for public purpose and profit reinvestment to enable quicker activation of spaces.

Circumstances for Use:

- ✓ When capital investment is needed quickly, but the council wants to be involved long-term and steer social outcomes.
- ✓ For larger, higher-value developments where both public and private interests align (e.g. regeneration zones, town centre developments).
- ✓ Where the aim is to co-deliver a strategic asset, accelerate delivery, and reinvest profits into local services.

Direct Delivery (Owner Operator Model)

Direct delivery involves a dedicated team within the council who operate affordable workspaces directly without an intermediary operator. This could involve engaging with owners / developers to deliver spaces or may involve using available space in existing council assets (e.g. libraries, town hall, community centres) to house small-scale or informal (e.g. hot desks, shared offices) or formal workspaces.

Circumstances for Use:

- ✓ When the council has available space in council assets that can be repurposed.
- ✓ In projects where testing demand or community benefit is important.
- ✓ Where tight control over service provision, cost structure, and user access is required.
- ✓ When the aim is to fill short-term gaps in workspace provision quickly.



Pricing and Affordability Guidance

It is acknowledged that the term 'affordable' is subjective. The council will consider end user requirements, the operators/providers' needs, and the nature of the development scheme or hub. The affordability of a workspace may differ across the borough (as the affordability is based on a discount to market rents and market rents vary) and can also be impacted by service charges, business rates, utilities, and other fees.

Affordable workspace rents will be based on clear pricing and affordability guidance. The council will ensure that rents are below market rent.

This guidance will consider things such as:

- Rent free periods, caps on service charges, fit out, flexible terms, equipment etc.
- Place-specific guidance that will identify priority and/or high demand sectors for areas and suitable locations or clusters.
- Targeted end user groups that are in need for support within certain types of spaces (i.e. under-represented groups). This includes targeted interventions, such as reserved spaces or financial incentives for this cohort.

The council will develop a toolkit to guide developers and landowners in preparing proposals for meeting affordable workspace requirements. This guidance will focus on how the affordability of spaces should be addressed.



Appointment of Operators

The council will appoint workspace operators through a mixed approach either through direct appointment, or through a competitive procurement process. The evaluation process may assess operators based on the following criteria (but not limited to):

- Relevant experience and track record in managing affordable, sector-specific or community-focused workspaces.
- The ability to manage space effectively and efficiently, including financial sustainability and tenant satisfaction.
- Commitment to social and economic inclusion, including engagement with local businesses, community groups, and stakeholders.
- How they will deliver social value in line with the council's own framework.

The council will be looking for innovative approaches to affordability e.g. operating models which enable people to access workspace who

have very limited recourse to funds. The council will also look favourably at operators who work in partnership with community groups and other local anchors.

Stakeholder Engagement

This Strategy also reflects the council's commitment to fostering stronger engagement with end users and workspace providers. This engagement will be achieved through targeted surveys and discussions with key stakeholders (i.e. local businesses, providers, business networks, voluntary and community sector organisations and forums, advocacy groups and educational institutions), as well as collaborative workshops with workspace stakeholders, ensuring that our strategy is driven by the real-world experiences and insights of the community.

Through this engagement, the council aims to develop an Expression of Interest (EOI) List to build a database of businesses and voluntary and community organisations that may need space imminently or in the near future. This database will also provide evidence to support projected demand and required typologies.

Monitoring

The council currently requires developers to provide annual information on the status of the types of space and occupying businesses as part of s106 monitoring. The council will undertake regular reporting on the performance of each workspace and their operators/providers (where relevant). These reports could include (but not limited to) the following key performance indicators (KPIs):

- Number of businesses using spaces
- Occupancy levels
- Number of Southwark residents using the spaces
- Average rents/rates charged to end users in comparison to market rates
- Business support provided
- End user survival rates
- Ensuring businesses and enterprises are being occupied by those most in need
- Proportion of black-led, female-led and other marginalised or under-represented groups
- Level of community or public use of spaces
- Measure of quality assurance, e.g. end user satisfaction from enterprises or organisations accessing affordable workspaces.
- Level of social and/or community impact.

This will build an evidence base and data capture to better determine and measure demand across the borough overtime.

The Pilot

The council has identified a council-owned site for a potential pilot project in Peckham. The council has commissioned a massing study and an initial feasibility study. The council will recruit a specialist operator to work alongside the council to prepare a development scheme and a business plan for the pilot. The delivery of the scheme is contingent on receiving sufficient funds in the Affordable Workspace Fund.

Actions

This section outlines the steps required to begin implementing the Affordable Workspace Strategy, organised into key themes. These actions are shaped by the strategy's goals, the types of spaces needed in Southwark, how they can be delivered, and insights from discussions with affordable workspace operators on how to improve operational efficiency and support the effective delivery of workspace.

Monitoring of the Strategy is essential to track the progress of implementation and inform potential interventions, decision-making and ongoing policymaking. The timescale for these actions is generally short to medium-term, but this section of the Strategy should be considered a dynamic document, reviewed and updated regularly.

The actions will be monitored and updated annually to ensure they are being delivered or are still fit for purpose.

Responsibility guide:

LET = London Borough of Southwark Local Economy Team

PS = London Borough of Southwark Property Services

SG = London Borough of Southwark Sustainable Growth Team

PT = London Borough of Southwark Planning Policy Team

AWWG = Affordable Workspace Working Group

AWST = Dedicated Affordable Workspace Delivery Team



#	Action	Responsibility	Timeframe	Priority
1	Southwark Council will mobilise a dedicated team and governance structure for the delivery and operation of affordable workspace.	AWST	Short-term	High
2	Establish a preferred affordable workspace provider shortlist based on evidence and demand, while regularly updating the existing current Southwark Workspace Provider List.	LET	Short-term	Low
3	Identify, develop and review a pipeline of opportunities for short – long term affordable workspace.	AWST	Ongoing	High
4	Develop and undertake a Stakeholder Engagement Plan to understand specific affordable workspace requirements of businesses and providers across the Borough.	LET	Long-term	High
5	Develop a EOI list for businesses looking for affordable workspaces with a key focus on existing business support programmes.	LET	Long-term	Low
6	Create a toolkit for developers, landowners and providers to provide guidance on how the opportunities are managed and monitored through s106 agreements. This includes creating a Pricing and Affordability Guidance that is updated regularly.	LET	Short-term	High
7	Identify priority sectors across the Borough to inform intervention measures and requirements.	LET	Short-term	High
8	Draft a Voluntary and Community Sector Lettings Policy	PS	Short-term	High

#	Action	Responsibility	Timeframe	Priority
9	Explore the opportunity to engage a third-party provider to operate future affordable workspace as part of the pilot project.	AWST	Medium-term	High
10	Develop a brief and scoring matrices for the appointment of the operator for the pilot project that can be adapted for future projects.	Lead: LET Support: PS, SG	Short-term	High
11	Work with the appointed operator to develop a business plan to support the pilot project.	Lead: LET Support: PS, SG	Medium-term	High
12	Work with the appointed operator to prepare a planning application for pilot project.	SG	Medium-term	High
13	When Affordable Workplace Fund has sufficient funds, pilot project land to be secured.	SG	Long-term	High
14	Ensure existing interactive mapping that identifies open affordable workspace opportunities is updated regularly.	PT	Short-term	High
15	Establish and implement a monitoring system to track the effectiveness of affordable workspace initiatives, measuring occupancy rates, business success, and the economic impact on the community.	LET	Medium-term	High

Appendix 1: Affordable Workspace Typologies

The below provides initial findings of the types of spaces and where they are likely to be in demand however, further evidence and testing is required.

Type of space	Description
Office and Co-working Space	<p>What: A shared or dedicated office environment where individuals or different organisations rent desks or workstations in a shared space. This also includes space for bookable meeting rooms and small activity spaces.</p> <p>End User: Early-stage businesses - start-ups and existing and new small and independent businesses or organisations and voluntary or community organisations.</p> <p>Where: Borough-wide with higher demand in town centres and Central Activities Zone (Peckham, Camberwell, Elephant and Castle, Canada Water and Bermondsey). Proximity to residential areas and/or strong public transport connectivity. Established business locations is preferable for networking, collaboration and co-location opportunities.</p> <p>Sectors: Technology, digital and marketing and other professional services (i.e. administrative, real estate, architects, graphic design, finance and insurance).</p>
Creative Space	<p>What: A shared workspace where individuals can access tools, space and materials to design and create projects through creative activities. The type and layout of these spaces can vary significantly (from open workspace to self-contained small spaces with lockable storage).</p> <p>End User: Graduates, independent artists, creative enterprises, social enterprises, early-stage businesses, creative practitioners, for-profit creative businesses, and not-for-profit or government-supported creative organisations.</p> <p>Where: Priority to co-located (but not limited to) with existing educational creative precincts, schools and community uses such as libraries. Former industrial sites with open air yards, or existing light industrial units with access for servicing requirements. Town centres and mixed-use development can also be suitable depending on the nature of the use. These spaces are likely to be a priority in areas with existing creative focusses i.e. Camberwell and Peckham.</p> <p>Sectors: Visual and/or auditory art, graphic design, fashion, culture, dance, digital media, games, literature, publishing performing arts, gaming, architecture ad film/tv. High demand in ceramics. Potential emergence of AI.</p>

Type of space	Description
Maker Space	<p>What: Space that provides for small creative production businesses undertaking light industrial craftwork. This includes a range of tools, workstations and supporting facilities for crafting, building and testing.</p> <p>End User: Small businesses involved in production activities, laser cutting, 3D printing, electronics etc. Students, hobbyists, entrepreneurs, artists, engineers, and non-profit organisations.</p> <p>Where: Proximity to residential areas and/or strong public transport connectivity desirable as many businessowners will look to work relatively close to where they live. In proximity to or co-located with education, business support, engineering and design services. Locations within industrial precincts are also more suitable for heavy production activities.</p> <p>Sectors: Education, artistry, manufacturing, production and STEM.</p>
Flexible Kitchen Space	<p>What: Either a commercial “dark kitchen” providing fully equipped kitchen space specific to food delivery services, or a shared kitchen space where individuals or small businesses can access commercial kitchen facilities at a low cost.</p> <p>End User: Catering companies, voluntary or community organisations, small-scale food manufacturers, artisanal food producers, and startups focused on food delivery or subscription services; as well as creative food businesses like culinary schools, food bloggers, recipe developers, and food stylists.</p> <p>Where: Proximity to suppliers and supply chain networks, within residential areas if targeted to delivery only services, former industrial sites with open air yards, or existing light industrial units with service access would also suit. Close to town centres are also more advantageous for community kitchens where dining facilities are provided. Proximity to anchor institutions and employers can also be beneficial for businesses looking to supply local organisations.</p> <p>Sectors: Food and cooking education industry, small-scale businesses and manufacturers, bakeries, accommodation, pop-up restaurants, and other food service activities.</p>

Type of space	Description
Light Industrial Space/ Workshops	<p>What: Light industrial space refers to a type of commercial property, usually smaller in size, that is suitable for light manufacturing, assembly, or storage of non-hazardous goods, often requiring features like loading docks and power for machinery.</p> <p>End User: Small-scale manufacturing businesses, like food producers, fashion manufacturers and craft brewers.</p> <p>Where: Close to strategic road and freight networks, industrial businesses and precincts. Proximity to sector-specific anchors is suitable. Industrial locations are often required to support occupier activities which may be noisy.</p> <p>Sectors: Light manufacturing, storage, production-based activities and light industrial activities.</p>
Laboratory Space	<p>What: Laboratory spaces often wet and dry spaces, requiring robust infrastructure that handles weight and vibration or other specialist equipment (high power and water requirements, ventilation and sterilisation).</p> <p>End User: Life science businesses, early-stage bio-tech startups and other science companies/organisations.</p> <p>Where: Close to strategic road and freight networks, industrial businesses and precincts. Clustered with major universities, hospitals, research institutions and/or higher education institutions (i.e. South London and Maudsley, King's College and the SC1 London Life Sciences Innovation District. Access to city centres and business districts via public transport for networking and collaboration is suitable.</p> <p>Sectors: Medical (pharmacy, medical and biotechnology) sciences, academic research, environmental testing, food science, green tech and other emerging industries and/or technologies.</p>
Micro Retail	<p>What: Spaces supporting businesses to grow through mentorship or through heavily discounted units to allow retailers to 'experiment' / take-on new ideas to grow.</p> <p>End User: Early-stage businesses - start-ups and existing and new small and independent businesses or organisations, and voluntary or community organisations.</p> <p>Where: Proximity to residential areas and/or strong public transport connectivity will support retailers due to larger catchments. These spaces can also be located in mixed-used neighbourhoods or town centres as they are compatible with other uses and amenities, and benefit from proximity of other retail occupiers (higher footfall).</p> <p>Sectors: Food services and retail, wellness, designers and beauticians.</p>

Appendix 2: Planning Policy

The Southwark Plan contains an existing policy on affordable workspace (P31). This states that developments with new employment floorspace of over 500sqm must provide affordable workspaces. The planning policy requires workspaces provided at a reduced market rental rate and secured for a minimum of 30 years. Certain requirements of the policy, such as discount to market rent and fit out specification, are assessed on a case-by-case basis and has been informed by the existing affordable workspace evidence base. Approved applications in the Central Activities Zone have applied a discount market rent of 25%-30%. This may not always be affordable for startups or smaller and independent businesses. The location of the affordable workspace delivered onsite as part of a scheme is also dependent on the location of the proposed development, rather than it being located in the areas where the demand is highest.

Between the adoption of P31 and April 2025 (point of writing) approximately 36,000sqm of on-site affordable workspace floorspace has been approved from full and outline applications, which have been secured through policy P31 of the Southwark Plan 2022.

Monitoring of policy P31 for consented and completed schemes is ongoing and will be used to inform any revisions to the affordable workspace policy at the Local Plan review. The current Southwark was adopted in 2022. In line with the requirements of the National Planning Policy Framework, a review of the local plan has a target date of late 2027 for a Regulation 19 local plan.

The review of the plan includes additional requirements of the London Plan and updated evidence base. Any modifications to Southwark's affordable workspace planning policy and its associated evidence base is kept under view.

Payment in lieu

Where it is not considered feasible to deliver affordable workspace onsite, a payment in lieu for offsite affordable workspace may be acceptable. The financial contribution is calculated by the council's Affordable Workspace Calculator.



Further Information

xxxxxxx
xxxx

Appendix 2 – Payment in Lieu Financial Contributions for Affordable Workspace

At the start of 2025, £1,101,355.59 had been collected, and allocations have been made to support the delivery of an affordable workspace in Elephant and Castle and to fund a fixed term Voluntary and Community Sector Premises Officer to work with the council on delivering affordable workspace for this specific sector. The below provides the deadlines for financial contributions expenditure.

The council recently approved capital grant/funding from some of these applications to establish a new Enterprise Hub in Elephant & Castle which has also been noted in the table below.

Planning Reference	Site Address	Available	Spend Deadline
17/AP/3170	18-19 Crimscott Street, SE1 5TE	Available: £146,207.42 Enterprise Hub: £83,449.00	15/05/2025
21/AP/1825	140-148 Borough High Street, SE1 1LB	Available: £405,938.01 Enterprise Hub: £43,440.00	07/06/2027
19/AP/1173	150-154 Borough High Street, SE1 1LB	Available: £372,367.29 Enterprise Hub: £62,759.00	05/01/2029
23/AP/2449	5-13 Great Suffolk Street, SE1 ONS	£176,842.87	21/11/2029

A further £12,488,477.01 is due to be paid into the Affordable Workspace Fund, contingent on the trigger being met on the associated schemes which is specified in the development's Section 106 legal agreement. Below is the current pipeline of affordable workspaces PIL fund:

Planning Reference	Site Address	Available
23/AP/1854	Land At 18 Blackfriars Road and 1-7 Stamford Street Together With Land At 18 Blackfriars Road Bounded By Stamford Street Paris Garden And Christ Church, SE1	£11,824,317.00

20/AP/2196	76-80 Southwark Street	£366,149.00
24/AP/0835	33A Manor Place, SE17 3BD	£103,011.00
23/AP/1862	747-759 & 765-775 Old Kent Road and Land at Devonshire Grove SE15 1NZ	£195,000.00



Affordable Workspace Strategy - Equality Impact and Needs Analysis

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates		An Affordable Workspace Strategy for Southwark			
Equality analysis author		Pascale Rosenbloom / Lauren Mudd			
Strategic Director:		Clive Palfreyman			
Department		Planning and Growth	Division	Local Economy	
Period analysis undertaken		April 2025 to May 2025			
Date of review (if applicable)		16 June 2025			
Sign-off	Mark Grant	Position	Assistant Director of Property	Date	16 June 2025

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

1.1 Brief description of policy/decision/business plan

The rising cost of renting workspaces in central London and the wider Southwark area has increasingly made it difficult for businesses, social enterprises and creative industries to secure affordable workspaces. This is leading to business displacement, economic inequality, and a reduction in the diversity of businesses that make Southwark a unique borough.

In response, the Council has identified the need to implement an Affordable Workspace Strategy, aimed at creating a more accessible environment for businesses in need of affordable space. The strategy is aligned with Southwark's broader economic development objectives, including promoting inclusive growth, supporting innovation, and improving the social economy across the borough.

The Affordable Workspace Strategy includes the following:

- Outlines a vision and objectives to support increased provision of affordable workspace, demonstrating how these relate to the wider strategic ambitions of the council and the borough.
- Committing the council to a merit-based approach for proposed affordable workspaces. It outlines that council will take a pragmatic approach to ensure that affordable workspace provision is place-based as a priority, aligning with local needs and delivered in the right locations.
- Setting out specific actions to support the vision and objectives of the Strategy, to be implemented by the council, in partnership with key stakeholders.
- Providing further transparency including the intent to monitor and evaluate the progress the impact of the strategy and make sure the workspaces are meeting emerging needs and providing practical solutions to current and future economic challenges.

We are establishing the Affordable Workspace Fund which will involve pooled fund from existing and future s106 payments in lieu where affordable workspace can't be provided as part of a proposed development. This fund will provide financial support for the establishment of a number of Affordable Workspace Hubs across the borough. The Hubs intend to support underrepresented businesses and enterprises, and/or those that may not typically be able to afford market value workspace. Any surplus income generated by the Hubs will flow to the Affordable Workspace Fund.

Whilst the priority for the Affordable Workspace Fund will be delivering council-owned development, the Affordable Workspace Fund may also support the creation of affordable workspaces by specialist providers, particularly those participating in council's business support programmes. It will be used to broaden access to workspace, increase supply and support economic development in the borough.

In alignment with Southwark 2030, the Affordable Workspace Strategy sets expectations for the council to use all resources possible to ensure that diverse business and organisations can access workspace that is genuinely affordable, reducing inequality in the local community and promoting equality. In support of Southwark's Economic Strategy and Council Delivery Plan, the Affordable Workspace Strategy offers workspace opportunities for creatives, social enterprises, and small businesses which serve local communities and creates high-quality jobs.

Southwark Council's Affordable Workspace Strategy provides a step forward in increasing the provision of affordable workspace through its vision and actions, supporting a fairer, greener, and safer borough for all residents.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<ul style="list-style-type: none"> • Southwark Council staff • Southwark Council providers/operators • Southwark Council partners • Local businesses, charities, social organisations and other enterprises • Southwark residents
Key stakeholders were/are involved in this policy/decision/business plan	<p>Clive Palfreyman – Strategic Director for Resources Steve Platts – Director of Planning and Growth Mark Grant – Assistant Director of Property Pascale Rosenbloom – Senior Surveyor Lauren Mudd – Senior Strategy Officer</p>

Section 4: Pre-implementation equality impact and needs analysis

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

The columns include societal issues (discrimination, exclusion, needs etc.) and socio- economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all

protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantages.

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

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

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

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

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

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

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<u>Potential positive impacts</u> The endorsement of the Affordable Workspace Strategy has the potential to address various forms of discrimination which individuals may face due to their	<u>Potential positive impacts</u> Affordable workspaces in disadvantaged areas help redistribute economic opportunity for different age groups, targeting communities where

<p>age. This Strategy will have a positive impact on people of different ages by promoting social cohesion by connecting people and organisations of both different backgrounds and age groups. For example, affordable collaborative spaces encourage intergenerational exchange, where older professionals can mentor younger workers, creating a sense of purpose and value.</p> <p>Affordable workspaces allow older adults—especially freelancers or small business owners—to continue working beyond traditional retirement age, supporting financial independence and well-being.</p> <p>The intent of the Strategy seeks to support young entrepreneurs, freelancers, or creatives a chance to start businesses or careers without the high overhead of commercial rent and other associated costs.</p> <p>Encouraging participation from different age groups supports a more resilient, dynamic local economy.</p> <p>There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.</p>	<p>commercial rent is a barrier. For both younger and older workers who might be excluded from mainstream employment, these workspaces provide a path to income generation.</p> <p>For example, access to supportive, social work environments through affordable workspace can combat loneliness, boost confidence, and provide a sense of purpose.</p> <p>A key outcome of the provision of workspace is the opportunity to partner with training programs or offer internships, improving employment prospects for youth—especially those from disadvantaged backgrounds. By reducing the cost of entry and offering networking opportunities, affordable workspaces promote innovation and help break cycles of poverty.</p> <p>There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-Economic data on which above analysis is based</p>
<p><u>General data</u></p> <p>The average (median) age of Southwark is 33 years, lower than the median age in London as a whole (35). (Source: How life has changed in Southwark: Census 2021 (ons.gov.uk)).</p> <p>In 2021, 3.3 million people aged 65 years and over were living alone in England and Wales. (Source: Profile of the older population</p>	<p><u>General data</u></p> <p>Economic inactivity in Southwark is slightly higher than across London. Across London, 21.4% of people aged 16 to 64 years were economically inactive during the year ending December 2023. Around 51,900 people or 21.6% of the population aged 16 to 64 years in Southwark were "economically inactive" in the year ending December 2023. Southwark's employment, unemployment and economic inactivity -</p>

living in England and Wales in 2021 and changes since 2011 (ons.gov.uk) .	ONS As of the year ending December 2023, Southwark had an employment rate of 76.5% among residents aged 16 to 64, higher than the London average Southwark's employment, unemployment and economic inactivity - ONS.
Mitigating and/or improvement actions to be taken	
The council will continue to support the provision of workspaces that support vulnerable groups. This includes specific opportunities for both schools, and older people. Providing increased affordable workspaces that are co-located business support and funding opportunities with workspaces supports local economic wellbeing by providing valuable services to local communities, while boosting the skillsets and employability of young volunteers, and the health and wellbeing of volunteers from all age groups.	

<p>Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p> <p>Please note that under the PSED due regard includes: Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Potential positive impacts</u></p> <p>Disabled people are more likely to be self-employed than non-disabled people, often due to lack of accessible traditional jobs. Affordable workspace enables people an option for those people to work from.</p> <p>Affordable workspaces can function as inclusive community hubs, helping</p>	<p><u>Potential negative impacts</u></p> <p>Many older buildings and high-rent commercial areas in Southwark are not disability-friendly — pushing disabled entrepreneurs to work from unsuitable or isolating environments. Not all affordable workspaces may be fully accessible, which can limit the participation of disabled individuals.</p>

<p>disabled people build networks and collaborate without being segregated.</p> <p>Affordable workspaces provided by Council will seek to provide wraparound support: training, workshops, networking, or mentoring. These resources are crucial for disabled entrepreneurs and business owners who might face added barriers in mainstream education or employment.</p> <p>There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.</p>	<p><u><i>Potential positive impacts</i></u></p> <p>Affordable workspaces can help disabled entrepreneurs start and grow their businesses, leading to greater financial independence.</p> <p>Disabled individuals often have lower incomes and may still find it challenging to afford workspace, even at reduced rates. Providing increased provision will give more opportunities for people to access space at an affordable price.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Employment allows people with disabilities to build relationships and actively participate in their local communities, breaking down barriers and reducing societal prejudices.</p> <p>(Source: Disability pay gaps in the UK: 2014 to 2023 (ons.gov.uk))</p>	
<p>Mitigating and/or improvement actions to be taken</p>	
<p>The Workspace Hubs will seek to enable access for disabled people as part of future provision of workspace. We will collaborate with the community partners, particularly providers to create spaces that are inclusive and support vulnerable groups.</p>	

<p>Gender reassignment:</p> <ul style="list-style-type: none"> - The process of transitioning from one gender to another. <p>Gender Identity: Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p>There is limited data available for this characteristic in relation to affordable workspace, but no detrimental impacts are expected from the Affordable Workspace Strategy.</p>	
<p>Mitigating and/or improvement actions to be taken</p>	

Southwark continues to support and works with underrepresented organisations wherever possible that engage underrepresented groups with business support, including access to affordable workspace.

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

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

Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)

There is limited data available for this characteristic in relation to affordable workspace, but no detrimental impacts are expected from the Affordable Workspace Strategy.

Mitigating or improvement actions to be taken

Southwark continues to support and works with underrepresented organisations wherever possible that engage underrepresented groups with business support, including access to affordable workspace.

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.

Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)

There is limited data available for this characteristic in relation to affordable workspace, but no detrimental impacts are expected from the Affordable Workspace Strategy.

Affordable workspaces can provide flexible and accessible employment opportunities for pregnant individuals and new mothers, helping them maintain their careers during and after pregnancy.

Affordable workspaces can support women entrepreneurs, including those who are pregnant or on maternity leave, by providing affordable and accessible spaces

to start and grow their businesses.

Shared workspaces can offer a supportive environment that helps pregnant individuals and new mothers balance work and family responsibilities

There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.

Overall, three in four mothers have said they have experienced a negative or possibly discriminatory experience during pregnancy, maternity leave, and/or on return from maternity leave.

(Source: [Pregnancy and Maternity-related Discrimination and Disadvantage \(EHRC\)](#))

Mitigating and/or improvement actions to be taken

The Workspace Hubs will seek to consider amenities and facilities required for new mothers as part of future provision of workspace.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.

Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)

Potential positive impacts

Affordable workspaces can provide more opportunities for entrepreneurs and small business owners from marginalized racial groups, helping to bridge the racial wealth gap.

Supporting businesses owned by individuals from black or other racially minoritised groups can lead to greater economic empowerment and community wealth building.

Shared workspaces can foster a sense of community and reduce social isolation for individuals from marginalized racial groups.

Affordable workspaces can provide access to resources such as training, networking opportunities, and business support services, which are crucial for the success of entrepreneurs from marginalized racial groups.

Potential negative impacts

Individuals from marginalized racial groups often face financial challenges and may still find it difficult to afford workspace, even at reduced rate.	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>In 2021, 9.9% of Southwark residents identified their ethnic group as Asian, Asian British or Asian Welsh, 25.1% as Black, Black British, Black Welsh, Caribbean or African, 7.2% as Mixed or Multiple ethnic groups and 6.3% of as 'Other' category ('Arab' or 'Any other ethnic group') (Source: ONS, Census 2021).</p> <p>There are many factors contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals choose to self-identify between censuses. (Source: How life has changed in Southwark: Census 2021 (ons.gov.uk))</p>	<p>Between March 2020 and January 2021, we know that Black, Asian and minority ethnic communities, young people and people in low-income households experienced job, financial and household insecurity which led to increasing financial stress and negative impacts on mental health (Source: Southwark Stands Together Annual Report 2021 (Southwark.gov.uk))</p>
Mitigating and/or improvement actions to be taken	
The provision of affordable workspace will include additional financial assistance or support services specifically for these individuals. There may also be opportunity to designate spaces and safeguard them for this cohort of people and businesses to ensure equitable access.	

<p>Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)

Potential positive impacts

People of certain religious backgrounds, particularly those who are often face multiple disadvantages due to their race, often face barriers in employment due to religious discrimination. Supporting businesses owned by individuals from diverse religious backgrounds through the provision of more affordable workspace can lead to greater economic empowerment and community wealth building.

Affordable Workspace Hubs will seek to provide access to resources such as training, networking opportunities, and business support services, which are crucial for the success of entrepreneurs from diverse religious backgrounds.

There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.

Equality information on which above analysis is based**Socio-economic data on which above analysis is based**

In 2021/22, Home Office's Annual Hate Crime Statistics show there were 8,730 religious or other faith-based Hate Crimes, an increase of 37% from last year. (Source: [Religious Discrimination \(stophateuk.org\)](https://stophateuk.org/))

Mitigating and/or improvement actions to be taken

Southwark continues to support and works with underrepresented organisations wherever possible that engage underrepresented groups with business support, including access to affordable workspace.

Sex - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.

Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)

Potential positive impacts

There is limited data available for this characteristic in relation to affordable workspace, but no detrimental impacts are expected from the Affordable Workspace Strategy.

People who face intersecting forms of discrimination due to their sex and other protected characteristics could be positively impacted by the Affordable Workspace Strategy. For example, a positive outcome of the Strategy's focus on

<p>underrepresented groups could be increased visibility of women-owned businesses in Southwark, helping them access larger markets and socio-economic opportunities.</p> <p>There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.</p>	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>Of the UK's small and medium-sized enterprises with employees, 18% were led by women in 2022, according to data from the Government's annual Small Business Survey. (Source: Women and the UK economy (researchbriefings.files.parliament.uk))</p>	
Mitigating and/or improvement actions to be taken	
<p>Southwark continues to support and works with underrepresented organisations wherever possible that engage underrepresented groups with business support, including access to affordable workspace.</p>	

<p>Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Potential positive impacts</u></p> <p>By addressing discrimination, fostering inclusivity, and promoting opportunities for marginalised groups, the Affordable Workspace Strategy has the potential to deliver positive impacts for individuals facing disadvantages due to their sexual orientation.</p> <p>For example, the Strategy will encourage affordable workspaces that provide more opportunities for LGBTQ+ entrepreneurs and small business owners, helping to bridge economic disparities.</p> <p>Affordable workspaces can provide access to resources such as training, networking</p>	<p><u>Potential positive impacts</u></p> <p>The Affordable Workspace Strategy supports the LGBTQIA+ community who may experience discrimination in the wider labour market.</p> <p>For example, Affordable Workspace Hubs will target its business support towards businesses owned by LGBTQ+ individuals can lead to greater economic empowerment and community wealth building.</p> <p>There is no negative impact</p>

<p>opportunities, and business support services, that LGBTQ+ entrepreneurs may not have access to.</p> <p>Similarly, the increased provision of affordable workspace could be particularly beneficial for people who face social isolation due to their sexual orientation. This Strategy encourages the creation of safe spaces for individuals to connect, support one another, and engage with the wider community.</p> <p>There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.</p>	<p>associated with the Affordable Workspace Strategy for Southwark Council.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>In 2021, 8.1% of residents aged 16+ identified as non-heterosexual. Specifically, 4.5% of Southwark's residents identified as lesbian or gay, and 3.2% identified as bisexual or pansexual. The borough ranked as the 4th highest in England for LGB+ identity, and it also ranked 5th for the proportion of residents with a trans or non-binary gender identity, with 1.2% of residents identifying as such.</p>	
<p>Mitigating and/or improvement actions to be taken</p>	
<p>The council will explore ways in which we can support this cohort, including financial assistance, mentorship, and business development programs tailored to the needs of LGBTQ+ entrepreneurs.</p>	

<p>Human Rights</p> <p>There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol</p>
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>The Affordable Workspace Strategy for Southwark Council supports several Human Rights Act articles, enhancing human rights for marginalised communities in the borough.</p>

Article 2 – Right to Life

The provision of more affordable workspaces that involve more equitable access opportunities help protect the right to life, especially for vulnerable groups such as those with health inequalities. These initiatives provide access to places to work and earn a living, improving quality of life.

Article 8 - Right to Respect for Private and Family Life

Affordable workspaces can help individuals maintain a stable livelihood close to home, reducing commuting stress and improving work-life balance.

Article 14 – Prohibition of Discrimination

The strategy supports inclusive access to workspace for underrepresented groups, including women, ethnic minorities, and people with disabilities. This Strategy supports workspace for disadvantaged groups and social enterprises, promoting equality of opportunity.

Providing places of work for employment provides voluntary, dignified work opportunities, ensuring individuals are not subjected to forced labour and can work freely in fair conditions.

Actions and policy targeting racial inequality through the goals of this Strategy and promoting local ethnic minority and women-owned SMEs and the voluntary and community sector help combat discrimination in the workplace, fostering equality and inclusion for underrepresented groups.

Providing workspaces that target access to underrepresented groups help protect individuals from degrading treatment. By offering places to work, this ensures dignity for people facing extreme vulnerability, giving them an opportunity to work and earn income.

Article 10 – Freedom of Expression

The provision of creative and cultural affordable workspaces support freedom of artistic expression and innovation. For example, creative studios and rehearsal spaces for artists and performers foster a vibrant cultural scene, which is a form of protected expression.

Article 11 – Freedom of Assembly and Association

The increased provision of co-working and community spaces enable collaboration, networking, and the formation of cooperatives or social enterprises. These spaces can host community meetings, workshops, and events that strengthen civic engagement.

Protocol 1, Article 1 – Protection of Property

By offering below-market rents and other financial benefits, the strategy helps protect the economic interests of small businesses and entrepreneurs, enabling them to retain their livelihoods. For example, start-ups and local traders can afford to stay in the borough, avoiding displacement due to gentrification.

There is no negative impact associated with the Affordable Workspace Strategy for Southwark Council.

Information on which above analysis is based
The Human Rights Act (equalityhumanrights.com)
Mitigating and/or improvement actions to be taken
The council will collaborate with providers, businesses and local community partners to develop and deliver on the actions in the Strategy, as well as yearly updates to the actions and monitoring. This will assist in identifying and delivering on actions which support vulnerable groups.

Conclusions

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

The Affordable Workspace Strategy for Southwark presents a significant opportunity to positively impact residents who experience discrimination, inequality, and exclusion due to one or more protected characteristics. By adopting the Affordable Workspace Strategy, Southwark provides a public commitment to targeting underrepresented groups, while monitoring its impact over time and across sectors. This Strategy will ensure that affordable workspaces can be accessed by those who would not typically be able to afford workspace within Southwark, contributing to reducing systemic inequality and fostering a fairer, more inclusive community for all.

To ensure that the broad policy and actions within the Strategy are undertaken and continue to remain relevant to stakeholders, the council will collaborate with providers, businesses and local community partners to develop and deliver on the actions in the Strategy, as well as yearly updates to the actions and monitoring. This will target specific needs within the community, ensuring that all actions and delivery of the Strategy is undertaken in a meaningful and impactful way.

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Understanding local needs of underrepresented or vulnerable groups.	The council will collaborate with providers, businesses and local community partners to develop and deliver on the actions in the Strategy, as well as yearly updates to the actions and monitoring.	Ongoing (updates to actions/monitoring on a yearly basis)

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Gateway 2-Contract Award Violence Against Women and Girls Support Service to support the Women's Safety Centre
Cabinet Member:	Councillor Natasha Ennin, Community Safety and Neighbourhoods
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Strategic Director of Environment, Sustainability and Leisure

FOREWORD – COUNCILLOR NATASHA ENNIN, CABINET MEMBER FOR COMMUNITY SAFETY AND NEIGHBOURHOODS

Violence against women and girls (VAWG) continues to have a profound and detrimental impact on our community. In addition to domestic abuse, female genital mutilation, and other harmful practices, VAWG in public spaces has garnered increased national and local attention due to its rising prevalence and significant impact.

The police categorise VAWG crimes to include the following: rape, assault by penetration, sexual activity without consent, sexual assault, indecent assault, abduction, harassment, stalking (including online and revenge porn), trafficking for sexual exploitation, indecent exposure, voyeurism, up-skirting, and spiking.

The Council Delivery Plan 2022–26 includes a commitment to establish a pioneering Women's Safety Centre, where women experiencing violence or abuse can access comprehensive support in one location. This initiative aims to transform how support and intervention are provided to victims, survivors, and perpetrators.

Central to the services delivered from the Women's Safety Centre, the council is procuring new and transformative VAWG Support Services. The focus is on ensuring that services are equally available and accessible to all victims of VAWG crimes, not just those affected by domestic abuse. This will include making sure victims can access services from various locations across the borough through virtual and satellite provisions.

Our Southwark 2030 strategy commits to reducing violence against women, children, and young people, with actions to strengthen responses and intervene earlier against all forms of VAWG and domestic abuse.

During 2023/2024, police recorded 648 public space VAWG crimes committed against 683 victims, 541 of whom were women. The victims were primarily aged between 17 and 39 years old. The suspects were predominantly men (77%), aged between 18 and 39 years old. During the same period, there were 4,665 domestic abuse crimes recorded by the police, with 3,127 victims (2,223 women and 839 men).

As part of our broader commitment to tackling VAWG, we recognise the gender disproportionality among both victims and perpetrators. We are determined to address this imbalance by investing in preventative approaches that engage young boys and men. Our ambition is to shift the dial on VAWG by fostering greater understanding of these crimes and their societal impact. Through education and community-based initiatives, we aim to support boys and men in navigating the complexities of relationships and identity, helping them to understand their uniqueness and the positive roles they can play.

We also want to challenge harmful stereotypes and herald the fact that not all men are toxic or perpetrators of VAWG. While a minority of individuals cast a shadow, we believe that, together, we can change the narrative - promoting healthier, respectful interactions and a safer community for all.

The procurement process is focused on securing a VAWG Support Service provider for a ten-year contract. This extended contract aims to foster long-term collaboration with the provider, ensuring consistent and transformative support for victims of domestic abuse, public space violence, sexual assault, and other forms of VAWG crimes.

In commissioning this new service, the council aims to extend advocacy and support to include victims of public space VAWG while still providing services for domestic abuse victims. The new service provider will deliver services from the Women's Safety Centre, alongside the council's community safety VAWG officers, who will coordinate preventative and community engagement services, as well as perpetrator interventions.

This report recommends a VAWG Support Services provider and partner to work alongside the council in developing innovative solutions to tackle these high-risk incidents of violence and abuse.

RECOMMENDATIONS

1. The cabinet approve the award of the new Violence Against Women and Girls (VAWG) Support Services contract to Bede House Association for an initial period of four years starting 07 February 2026, the year one cost is £738,400 with the total cost for the initial 4-year period of £3,209,578 (index linked). The contract includes an option to extend a further two

times for a period of four years and two years respectively, making a total maximum contract length of 10 years and a total estimated contract value of £8,407,584.

2. Cabinet is also requested to note that if any further funding should become available for inclusion in the contract, approval will be sought by way of a Gateway 3 report at the appropriate time, by delegated authority to the Strategic Director of Environmental, Sustainability, and Leisure.

REASONS FOR RECOMMENDATIONS

3. The reasons for the recommended contract award are detailed in paragraph 14 of this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. The alternative options to the procurement strategy were set out in the section entitled Options for Procurement Route in the Gateway 1 procurement strategy report found in the background documents.

POST DECISION IMPLEMENTATION

5. Once the recommendation(s) within this report have been approved:
 - i. A single contract will be awarded.
 - ii. There will be a 6-month mobilisation period that will take place prior to the start of the contract on 07 February 2026.
 - iii. The details of the planned contract management and monitoring regime are detailed out in paragraphs 66-74 of this report.
 - iv. The timeline for implementation of this report is within the timelines within the body of the report at paragraph 13.

BACKGROUND INFORMATION

6. Reducing Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) is a key priority for the council and the Southwark statutory Community Safety Partnership. In 2015, Southwark developed a five-year Domestic Abuse Strategy highlighting a plan to reduce DA in the borough. In 2019, this was replaced with a five-year VAWG Strategy in recognition of the need to deliver a partnership response to wider elements of VAWG crimes including harmful practices, female genital mutilation (FGM), forced marriage and honour-based violence, as well as sexual harassment and stalking.
7. In 2022, recognising the need for a transformative step change in the way that services were brought together under these aims, the council made a commitment in its delivery plan to “establish a ground-breaking Women’s Safety Centre, so women and girls experiencing violence or abuse can access all the support they need in one place.”

8. In December 2023, Cabinet approved a Gateway 0 options appraisal report setting out detailed background information to this procurement (see background documents). The Gateway 0 report considered the available options for delivering a new, transformed service that aligns with the council's commitment to developing an innovative Women's Safety Centre.
9. In July 2024, the Strategic Director, Environment, Neighbourhoods and Growth approved the Gateway 1 procurement strategy report (see background documents) under delegation from Cabinet, setting out the procurement strategy and procurement process based on a competitive dialogue model as adapted to the Council's requirements via the Light Touch Regime (LTR) provisions under the Public Contract Regulations 2015. This route was selected as to provide the facility for dialogue through the procurement process to encourage innovation and source a high quality, fit for purpose, value for money future model. It was agreed that the final recommendation for contract award (Gateway 2) would be subject to Cabinet decision.
10. The procurement plan at paragraph 13 details the timetable for this procurement. This differs from the original timeline proposed in the Gateway 1. The original contract award date as specified in the Gateway 1 was 16 June 2025, with a contract start date of 06 November 2025. The contract award date is now the 22 August 2025 with a contract start date of 07 February 2026. The reasons for this change are as follows:
 - a) Streamlining of the process with removal of rounds 3 and 4 of the competitive dialogue process. This was agreed in discussion with Bidders with a view to having more time for detailed discussions during rounds 1 and 2.
 - b) The removal of rounds 3 and 4 enabled additional time to be allocated to rounds 1 and 2 with submission deadlines taking into consideration the Christmas and Easter periods.
 - c) Additional time was also given to the contract mobilisation period by extending the current contract by six months.
11. To reflect the council's aspiration for this procurement to underpin a long-term transformation of services, the proposed contract duration will be ten years. Options for review and extension will be included at years four (4) and eight (8) to provide mechanisms for the contracted service to adapt to changes in requirements. The last two years are included to allow for a procurement exercise to take place prior to the end of the contract.
12. The contract value over a 10-year period will include annual price variation/indexation. These indices will apply at the anniversary of the contract and will be calculated over the term of the contract over a number of years i.e. increase/decrease based on the cumulative value of the contract. The indexation to be used will be the Consumer Price Index

(subject to any changes in council's financial processes). Please see paragraphs 102-111 of this report for details.

Procurement project plan (Key Decision)

13.

Activity	Completed by/Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	11/05/2025
Briefed relevant cabinet member (over £100k)	23/05/2025
Approval of Gateway 1: Procurement Strategy Report	22/07/2024
Invitation to participate	13/08/2024
Closing date for receipt of expressions of interest	13/09/2024
Invitation to tender for bidders who pass SQ	03/10/2024
Closing date for return of tenders round 1	27/01/2025
Completion of evaluation of tenders round 1	18/02/2025
Invitation to tenders for bidders round 2	07/03/2025
Closing date for return of tenders round 2	30/04/2025
Completion of evaluation of tenders Round 2	16/05/2025
DCRB Review Gateway 2:	04/06/2025
CCRB Review Gateway 2:	05/06/2025
CMT Review	03/06/2025
Notification of forthcoming decision – despatch of Cabinet agenda papers	06/07/2025
Approval of Gateway 2: Contract Award Report	07/07/2025
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	16/07/2025
Debrief Notice and Standstill Period (if applicable)	04/08/2025
Contract award	22/08/2025
Add to Contract Register	29/08/2025
TUPE Consultation period (if applicable)	31/08/2025
Contract start	07/02/2026
Publication of award notice in Find a Tender Service	09/02/2026
Contract completion date	06/02/2030
Contract completion date – if extension(s) exercised	06/02/2036

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

14. Based on the procurement process outcomes, it is recommended that the contract be awarded to Bede House Association, as the highest scoring Bidder. In particular the evaluators were impressed by their approach to the following:
 - Holistic community-based approach, clear understanding of the needs of the local community, and approach to minoritised communities.
 - Victim led approach on service design
 - Strong innovative approach and understanding of the change in service focus to all VAWG crimes including non-DA public space VAWG.
 - Evidence of strong community engagement, and partnership working with local statutory and non-statutory agencies.
 - Service design is in line with council priorities to develop a transformational service.
15. Bede House Association is a longstanding community charity based in Bermondsey, South London. Founded in 1938 over the decades, it evolved from a Christian mission to a secular organisation in 1971, expanding its services to meet the changing needs of the community.
16. The organisation currently delivers a number of services in the local community, including youth work, learning disabilities support, community engagement, and domestic abuse support via the Starfish Programme which it has been delivering since 2001. They work in partnership with a number of statutory and non-statutory organisations Southwark, valued for their personalised, local tailored support.
17. The VAWG Support Service extends the current domestic abuse service providing comprehensive support and empowerment to women and girls affected by all VAWG crimes in Southwark, including domestic abuse, harmful practices such as FGM and forced marriage, and public space sexual violence and other offences, such as spiking, stalking, and sexual harassment. The new service will extend the support available to all victims of VAWG crimes in Southwark, including those victimised in public spaces, outside of a domestic setting.
18. The VAWG Support Services will not negate the experiences of, or provisions for, male, non-binary, and transgender Victims/Survivors of these crimes.
19. The VAWG Support Services will include a Prevention service and develop a Perpetrator Programme, to prevent further VAWG crimes from

taking place, enable behaviour change, and/or whole-family programme of prevention when aligned to stopping and /or reducing Domestic Abuse.

20. Services will be delivered from the Women's Safety Centre and other satellite locations across the borough.

Service Specification

21. The service is split into 5 parts:

Part 1 - Crisis Support Services
 Part 2 - On-Going Support Services
 Part 3 - Prevention Services
 Part 4 - Perpetrator Programme
 Part 5 - Women's Safety Centre

22. Within each part of the service, there are core and emerging elements:

- Core Element(s) – elements of the services that are fundamental to providing the service and must be available from the start of the contract and throughout the contract.
- Emerging Element(s) – elements of the services that are currently not available and are to be developed in collaboration with the Authority over the contract period. Part 3 and Part 4 services will be dependent on additional funding raised. The services will not be delivered by a deadline but incorporated and expanded (grown) into a full service throughout the contract. These emerging elements as developed will be subject to a separate contract variation (Gateway 3).

23. The full final service specification can be found in Appendix 1. Below is a summary of key services:

24. Part 1 - Crisis Support Services

25. The aim of the Crisis Support Service is to ensure Victims/Survivors of VAWG crimes receive quick and effective responses and access to appropriate services which efficiently meet individual Victim/Survivor needs. All services designed or delivered for the Crisis Support Service must have the Client Journey in mind.

- a) Access to Crisis Support Service (Core Element) – *multiple routes for Victims/Survivors to access support. Access to a safe space out of danger. Creation of safety plans.*
- b) Crisis and Support Response Service (Core Element) – *helpline to provide immediate assistance and advice. Outreach, community-based drop-in, and virtual services. Out of hours response.*

- c) Specialist Support Services (Core Element) – *age-appropriate information and support to access appropriate services including health, housing, therapeutic and wellness support, financial assistance.*

26. Part 2 - On-Going Support Services

27. The Provider in collaboration with the Authority will respond to Victims/Survivors of VAWG crimes who are not at immediate risk but need support to keep them out of risk, prevent risk increasing and to help Victims/Survivors of VAWG crimes to recover and move on with life.

- a) Accessible Victim/Survivor Services (Core Element) – *provision of advice, information and emotional support to Victims/Survivors of VAWG crimes, their families and close friends (as appropriate). This includes floating support.*
- b) Advocacy Support Services (Core Element) – *including financial support and access to benefits, legal, civil and criminal justice process support, Immigration and/or no recourse to public funds assistance, housing and homelessness support*
- c) Counselling and Therapeutic Services (Core Element) – *mental health, trauma-informed counselling, self-development support to help Victim/Survivors cope with the emotional and psychological impacts of abuse and develop coping mechanisms to move forward.*
- d) Specialist Support for Children, Young People, Young Adults and Young Parents (Core Element) – *trauma informed support and counselling. Healthy relationships education. Age-appropriate play therapy.*
- e) Sanctuary Services (Core Element) - *Sanctuary Scheme to support Victim/Survivor of DA to safely remain in their own homes*
- f) Out-of-Hours Access to Services (Core Element) – *including triage, safety planning, and risk assessment*
- g) Access to 'By and For' Services (Core Element) – *signpost to appropriate information and services*
- h) Home Protection Service – *in addition to the Domestic Abuse Sanctuary Scheme supporting Victim/Survivors of VAWG crimes to safely remain in their homes/and or place of work*
- i) Risk Management and Safety planning – *triage facility for Victim/Survivors of VAWG crimes including introduction of risk assessment and safeguarding processes*

- j) Wellbeing activities - *provide or signpost Victims/Survivors of VAWG crimes to a range of positive activities*
- k) On-Going Support development - *provide a range of support for Victims/Survivors of VAWG crimes to find safety, cope and recover from VAWG crimes, this can include community-based support, combinations of practical and emotional support, advice, one-to-one support, and longer-term therapeutic or health and wellbeing support.*

28. Part 3 - Preventative Services - there are no Core Elements in Part 3

29. The Provider in collaboration with the Authority will provide services aimed at addressing the fundamental causes of VAWG crimes, helping to prevent VAWG crimes or incidents, before they happen. Challenging or changing policies, programmes, gender inequitable systems, structures, societal norms, attitudes, practices, and power hierarchies.

- a) Awareness Raising and Education Programmes – *increase awareness, knowledge, and understanding of VAWG crimes to young people and the community including prevention, healthy relationships, perpetrator behaviours, nighttime economy factors.*
- b) Funding and Donations - *chart and maintain a timeline of available funding that can be applied for and proactively help create applications for these to build resilient funding streams to ensure there is consistent service support across all VAWG needs.*
- c) Contributing to communication campaigns – *working with local communities and businesses raising awareness of their role in prevention and providing support for Victims/Survivors*

30. Part 4 – Perpetrator Programme – there are no Core Elements in Part 4

31. The Provider in collaboration with the Authority will enable a VAWG crimes perpetrator programme with an underpinning focus on Victim/Survivor safety and holding Perpetrators accountable for their behaviour, making positive behavioural changes whilst supporting Perpetrators to stop using violence and abuse.

32. Part 5 - Women's Safety Centre (Core Element)

- a) Advocacy and Support – *designated support workers providing individualised support.*
- b) Counselling and Emotional Wellbeing and Support – *trauma-informed therapy, including individual and group sessions*
- c) Specialist Advocacy Services - *specialist support workers to assist survivors with navigating complex systems such as accessing local*

authority department, legal processes, criminal justice systems and family courts, safeguarding, housing, and welfare and benefits.

- d) Crisis Intervention – *rapid trauma-informed response offering immediate assistance to reduce risk, keep people safe.*

Service structure

33. The service will be delivered by Bede House Association as the lead partner in conjunction with the Southwark VAWG Alliance. The Southwark VAWG Alliance is a consortium of organisations including Bede House Association, Southwark Law Centre, Citizens Advice Centre, 1st Place Children and Family Hub, and Knives Not Lives.
34. As the lead partner of the consortium the council contract arrangements will be with Bede House Association only, the other partners will be listed on the contract.
35. The Southwark VAWG Alliance partners will provide specialist advice and support in key areas where we know there to be high demand or where people are going through life stages at higher risk:
 - Housing
 - Benefits
 - Immigration
 - Pregnancy, maternity and parenting
 - Young people
36. The Southwark VAWG Alliance partnership will enable better mutual work to support clients experiencing wider VAWG.

Policy implications

37. Intended alignment with the Fairer Future Procurement Framework (FFPF) is referenced within the content of paragraphs 77–95. Social Value considerations and metrics for the contract are detailed at paragraphs 88-90. Confirmation of London Living Wage (LLW) payment to relevant staff engaged on the intended contract is also contained at paragraph 94.
38. The service will support delivery of a number of local priorities including the council's Southwark 2030 Strategy goal 'A safer Southwark', in particular the commitment to reduce violence against women, children and young people, and to establish a ground-breaking Women's Safety Centre, so women and girls concerned about, are or have experienced violence or abuse can access all the support they need in one place.
39. The service will also support the Southwark Community Safety Partnership to deliver its priorities:

- a) Reducing and Preventing Violence and Vulnerability
- b) Tackling VAWG and Promoting Women's Safety
- c) Reducing Drug Related Harm
- d) Safe and Sociable Estates and Neighbourhoods
- e) Increasing Trust and Confidence

40. The service also supports delivery of statutory requirements and local and national strategies including:

- [Domestic Abuse Act 2021](#)
- [Victims and Prisoners Act 2024](#)
- [The Police, Crime Sentencing and Courts Act 2022](#)
- HM Government - [Tackling Violence against Women and Girls \(VAWG\) Strategy 2021](#)
- [Mayor's Violence against Women and Girls \(VAWG\) Strategy 2022-2025](#)
- [Mayor's Police and Crime Plan 2025-2029](#)

41. In April 2025 the UK Supreme Court ruled that the legal definition of a Woman in the Equality Act 2010 is based on biological sex and does not include transgender women who hold gender recognition certificates. This will have implications for single-sex services and spaces, potentially impacting the delivery of our VAWG service and the Women's Safety Centre. The council will work closely with our new provider to ensure that services abide by legal definitions but also ensuring compliance with the Public Sector Equality Duty imposed by the Equality Act 2010 and that the needs of individuals with protected characteristics have equity of access to services.

Tender process

42. The tender for the Domestic Abuse and Violence Against Women and Girls Support Service (later renamed as Violence Against Women and Girls (VAWG) Support Services) published a Prior Information Notice (PIN) on 16 July 2024. There was further widespread promotion of the opportunity through provider networks and the local voluntary and community sector. In line with rules and regulations, the opportunity was published on the Find A Tender Service, as well as on Southwark for Communities funding portal, Community Action Southwark and a number of specialist providers' networks.

43. A market engagement event was held on 10 September 2024 to allow potential bidders the opportunity to learn more about the council's approach to VAWG related services, the concept of outcomes-based commissioning, details of the competitive dialogue process, review of the draft specification, understand the tender evaluation methodology and to ask questions before the tender was published.

44. In accordance with the agreed Gateway 1 procurement strategy, the procurement route followed was a Competitive Dialogue process, as

adapted for council requirements in alignment with Light Touch Regime provisions. Bidders were given from 02 October 2024 to 04 November 2024 to submit expressions of interest in the form of a Selection Questionnaire (SQ) during stage one of the process.

45. Thirty organisations expressed an interest in the tender and of those, officers received four completed SQ submissions which were opened and logged in line with due process on the 05 November 2024.
46. One submission was not compliant and did not move forward to the scoring section of the SQ. The remaining three submissions were scored according to the following criteria: financial information, health and safety track record, technical and professional ability, and quality assurance.
47. The SQ evaluation criteria ensured that only service providers with sufficient experience of delivering domestic abuse services would be considered further. It was evaluated as follows:

Evaluation Criteria	Bidder			
	A	B	C	D
Compliance	Pass	Pass	Pass	Fail
Section 1 - Information and Bidding Model	Pass	Pass	Pass	N/A
Section 2 - Grounds for mandatory exclusion	Pass	Pass	Pass	N/A
Section 3 - Mandatory and discretionary grounds relating to the payment of taxes and social security contributions	Pass	Pass	Pass	N/A
Section 4 - Grounds for Discretionary Exclusion	Pass	Pass	Pass	N/A
Section 5 - Economic and Financial Standing	Pass	Pass	Pass	N/A
Section 6 - Technical and Professional Ability	Pass	Pass	Pass	N/A
Section 7.1 - Insurance	Pass	Pass	Pass	N/A
Section 7.2 - Data Protection	Pass	Pass	Pass	N/A
Section 7.3 - Health and Safety	Pass	Pass	Pass	N/A
Section 7.10 - Bidders' Past Performance	Pass	Pass	Pass	N/A
Section 7.11 - Modern Slavery	Pass	Pass	Pass	N/A
Section 7.12	Pass	Fail	Pass	N/A

48. Only two Bidders passed sections 1 –7 of the SQ and moved forward to Stage 2 (Dialogue). These two bidders were invited to bid for Round 1 on 02 December 2024 with the deadline for submissions of initial bids being the 27 January 2025 at 09:00am.
49. Up to three rounds of dialogue per bidder were allowed during Round 1. Additionally, bidders were given an opportunity to visit a potential site for the Women's Safety Centre and provide feedback on potential uses of the site and any concerns they had. This feedback alongside other data collected was used to help analyse suitability of a site for the Women's Safety Centre.

50. In accordance with procurement processes, on 27 January 2025 bids received for Round 1 were unsealed on the e-procurement system. Tenders were received from two organisations.
51. Both bidders passed Round 1 and were invited to Round 2, Best and Final Offer (BAFO), on 07 March 2025. Submission deadline for BAFO was 30 April 2025. A single round of dialogue per bidder was allowed during Round 2. Additionally, bidders were given an opportunity to visit a second potential site for the Women's Safety Centre and provide feedback on potential uses of the site and any concerns they had. This feedback alongside other data collected was used to help analyse suitability of a site for the Women's Safety Centre.
52. In accordance with procurement processes, on 01 May 2025 bids received for Round 2 were unsealed on the e-procurement system. Tenders were received from two organisations.
53. A public clarification log was kept throughout all stages of the procurement and circulated each week throughout the tendering period.

Tender evaluation

54. The tender evaluation panel for SQ was made up of 7 members, round 1 panel 8 members, and round 2 panel 6 members. Job titles and roles are included in Appendix 2.
55. Due to the nature of this service which will support very vulnerable people in very difficult circumstances, the council wanted to send a clear message to Bidders that for this contract the quality aspect is as important as price. Therefore a 100% quality weighting was agreed at Gateway 1 stage and applied throughout the evaluation. This did incorporate finance and affordability; the bidders were required to submit a separate pricing schedule, and explain costs, allocations, and funding sources in the quality assessment submission.
56. The tender's quality assessment was based on the method statements received from the Bidders in response to the evaluation questions. The criteria for tender remained the same throughout the tender stages but questions and weighting was changed according to its importance at each stage and Bidders were notified accordingly in advance. Bidders were required to submit responses to all evaluation questions for each stage as follows:

57. Stage 1 (SQ)

SQ Evaluation Criteria

	Section	Maximum Score Achievable	Minimum score required
1	Your information and bidding model	Pass/Fail	Pass
2	Grounds for mandatory exclusion	Pass/Fail	Pass
3	Mandatory and discretionary grounds relating to the payment of taxes and social security contributions	Pass/Fail	Pass
4	Grounds for discretionary exclusion	Pass/Fail	Pass
5	Economic and financial standing	Pass/Fail	Pass
6	Technical and professional ability	Not Marked	N/A
7	Additional Questions including Project Specific Questions	Pass/Fail & Scored (see below)	
	7.1 Insurance	Pass/Fail	Pass
	7.2 Data Protection	Pass/Fail	Pass
	7.3 Health and Safety	Pass/Fail	Pass
	7.10 Bidder's Past Performance	Pass/Fail	Pass
	7.11 Modern Slavery	Pass/Fail	Pass
	7.12 Technical & Professional Ability – Project Specific	Scored	Must achieve a score of 3 or more per question & achieve a threshold of 75% or above to be eligible to be invited to ITPD

SQ Evaluation Criteria

	Section	Maximum Score Achievable	Minimum score required
1	Your information and bidding model	Pass/Fail	Pass
2	Grounds for mandatory exclusion	Pass/Fail	Pass
3	Mandatory and discretionary grounds relating to the payment of taxes and social security contributions	Pass/Fail	Pass
4	Grounds for discretionary exclusion	Pass/Fail	Pass

5	Economic and financial standing	Pass/Fail	Pass
6	Technical and professional ability	Not Marked	N/A
7	Additional Questions including Project Specific Questions	Pass/Fail & Scored (see below)	
	7.1 Insurance	Pass/Fail	Pass
	7.2 Data Protection	Pass/Fail	Pass
	7.3 Health and Safety	Pass/Fail	Pass
	7.10 Bidder's Past Performance	Pass/Fail	Pass
	7.11 Modern Slavery	Pass/Fail	Pass
	7.12	Technical & Professional Ability – Project Specific	Scored
			Must achieve a score of 3 or more per question & achieve a threshold of 75% or above to be eligible to be invited to ITPD

58. Stage 2 (Dialogue Round 1):

Tender Evaluation Criteria Round 1

	Section	Maximum Weighted Score Achievable
Quality (100%)		
1	Development of service and Innovation	12%
2	Client journey	15%
3	Accessibility & Reach	12%
4	Partnership Working	13%
5	Funding	10%
6	Knowledge & Insight	10%
7	Workforce / Resources	13%
8	Contract Management & Monitoring	5%
9	Implementation	5%
10	Social Value	5%
TOTAL		100%
*See scoring methodology at paragraph 60. Any Tender scoring "0", "1" or "2" for any individual method statement may be considered to not meet the Authority's requirements and may be rejected regardless of how well they score against the other method statements. All evaluation panel members would agree a consensus before any Bidder is disqualified, and the same methodology would apply to all Tenders.		

59. Stage 2 (Dialogue Round 2):

Tender Evaluation Criteria Round 2

	Section	Maximum Weighted Score Achievable
Quality (100%)		
1	Development of service and Innovation	11%
2	Client journey	14%
3	Accessibility & Reach	11%
4	Partnership Working	9%
5	Funding	10%
6	Knowledge & Insight	6%
7	Workforce / Resources	14%
8	Contract Management & Monitoring	5%
9	Implementation	15%
10	Social Value	5%
11	Additional Information	0%
TOTAL		100%
*See scoring methodology at paragraph 60. Any Tender scoring "0", "1" or "2" for any individual method statement may be considered to not meet the Authority's requirements and may be rejected regardless of how well they score against the other method statements. All evaluation panel members would agree a consensus before any Bidder is disqualified, and the same methodology would apply to all Tenders.		

60. Each question was scored between 0–5 according to the guidelines below in all stages:

Scoring Methodology

Assessment	Score	Interpretation
Excellent response	5	Response is completely relevant and excellent overall. It is comprehensive, unambiguous and demonstrates an exceptional level of understanding, experience, skills, ability, resource, and quality measures of how the requirement will be met in full. The response identifies factors that will offer potential added value, clearly identifies risks/mitigations and action plan, and is supported with very good evidence in most or all areas.
Good response	4	Response is relevant and is sufficiently detailed to demonstrate a good level of understanding, experience, skills, ability, resource and quality measures of how the requirement will be fulfilled. The response is supported with good evidence, identifies some specific risks and/or mitigations with actions to some or all relevant areas in

		good detail and demonstrates the requirements will be fulfilled.
Satisfactory response	3	Response is relevant and acceptable in most areas. The response demonstrates a broad level of understanding, experience, skills, ability, resource and quality measures required. The response may identify some general risk with mitigations at an acceptable level and will have sufficient evidence and/or detail to demonstrate the requirements will be fulfilled.
Less than satisfactory response	2	Response is relevant and acceptable in some areas but some minor reservations of relevant understanding, experience, skills, ability, resource and quality measures required. The response may identify some general risks/mitigation at a high level and will have little or insufficient evidence and/or detail to demonstrate the requirements will be fulfilled.
Poor response	1	Response is partially relevant but generally poor. The response addresses some elements of the requirement but there are some serious reservations of relevant understanding, experience, skills, ability, resource and quality measures required. There is insufficient/ limited details or explanation with little or no evidence to support the response
Unacceptable or no response given	0	Nil or inadequate response. Does not comply and/or fails and/or insufficient information provided to demonstrate the understanding, experience, skills, ability, resource and quality measures required.

61. Stage 1 (SQ) required all applicants to pass sections 1-7.11. Section 7.12 was a scored section consisting of 5 project specific questions relating to past performance of applicants. Applicants were required to pass all questions within this section with a minimum score of 3 per question and a discretionary threshold of 75% (threshold to apply if the number of applicants that would move to Stage 2 needed to be shortlisted).
62. Stage 2 (Dialogue Round 1 & Round 2) consisted of 10 criteria with appropriate method statement questions and weightings against these criteria. These were adjusted each round with feedback provided to bidders to enable them to tailor their solution to meet the needs of the council. Bidders were required to pass all 10 criteria with a score of 3 or more per question for each round. There was no limiting threshold. Round 2 scoring was for a full solution and superseded the scores provided during Round 1.

63. All submissions had evaluators complete separate individual evaluations and scoring prior to a group moderation meeting taking place where a moderated score was put forward as the final score for each question. Each stage had between 4 and 6 evaluators with some evaluators only scoring certain sections. The Moderator and Note Taker did not evaluate the responses. The final score for each question was then input into a pre-built marking template where the weighted scores were calculated.

Plans for the transition from the old to the new contract

64. The current contract expires on the 6 February 2026. Mobilisation of the new service will start in August 2025 following contract award. This will allow for a six-month mobilisation process to cover the preparatory work to implement the new elements of the service, TUPE, and contract management and monitoring.
65. A detailed service implementation plan including identification of risks and mitigations has been submitted by Bede House Association. Council officers will work with Bede House Association to further develop and implement this plan. The plan includes the following key areas:
- New service transition and handover
 - Referral pathway management
 - Resource management
 - Stakeholder management and communication plan.

Plans for monitoring and management of the contract

66. The service will be delivered by the Southwark VAWG Alliance, with Bede House Association as the lead partner. As a consortium this will add another level of monitoring and consideration by the council in the management of the contract. In respect to the day-to-day operation of the service council officers contact will mainly be with Bede House Association. On a quarterly basis council officers will directly engage with the wider consortium members.
67. The contract will be managed and monitored within existing staff resources in the Community Safety Team. Contract monitoring arrangements in line with council procedures and established processes will include:
- a) A day to day operational and case management communication
 - b) Formal quarterly monitoring meetings
 - c) Service reviews every 6 months
 - d) Quarterly Service Report and Outcomes and Outputs Performance Monitoring Report.
 - e) Annual performance reports to Departmental Contracts Review Board (DCRB)
 - f) Annual performance reports to Corporate Contracts Review Board (CCRB) within six months of the contract anniversary

g) Evaluation of service delivery – minimum every four years.

68. A set of Key Performance Indicators (KPI's) based on the strategic objectives of the service have been developed. The KPIs final targets will be agreed between the council and the successful Provider within $\pm 15\%$ of the current set targets prior to contract signing. The targets agreed will be in place for Year 1 of the contract and will be reviewed annually thereafter as the contract develops.

Key Performance Indicators

Prevention and Repeat Victimisation			
Number	Indicator	Target	Frequency
	Early Intervention		
KPI 1	Adult VAWG Prevention and Repeat Victimisation awareness sessions delivered within the borough.	1	Quarterly
Safety and Security			
Number	Indicator	Target	Frequency
	Responsive		
KPI 2	Non-VAWG referrals/self-referrals are redirected/signposted for alternative support.	75%	Quarterly
	Safety First		
KPI 3	Initial triage assessments and required safety/safeguarding actions are completed within 24 hours of initial contact.	90%	Quarterly
	Needs-Led Response		
KPI 4	Service users report an improved quality of life on exiting the Service.	90%	Quarterly
Stability, Resilience and Autonomy			
Number	Indicator	Target	Frequency
	Sustainable Support		
KPI 5	Service users feel more able to identify the early signs of violence/abuse.	90%	Quarterly
	Person-Centred Services		
KPI 6	Service users access advocacy and support following initial contact with Service.	80%	Quarterly
	Autonomy in Recovery		
KPI 7	Service users report improved understanding of their rights and entitlements and feel in charge of VAWG support related decision making.	90%	Quarterly
Dignity and Accessibility			
Number	Indicator	Target	Frequency
Please note, there are no KPIs for this theme.			
Awareness and Communication			
Number	Indicator	Target	Frequency

	VAWG Crime Awareness		
KPI 8	VAWG Crime Awareness community outreach events are hosted.	1	Quarterly
Coordinated Multiagency Responses			
Number	Indicator	Target	Frequency
	Community Safety Partnership		
KPI 9	VAWG Service update report created and shared with the Authority.	1	Quarterly
Development and Innovation			
Number	Indicator	Target	Frequency
	Best Practice		
KPI 10	Provider staff attend a minimum of 1 industry best practice training session (in new emerging areas when available).	100%	Annual
Children and Young People			
Number	Indicator	Target	Frequency
	Tailored Support		
KPI 11	CYP accessing internal therapeutic support report increased sense of safety and knowledge of how to keep safe.	70%	Quarterly
	Education and Youth Settings		
KPI 12	VAWG Crime Awareness shared events are delivered to educational/youth work professionals in the borough.	1	Quarterly

69. In addition to the KPI's a number of Key Results (KR's) have also been developed to shape the strategic direction of the service which outline the objectives that are required to be met by collaborative working between the Authority and Provider.

Key Results

Prevention and Repeat Victimisation			
Number	Indicator	Target	Frequency
	Perpetrator Interventions		
KR 1	In-house perpetrator programme plan for Years 2-4 is developed.	Creation of plan	End of Year 1
	Needs-Led Approach to Reducing VAWG and Domestic Abuse		
KR 2	Coproduction (Authority and Provider) of needs-led, multiagency responses to reducing VAWG and DA.	Creation of plan	End of Year 1
Safety and Security			
Number	Indicator	Target	Frequency
	Public Space VAWG Coordinated Responses		
KR 3	Codesign public space VAWG critical incident response protocol with the Authority.	Creation of plan	End of Year 1

Stability, Resilience and Autonomy			
Please note, there are no Key Results for this theme.			
Dignity and Accessibility			
Number	Indicator	Target	Frequency
	Accessibility		
KR 4	Establishment of several access modes for equitable Service delivery e.g. digital, in person, group, 1:1, including consideration for intersectional needs and protected characteristics	Creation of plan	End of Year 1
Awareness and Communication			
Number	Indicator	Target	Frequency
	Communication		
KR 5	Coproduction (Authority and Provider) and ongoing delivery of comprehensive VAWG Crime Reduction communication plan.	Creation of plan	Quarter 2
Coordinated Multiagency Responses			
Number	Indicator	Target	Frequency
	Authority/Provider Relationship		
KR 6	Coproduction (Authority/Provider) of new, specialist VAWG crime victim risk assessment tool created and implemented.	1	Quarter 2 of Year 1
KR 7	Coproduction (Authority/Provider) of new, specialist VAWG crime perpetrator risk assessment tool created and implemented.	1	Quarter 2 of Year 1
	Wider Collaboration		
KR 8	VAWG Crime High Risk Panel (structure, membership, Terms of Reference) is established.	Creation of panel	Quarter 3 of Year 1
Development and Innovation			
Number	Indicator	Target	Frequency
	Service Development		
KR 9	Survivor Voice inclusion strategy and non-exploitative Survivor Engagement Plan is established.	Creation of plan	Quarter 3 of Year 1
Children and Young People			
Please note, there are no Key Results for this theme.			

70. Payments will be made on a monthly basis in arrears subject to achievement of defined performance output measures by the Provider.
71. Risk to service delivery will be incorporated into the quarterly monitoring process in the submission of a risk matrix identifying individual risks to service delivery and mitigating action to resolve.
72. Service user feedback will be captured in a number of ways tied into the KPI's and KR's these include:

- a) Anonymous reporting available to service users via QR code
- b) Service user exit questionnaires
- c) Submission of case studies as part of quarterly monitoring submission.
- d) Council officers as part of the 6-month service review process will dip sample individual cases and engage with service users.

73. Additional social value activity in support of Southwark 2030 is incorporated into the contract, for which the provider will required to provide updates in delivery as part of the quarterly monitoring submissions.
74. The proposed contract duration will be ten years as outlined in paragraph 11. This includes options for review and extension points which will be informed by a full evaluation of performance, review of all elements of service delivery methods, KPIs, KR's, financials and any changes related to, for example, residents' needs, budgets, strategy or alignment with wider services and will be completed before the end of years four and eight. Where performance concerns arise, an enhanced improvement programme will be enacted, and a schedule of increased monitoring and review underpinned by robust action plans adopted. Should it become necessary to end the contract, the termination and suspension clause as defined in the contract particulars will apply as appropriate.

Identified risks for the new contract

75. The table below details the risks and how they will be managed:

No.	Risk	Risk Level	Mitigating Action
1.	Procurement risk – challenge to award decision	Low	<ul style="list-style-type: none"> Mitigation is conduct of a procurement compliant with PCR 2015 (as relevant at the time the procurement commenced) and council CSO.
2.	Service not able to mobilise in time for the contract start date	Low	<ul style="list-style-type: none"> A detailed service implementation plan has been developed to support the mobilisation of the service. This includes a risk register which will be monitored at the weekly mobilisation meeting with council officers, to ensure the implementation is on track.
3.	Capacity of the organisation to deliver the service	Low	<ul style="list-style-type: none"> The service provider has been subject to a fully comprehensive procurement process this has included submission and review of staffing structures and capacity to deliver the service.

No.	Risk	Risk Level	Mitigating Action
			<ul style="list-style-type: none"> • A 6-month project mobilisation plan will be put in place prior to service start to ensure successful implementation of the new service. • A robust monitoring process will be implemented from the service start date, including enhanced frequency of contact during first 6 months to support service implementation and ensure service is meeting delivery expectations and quality standards. This enhanced process will allow for any issues to be quickly identified and resolved.
4.	The service does not meet performance targets and outcomes or demonstrate value for money during the period of contract.	Low	<ul style="list-style-type: none"> • A robust contract management process as detailed in the contract monitoring and management section of this Gateway 2 report will be in place for the duration of the contract. This includes regular performance monitoring and annual performance review.
5.	Impact of inflation on providers, in particular any SMEs/ Voluntary Community Sector organisations	Low	<ul style="list-style-type: none"> • Annual inflationary increases have been applied for the duration of the contract for core services. Emerging services developed during the duration of the contract will not be subject to the same inflationary increase. • Should financial pressures increase, this will be reassessed, and officers will work with providers to ensure contracts remain financially viable and deliverable.
6.	Covid-19 or any future public health emergencies	Low	<ul style="list-style-type: none"> • Should a public health emergency (such as a pandemic) occur during the lifetime of the contract; the council will work with providers to ensure services adapt to circumstances and any Government advice and risk assessments are adhered to. • A business continuity plan will be included within the contract.
7.	Staff turnover results in the provider having difficulty delivering	Medium	<ul style="list-style-type: none"> • There is a risk that the provider will face difficulties with the recruitment and retention of staff for the contract

No.	Risk	Risk Level	Mitigating Action
	the service levels as defined in the contract		duration. Should this arise, we will work closely with the provider to consider options that have the least impact on the overall service to survivors.
8.	Funding is not available from all funding streams for the duration of the initial contract (4 years) and further extension periods	Medium	<ul style="list-style-type: none"> The funding for the contract is provided from: • Council (Community Safety Service) core budget • London Crime Prevention Fund • ICS Grant Funding • Homeless Prevention Grant. The London Crime Prevention Fund grant is confirmed until the end of March 2029, with the other two grants confirmed on an annual basis. If these were not renewed and other alternative funding sources identified, the council would remain committed to paying the core contract costs for the initial contract period only. We would however look to working with the provider in agreeing a contract variation to take account reductions in budget available. <p>Termination clauses could be applied during any agreed contract extension periods (years 5-10). To note this would apply to the whole contract, we wouldn't have an option for partial service termination.</p>
9.	Additional funding is not secured to deliver Emerging Elements of the service	High	<ul style="list-style-type: none"> The service provider has a proven track record of successfully accessing funding streams. Horizon scanning of future funding opportunities is included as part of the contractual arrangements which will also be supported by the local authority team, this will be subject to a further gateway 3.

76. A performance bond is not needed for this contract. It is not required as a set budget has been given for the core services of the contract. Additional/new services will only be implemented if additional funds are raised during the contract period by either the Authority or the Provider.

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

Community impact statement

77. The council's VAWG strategy 2019–2024 clearly identifies a need for provision of VAWG services to meet the needs of residents in this regard. The development of a needs assessment carried out in 2024 includes widespread engagement with community organisations and diverse survivors' voices has reinforced the need for such services and highlighted key considerations for ensuring provisions are accessible to and meets the needs of all Southwark's communities.
78. An Equality Impact and Needs Assessment (EQINA) was undertaken in June 2024 to support the development of the new VAWG service. This analysis demonstrates that the policy shows no potential for discrimination and that all appropriate opportunities to advance equality of opportunity and foster good relations between people with different protected characteristics have been taken. The new service will create and deliver targeted work and resources to improve accessibility and engagement with local victims and survivors from minoritised communities and increase service provision options for groups under-represented including LGBTQ+ communities, older people, and people with disabilities and race. Prevention work will be developed to assist with the reduction of all VAWG crimes.
79. The contract includes a robust equalities and diversity-monitoring framework which is in line with the council plan priorities. The baseline data to be collected allows us the council to identify if there are any particular needs of any particular community group that need to be addressed.

Equalities (including socio-economic) impact statement

80. In April 2025 the UK Supreme Court ruled that the legal definition of a Woman in the Equality Act 2010 is based on biological sex and does not include transgender women who hold gender recognition certificates. This will have implications for single-sex services and spaces, potentially impacting the delivery of the VAWG support services and the Women's Safety Centre. The council will work closely with our new Provider to ensure that services abide by legal definitions but also ensuring compliance with the Public Sector Equality Duty imposed by the Equality Act 2010 and that the needs of individuals with protected characteristics are met and that those individuals have equity of access to services.
81. The Gateway 0 strategic options appraisal report for this procurement summarises the wide range of equalities considerations for the council in commissioning violence against women and girls services.
82. Pursuant to section 149 of the Equality Act 2010, due regard has been

given to the council's decision-making processes and the need to:

- a) Eliminate discrimination, harassment, victimisation or other prohibited conduct.
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
- c) Foster good relations between those who share a relevant characteristic and those that do not share it.

83. Council officers have taken steps to ensure compliance with the Public Sector Equality Duty imposed by the Equality Act 2010 as set out in the Community Impact Statement section above in particular:

- a) Completion of VAWG Strategic Needs Assessment to support the VAWG transformation work and inform the procurement of a new service
- b) Extensive consultation was taken forward under the VAWG transformation work. This included:
 - Online Stakeholder questionnaire and individual conversations.
 - Stakeholder engagement events on the 2 and 9 February 2024
 - Formation of an Expert by Experience Panel -
 - Service Design working group being established.
- c) The Equality Impact and Needs Assessment (EQINA) undertaken in June 2024 updated previous assessments undertaken in 2023, 2022 and 2019. The findings of the EQINA have informed considerations around the development of the core principles of the service specification and how a future service model will maximise engagement with different groups in order to reduce risk and harm.

Health impact statement

- 84. The Gateway 0 strategic options appraisal report for this procurement summarises health impact considerations, for the council in commissioning VAWG support services.
- 85. The health impact of domestic abuse is well researched and is evidenced throughout the council's 2019-2024 VAWG Strategy and the EQINA.
- 86. The procurement approach for this service has been informed by these findings along with input from health professionals from the South East London Integrated Care Service, NHS trusts and local authority Public Health. The service specification requires an integrated approach to service delivery, involving health and wellbeing activities covering mental, emotional and physical health. The contracted Provider will be expected to create close and effective working relationships with statutory and non-statutory health services including Primary Care health services such as GPs and sexual and reproductive health services, NHS Trusts and

specialist health services including mental health and drug and alcohol services.

Climate change implications

87. The council has set out a strategy to become carbon neutral by 2030. While the new service is not believed to have any direct impact on climate change, it will feed into the strategy through localised accessibility of services via satellite sites, reducing the amount of travel required by individuals to access services. These locations including the Women's Safety Centre are well served by public transport.

Social Value considerations

88. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic, and environmental benefits that may improve the well-being of the local area can be secured. This was incorporated within the tender process with a weighting of 5% contribution to the total tender score attached to the social value proposals submitted by Bidders. The social value priorities were developed in conjunction with the council's Social Value Lead.
89. Bidders were provided with a list of the council's social value priorities (linked to the service specification and the Southwark 2030 goals), applicable to the tender, from which Bidders were required to submit proposals for five that they deliver under the new contract for the initial period (4 years), after which new social value measures would be committed too.
90. The social value measures for this contract are directly linked to the service specification in developing VAWG support services in Southwark. As a result, economic and environmental/sustainability considerations are not directly impacted by the social value measures put forward by the provider. In-direct benefits may include economic and wellbeing outcomes (maximising and maintaining benefit claims, debt reduction, including rent arrears and support into work, training or education).

Economic considerations

91. The nature of the service requires delivery within the borough, and this will provide opportunities for local labour, bringing local economic benefits.
92. The contract will continue to deliver economic wellbeing outcomes (maximising and maintaining benefit claims, debt reduction, including rent arrears and support into work, training or education).

Social considerations

93. The new VAWG support services improves the life chances of individuals and their families who are suffering from the ramifications of VAWG crimes, equipping them with tools and techniques to empower them to deal with the negatives impacts of their experience and become engaged members of society.
94. The appointed Provider will pay London Living Wage (LLW) to relevant staff working on this contract in line with the council's London Living Wage (LLW) requirements.

Environmental/Sustainability considerations

95. The service provision will have minimal impact on the environment. Where feasible and practical, consideration will be given to measures such as reducing waste and using online means to meet with service users, reducing the need to travel and associated environmental impact.

Market considerations

96. The Council last tendered for domestic abuse services in 2012, with contracts since being held with two large national providers of domestic abuse services, Solace and Refuge. For this contract the council has changed focus from a Domestic Abuse service to a service that encompasses all VAWG crimes.
97. Research into the VAWG services market sector in the UK has shown that the sector is facing severe challenges with funding and with many organisations struggling to maintain vital services with rising demand that has been exacerbated by austerity measures, the COVID-19 pandemic, and the rising cost of living.
98. While tackling VAWG crime is a key area of focus for the UK Government, funding has been lacking. However, the Government has recognised that VAWG crimes is a significant problem that affects a large proportion of women every year and has committed to halve VAWG crimes within a decade as part of its 'mission' to make streets safer. This includes releasing a new VAWG strategy that emphasises a coordinated, multi-agency approach to tackle VAWG crimes and recognising the need to provide long-term, sustainable funding for the sector. This indicates that this sector will grow as more funding and focus is brought to the sector and will allow a wide range of providers in the local and regional market, primarily within the voluntary and community sector to expand and grow their services. This lines up with the Council's expectations of the growth of this contract.

Staffing implications

99. There are no TUPE or pensions implications for the council as an employer because the council's contract management and administrative function will remain with the council and these activities will not form part of the contract. The council's role will involve acting as a conduit through which information on incumbent provider staff can be collated and communicated to the new Provider. Consideration of timescales linked to the TUPE process has been accommodated within the project plan and appropriate provision for TUPE has been made within the mobilisation period. The Provider will need to take their own independent legal advice on the application of TUPE.
100. TUPE will apply to this contract between the incumbent provider and the new provider. The incumbent provider has identified 11 potential staff whose principal purpose is the carrying out of the activities that is exclusively for Southwark, and which are the subject of the new contract.
101. The council as a conduit role, will continue to provide information to the new provider relating to the pension arrangements currently applying to the employees that will be TUPE'd from the exiting contract, and will expect the incumbent and new providers to work together to ensure that TUPE regulations on pensions are followed and that transferring staff are not disadvantaged.

Financial implications

102. The council is committed to providing the core budget for this contract that will cover the core services. The year one value of the core services is £738,400.
103. Year one core budget figure includes £524,820 of council funds and £213,580 allocated from external grants to the Council. The sources of these grants are:
 - a) MOPAC London Crime Prevention Fund - £115,580 per annum (confirmed for 2025-29)
 - b) South East London Integrated Care System Funding - £20,000 per annum (confirmed for 2025-26, confirmed on annual basis)
 - c) Homeless Prevention Grant - £78,000 per annum (confirmed for 2025-26, funding confirmed on annual basis)
104. The annual indexation is not included in the core budget allocated of £738,400 for the service. This will be calculated on an annual basis from year 2, with a request for additional funding to meet this cost agreed during council annual budget setting processes.
105. Budgets and spend for the service will be monitored on a regular basis. Any additional funded services that are enacted will need to ensure the

funding raised covers any inflationary costs if the service covers multiple years.

106. The core services of this contract are subject to indexation from year two onwards, see table below for details.

Value of Core Services over the life of the contract (including indexation)

Contract Year No.	Financial Year	Contract Value**	Indexation @ 3.2%*	Total (PA)**	Total Contract Value (exc.VAT)**	Total Contract Value (inc.VAT)**
1***	07/02/26 - 31/03/26	£111,156.98		£111,156.98	£ 111,156.98	£ 133,388.38
1***	01/04/26 - 31/03/27	£738,400.00		£738,400.00	£ 849,556.98	£ 1,019,468.38
2****	01/04/27 - 31/03/28	£738,400.00	£23,628.80	£762,028.80	£1,611,585.78	£ 1,933,902.94
3	01/04/28 - 31/03/29	£762,028.80	£24,384.92	£786,413.72	£2,397,999.50	£ 2,877,599.40
4	01/04/29 - 31/03/30	£786,413.72	£25,165.24	£811,578.96	£3,209,578.46	£ 3,851,494.15
5	01/04/30 - 31/03/31	£811,578.96	£25,970.53	£837,549.49	£4,047,127.95	£ 4,856,553.54
6	01/04/31 - 31/03/32	£837,549.49	£26,801.58	£864,351.07	£4,911,479.02	£ 5,893,774.82
7	01/04/32 - 31/03/33	£864,351.07	£27,659.23	£892,010.31	£5,803,489.33	£ 6,964,187.19
8	01/04/33 - 31/03/34	£892,010.31	£28,544.33	£920,554.64	£6,724,043.96	£ 8,068,852.75
9	01/04/34 - 31/03/35	£844,403.92	£27,020.93	£871,424.84	£7,595,468.80	£ 9,114,562.56
10*****	01/04/35 - 06/02/36	£786,933.58	£25,181.87	£812,115.45	£8,407,584.26	£ 10,089,101.11

Maximum overspend on contract (10%) **£840,758.43**

* The estimated annual contract sums are based on current CPI and LLW rates.

** This is core budget value only, any additional spend on the contract will not have indexation and will need to be raised via funding

*** Contract to start on 07 February 2026, pro-rotta to 31 March 2026 to line up with financial year. No indexation in year 1

**** Indexation starts on 01 April 2027

***** 11 months

107. The 10-year Core Service contract value includes annual price indexation. These indices will apply at the anniversary of the contract and will be calculated over the term of the contract i.e. increase/decrease based on the cumulative value of the contract as detailed in the table at paragraph 106 above. The indexation to be used will be the Consumer Price Index.

108. The contract includes two extension periods, one at year four and one at year eight. The performance of the contract will undergo a full review at each extension point before Gateway 3 governance is followed to allow the contract to continue for another term.
109. Should the contract not be performing to targets or if the council's VAWG focus changes or should the budget become unavailable, there are termination clauses that can be evoked.
110. Additional funding is expected to be raised during the life of the contract in collaboration between the Provider and the council. Additional funding is limited to a maximum value of 10% of the total contract value. This equates to £840,758 over 10 years. Additional funding is not subject to annual indexation.
111. It is the Council's intention that this contract adapts develops to its changing needs over its terms using innovative developments; providers will be expected to discover, apply and enable funding mechanisms to help the service evolve. Additionally, the council may secure additional funding for this service in the future as the VAWG sector is a developing area and future funding may become available at a later stage.

Investment implications

112. There are no investment implications.

Legal implications

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

Consultation

114. As part of our VAWG transformation work and the procurement of a new service extensive consultation has been conducted including:
 - a) Oversight and input from the members of the Domestic Abuse and Violence Against Women and Girls Transformation Steering Group.
 - b) Advice and input from the VAWG strategic group which reports to the statutory community safety partnership
 - c) Stakeholder engagement events with online questionnaires and group discussions, held on the 2 and 9 February 2024, attended by over 80 participants from the voluntary and community sector, council services, police and other public services across health, social care, education and housing.
 - d) Individual meetings and interviews following up on issues raised in the stakeholder events with grassroots and specialist by-and-for organisations.
 - e) Input from the council's Expert by Experience Panel of domestic abuse survivors established in March 2024.

- f) Presentation and discussion at the Forum for Equalities and Human Rights in Southwark in June 2024.

Other implications or issues

115. None identified

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources (ESL25/032)

116. The Strategic Director of Resources (SDR) notes the recommendations to Cabinet to approve the award of the new Violence Against Women and Girls (VAWG) Support Services contract to Bede House Association for an initial period of four years starting 07 February 2026, with the option to extend a further two times for a period of four years and two years respectively, making a total maximum contract length of 10 years, estimated at a maximum of £8,407,584.
117. The SDR notes the financial implications arising and the sources of funding (general fund and external grants) for the contract. It is also noted that the Council may potentially secure additional funding for the VAWG service in the future. If future funding is secured, spend will be subject to approval via Gateway 3 reports at the appropriate time in line with the council's governance processes.
118. Officers' time and any other costs associated with this recommendation will be contained within existing departmental revenue budgets.

Head of Procurement

119. This report seeks approval of the award of the new Violence Against Women and Girls (VAWG) Support Services contract to Bede House Association effective from 07 February 2026, for an initial period of four years with an option to extend a further 2 times for a period of four years and two years respectively, making a total maximum contract length of 10 years and a total estimated contract value of £8,407,584.
120. The commencement date of the procurement, allied to the nature and value of the services procured, dictates alignment with the Public Contracts Regulations 2015 (PCR 2015) and services covered by the Light Touch Regime (LTR). In accordance with PCR 2015, the council must follow an advertised and competitive procurement process (detail of the proposed procurement approach and model is contained within paragraphs 42 – 65 and confirms alignment with PCR 2015 requirements, acknowledging use of a competitive dialogue procedure as adapted to the council's requirements and desired, collaborative approach to design of a service model). The report is also consistent with the council's Contract Standing Orders, which reserve decision to approve the recommendation to Cabinet, following review at DCRB and CCRB.

121. Headline risks associated with the recommendation are contained within table below paragraph 75.
122. Intended alignment with the Southwark 2030 vision and Fairer Future Procurement Framework (FFPF) is referenced within the content of paragraphs 80 – 98. Social Value considerations and metrics for the contract are detailed at paragraphs 88 - 90. Confirmation of London Living Wage (LLW) payment to relevant staff engaged on the intended contract is also contained at paragraph 94.
123. Proposed methodology for performance/contract monitoring is detailed within paragraphs 66 - 74. The report also contains details of key performance indicators in table below paragraph 68 and confirms that an annual performance review will be provided to the council's DCRB and CCRB in alignment with council Contract Standing Orders.
124. The Community, Equalities and Health Impact Statements are contained within paragraphs 77 – 86.
125. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are detailed at paragraphs 87 – 95.

Assistant Chief Executive – Governance and Assurance (SB270525)

126. This report seeks Cabinet approval to award a contract to Bede House Association to provide the new Violence Against Women and Girls Support Services for an initial term of four years from 07 February 2026, with an option to extend on two further occasions for periods of four years and two years, making a total maximum contract length of ten years and a total estimated contract value of £8,407,584.
127. As the procurement process began before the introduction of the Procurement Act 2023 it was governed by the requirements of the Public Contracts Regulations 2015 as applicable to categories of above threshold “light touch” services. As noted from paragraph 42 of this report the council conducted a publicly advertised competitive tendering exercise using the competitive dialogue procedure prescribed by the Regulations, which gave the council the opportunity to seek collaboration with bidding providers in relation to the development of a service model and provided flexibility around the manner in which discussions would take place.
128. Legal advice has been provided to officers along with legal representation on the project board throughout the procurement process, and regular record keeping has been maintained in order to demonstrate and ensure propriety and transparency.
129. Cabinet will be aware that, when making procurement decisions the council must consider and have due regard to any effects of the decision on the community at large and, in particular on people identified as

possessing a “protected characteristic”, as defined in the Equality Act 2010. The community and equalities impact statements contained in paragraphs 77 to 83 of this report note the relevant equalities considerations affecting the new services and their delivery and highlight that an Equality Impact Needs Assessment (EINA) conducted in June 2024 concluded that many positive effects and benefits are expected to result. Officers are advised to review and refresh the EINA at intervals in order to ensure that the needs of those service users having a protected characteristic are addressed and met fully. Conducting such an exercise assists the council to demonstrate compliance with the Public Sector Equality Duty (PSED) contained in section 149 of the Act.

130. Cabinet’s attention is also drawn to paragraph 114, which notes and confirms that extensive consultation has been carried out in order to inform and develop the council’s service requirements.
131. This report is also consistent with the council’s Contract Standing Orders, which expressly reserve the decision to approve the recommendation to Cabinet, following consideration of the report by the Departmental and Corporate Contract Review Boards.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Gateway 0 Strategic Options Assessment Domestic Abuse and Gender Based Violence Services	Community Safety Partnership Service, 160 Tooley Street, SE1 2QH	Sharon Ogden, 07946 631425
(Public Pack)Agenda Document for Cabinet, 05/12/2023 11:00 (Item 16)		
Gateway 1 Procurement Strategy Domestic Abuse and Gender Based Violence Services	Community Safety Partnership Service, 160 Tooley Street, SE1 2QH	Sharon Ogden, 07946 631425
Decision - Gateway 1 Procurement Strategy Domestic Abuse and Gender Based Violence Services - Southwark Council		

APPENDICES

No	Title
Appendix 1	Service Specification
Appendix 2	Evaluation Panel Members

AUDIT TRAIL

Cabinet Member	Councillor Natasha Ennin, Community Safety and Neighbourhoods		
Lead Officer	Aled Richards, Strategic Director of Environment, Sustainability and Leisure		
Report Author	Sharon Ogden, Safer Communities Team Manager		
Version	Final		
Dated	23 June 2025		
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)		No	No
Contract Review Boards			
Departmental Contract Review Board		Yes	Yes
Corporate Contract Review Board		Yes	Yes
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			23 June 2025

APPENDIX 1

Service Specification

Project title: Violence Against Women and Girls Support Services

Project reference: DN730137

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1. Introduction

- 1.1.1. This document sets out the Specification for Violence Against Women and Girls (VAWG) Support Service. It describes what Southwark Council (hereafter referred to as “the Authority”) requires from the Provider in delivering the Service and must be considered alongside the Contract, Best And Final Offer (BAFO) and other tender documents. This documentation will form part of the legal basis for the provision of the services.
- 1.1.2. The Provider will be expected to achieve the outcomes and requirements of the Specification, and the Authority will monitor compliance. The Authority reserves the right to review and change the content and detail of the Specification on an annual basis to consider changes in legal requirements, national and/or Southwark policies, priorities, innovation, change in service direction and funding over the lifetime of the contract.
- 1.1.3. The Authority is committed to transforming the way that services are delivered and coordinated in Southwark to enable stronger responses to all forms of VAWG crime and victimisation, including non-domestic abuse VAWG crime, and to intervene earlier, in line with Southwark’s vision.

“Our vision is to be a borough with zero tolerance to violence against women and girls. Where it is not tolerated and where no resident, visitor or worker need to fear violence whether at home or on the streets of Southwark”.

- 1.1.4. The Authority is seeking to contract with one entity (sole provider or consortium/consortia) that will:
- a) Deliver VAWG Support Services.
 - b) Work closely alongside the Authority to enable better opportunity for coordination, collaboration, reach, impact, and awareness of all VAWG related services in Southwark borough, beyond those commissioned by the Authority.
 - c) Moving forward work within a multi-agency partnership from across the wider sector (for example with health and wellbeing, criminal justice, employment services or voluntary sector agencies).
 - d) Contribute towards the implementation of the Domestic Abuse Act 2021 and Serious Violence Duty compliance and any associated strategies.
 - e) Input innovative approaches and solutions that meet the core/emerging services and the legal/regulatory requirements.

2. Definitions

- 2.1.1. Please refer to the Part J - Definition Glossary for all definitions related to this procurement and any contract that may be awarded.

3. Scope

- 3.1.1. This Specification outlines the requirements for a comprehensive Violence Against Women and Girls (VAWG) support service to be delivered over a 10-year period. This Service aims to provide support, protection, and empowerment to women and girls affected by violence and abuse in Southwark.
- 3.1.2. The VAWG Support Service will be provided for all individuals including children and young people, and people with Protected Characteristics resident in the borough of Southwark who seek or are referred to the service as described in this Specification.
- 3.1.3. The VAWG Support Services are to be delivered for individuals who experience VAWG crimes as Victims /Survivors as well as to VAWG crime perpetrators.
- 3.1.4. The VAWG Support Services will include a Prevention service and a Perpetrator Programme, to prevent further VAWG crimes, enable behaviour change, and/or whole-family programme of prevention when aligned to stopping and /or reducing Domestic Abuse.
- 3.1.5. The term 'VAWG,' is an umbrella term which brings together multiple forms of abuse under a single policy strand and is known to disproportionately affect women and girls; however, this does not distract from the number of men and boys who also experience these types of crimes¹. The VAWG Support Services will not negate the experiences of, or provisions for, male, non-binary, and transgender Victims/Survivors of these crimes.
- 3.1.6. The VAWG Support Service will be delivered within Southwark borough boundaries. However, there may be occasions when the Provider is requested to provide the Service outside of these boundaries; for example, in circumstances, where a Victim/Survivor is a Southwark resident and requires continuity of support in an alternative location outside of the defined areas for safety. Services to be provided outside of Southwark borough boundaries will be solely at the discretion of the Authority.
- 3.1.7. This Specification is intended to be a needs-led, results-driven, outcome-focused service designed to achieve specific service objectives as outlined in Section 5.

4. Strategic Context

- 4.1.1. The Authority has had a Domestic Abuse (DA) strategy since 2015 which was updated to be a VAWG strategy in 2019. Southwark has commissioned several services that make up the current service provisions, mainly aimed

¹ Supporting Male Victims, 2022 (Position statement on male victims of crimes considered in the cross-government Tackling Violence Against Women and Girls Strategy and the Tackling Domestic Abuse Plan).

at Domestic Abuse (for details of these services please refer to Part H1 & H2 - Background Documents).

- 4.1.2. In addition to commissioned services, local residents have access to other VAWG and Domestic Abuse services across the borough commissioned directly by NHS Trusts, London Authority's grants, Mayor's Office for Police and Crime, the Home Office and local Voluntary & Community Sector engagement which provide both additional capacity and more targeted services for diverse and seldom heard voices.
- 4.1.3. Having carried out an Equalities Impact and Needs Analysis (EQINA) and a Strategic needs Assessment (SNA), the Authority is looking to transform its current Domestic Abuse service provision to better meet the needs of all residents to include a comprehensive VAWG Support service, a proactive Perpetrator provision and a Women's Safety Centre within Southwark borough borders (for details of the EQINA please refer to Part H2 - Background Document).
- 4.1.4. The key areas identified for the service from a strategic perspective are below:
 - a) **Priority 1: Partnership** - develop a coordinated response and understand that VAWG crimes are issues that cut across all roles and is everybody's responsibility.
 - b) **Priority 2: Prevention and Early Intervention** - provide information and practical steps to break the cycle of abuse. Focusing service delivery on overall individual wellbeing of the Victim/Survivor rather than focusing on crisis support.
 - c) **Priority 3: Protecting Victims** - reduce harm and impact of VAWG on individuals and families. Recognising not all Victims/Survivors need the same type or length of support and be flexible enough to adapt to each Victim/Survivors individual needs, including people with multiple complex individual needs who may need longer term sustainable support.
 - d) **Priority 4: Perpetrators** - provide support to change behaviour, tackling the attitudes that support VAWG crimes, and enforcement.

5. Service Objectives

- 5.1.1. The Provider is expected to work with the Authority and other partners as required to help achieve the below service objectives.

a) Priority 1: Partnership

- i. Improve multi-agency collaboration and operational information sharing to prevent and safeguard against VAWG crimes.
- ii. Contribute to and inform multi-agency learning based on service frontline knowledge, Victim/Survivor experience, Perpetrator behaviours and methods of abuse, to provide up to date

feedback in order to educate Professionals about emerging VAWG crimes trends, including in the digital arena, and contributing to efforts for prevention measures.

- iii. Support and contribute to informing multi-agency responses to VAWG crime Critical Incident(s). Have operational plans in place for high profile incident management.

b) Priority 2: Prevention and Early Intervention

- i. Enhance safety for Southwark communities and reduce the prevalence of VAWG crimes in the borough.
- ii. Support and enable people affected by VAWG crimes with consistent immediate, short-term, and long-term provisions (including specialist advocacy support).
- iii. Proactively raise awareness and educate communities about VAWG crimes and the effects and impacts of VAWG crimes.
- iv. Support and contribute to the Authority's understanding of how communities may be engaged and contribute to the development of communications options to raise awareness and promote available support.

c) Priority 3: Protecting Victims

- i. Support and empower children and young people affected by VAWG crimes with age-appropriate service delivery.
- ii. Enable access to appropriate needs-led specialist services for people with multiple and complex needs.
- iii. Provide advice, guidance, and support to Victims/Survivors at all stages of the criminal justice process including post-trial. Have ongoing specialist support for Victims/Survivors families as appropriate – including other individuals that are directly affected.

d) Priority 4: Perpetrators

- i. Proactively challenge and support Perpetrators of VAWG crimes

6. Core Service Principles

- 6.1.1. When providing services, the Provider will need to consider the Core Service Principles outlined below and ensure these are used as the guiding values that encompass any approach, service or method used to fulfil this Specification:

- a) Safety and Protection** – putting the safety, protection and safeguarding of Victims/Survivors, witnesses and communities impacted at the forefront of any service or action, ensuring the

immediate safety of Victims/Survivors of VAWG crimes by working with the Authority and its partners to provide emergency shelter, safe houses, or temporary accommodation as appropriate while a safety plan is implemented.

- b) **Person-centred** – Creating person centred services, that identify and put the needs of individual Victims/Survivors at the centre of support offered and enabling their voice's to be heard within safety planning. Services need to be designed to reduce risks, be trauma responsive and trauma-informed, with needs-led approaches taken to promote the safety and wellbeing of Victims/Survivors.
- c) **Independence** – Promoting choice, dignity, privacy, respect, and participation from Victims/Survivors while seeking to maximise their autonomy to have the maximum control over their own lives and providing options for Victims/Survivors to become involved in the design and delivery of services. Acknowledging that they are the experts in their own lives, while providing the support they need.
- d) **Accessibility** – Recognising and addressing how VAWG crimes can disproportionality impact on different sections of the local communities and ensure that services provided takes an intersectional approach.
- e) **Communication** – Recognising the different communication needs of Victims/Survivors of VAWG crimes and provide information in formats that are easy to understand and help Victims/Survivors feel understood. Recognise, develop and reinforce connections at different levels with relevant partners, establishing clear communication channels and protocols.
- f) **Prevention and Early Intervention** – focusing on the provision of preventative services at the earliest opportunity within communities to minimise escalation of VAWG crimes, serious harms and reduce risks.
- g) **Partnership** – multi-agency partnership working with a range of partners, including the Authority, statutory agencies and local organisations to ensure the service responds to the needs of the Victim/Survivor in a holistic and seamless service.
- h) **Value for Money** - ensuring a good balance of quality, cost, and effectiveness to make the best use of resources and achieve positive outcomes.
- i) **Well-being** – working holistically with people affected by VAWG crimes to ensure their physical and emotional needs are met to achieve the best possible outcome with regards to Victim/Survivor well-being.
- j) **Innovation in delivery** - committed to finding feasible and reliable ways of providing services rooted in being needs-led but considers the diminishing financial resources available and growing demand for the service. Consider existing activities, emerging needs, and far-reaching possibilities for the future.

7. Innovation

- 7.1.1. The Authority is looking for new ways of working and to ensure that continuous innovation is incrementally implemented over the contract term. This will allow the ability to target programmes and adapt them to changing needs of the service, strengthening the impact of existing initiatives and to deliver evidence-based strategies leading to new best practices in VAWG crime reduction services.
- 7.1.2. The Provider will work with the Authority to put together and regularly review a forward planning strategy that will allow the Authority to meet its Service Outcomes as detailed in section 9 while ensuring the other sections in this Specification are adhered to.
- 7.1.3. The Provider will work with the Authority to establish and maintain Additional Services throughout the contract in line with the forward planning strategy.

8. Service Outline

8.1. Regulatory and Legal

- 8.1.1. The Service under this Service contract must be provided in accordance with (but not limited to) the requirements of:
 - a) Crime and Disorder Act 1998
 - b) Equality Act 2010
 - c) The Serious Violence Duty
 - d) The Domestic Abuse Act 2021 including parts 1, 2 & 4.
 - e) The Domestic Abuse Support (Relevant Accommodation and Housing Benefit and Universal Credit Sanctuary Schemes) (Amendment) Regulations 2021
 - f) Family Law Act 1996
 - g) General Data Protection Regulation 2016 – including Data Protection Act 2018
 - h) Health and Safety at Work Act 1974
 - i) Homelessness Reduction Act 2017
 - j) Housing Act 1996
 - k) Human Rights Act 1998
 - l) Mental Capacity Act 2005 (DOLS - Deprivation of Liberty Safeguards) and any related codes of practice
 - m) Online Safety Act 2023
 - n) Protection from Harassment Act 1997 *Stalking and Harassment
 - o) Safeguarding Vulnerable Groups Act 2006
 - p) The Anti-Social Behaviour, Crime and Policing Act 2014

- q) The Care Act 2014
- r) The Criminal Justice Bill 2023
- s) The Domestic Violence Disclosure Scheme (known as Clare's Law) 2014
- t) The Domestic Violence, Crime and Victims Act 2004
- u) The Forced Marriage (Civil Protection) Act 2007
- v) The Modern Slavery Act 2015
- w) The Police, Crime, Sentencing and Courts Act 2022 – The Serious Violence Duty 2023
- x) The Sentencing Bill 2023
- y) The Serious Crime Act 2015
- z) The Victims and Prisoners Bill 2023
- aa) Domestic Violence Protection Orders (DVPO)
- bb) Domestic Violence Protection Notices (DVPN)

8.1.2. Any future legislative changes or changes to National Minimum Standards that determine the standard of care and support to be delivered or other legal requirement that becomes relevant while performing this contract.

8.2. Who this service is for

8.2.1. The primary individuals served by this Service are residents of Southwark borough who have experienced VAWG crimes and include but is not limited to:

- a) Women and girls
- b) Men and boys
- c) People in heterosexual relationships
- d) People in same-sex relationships
- e) Transgender and non-binary people
- f) Children and Young people
- g) Young adults
- h) Adults
- i) Older people
- j) Parents including young parents.
- k) People with complex or multiple needs
- l) People who speak English as a second language or not at all
- m) People with no recourse to public funds
- n) People who are targets of harmful practices including honour-based violence and female genital mutilation.

Other individuals and organisations which may benefit from the Service include:

- o) Extended family of Victims/Survivors
- p) Friends, colleagues, and neighbours of Victims/Survivors
- q) Local communities and community organisations
- r) Voluntary community sector
- s) Private local businesses
- t) Public sector service providers

8.2.2. The Authority may require from time to time for the Service to be delivered to other individuals that fall outside of the scope of the primary and other individuals detailed above and are to be determined at the sole discretion of the Authority.

8.3. Equality, diversity, inclusion

8.3.1. The Public Sector Equality Duty, which is part of the Equality Act 2010, came into effect on 5 April 2011. Under the duty, the following are 'Protected Characteristics': age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, and sexual orientation. The duty also covers marriage and civil partnership, regarding eliminating discrimination.

8.3.2. The Provider must have 'due regard' to the below and any future requirement of The Public Sector Equality Duty (or other legal requirement that becomes relevant) while performing this contract:

- a) Eliminate unlawful discrimination and harassment on the grounds of any Protected Characteristics.
- b) Advance equality of opportunity between different groups.
- c) Foster good relations between different groups.

8.3.3. All services must be equally accessible across all Protected Characteristics for anyone impacted by VAWG crimes, in physical and psychological safe spaces with the ability to work across age ranges and to identify and appropriately support people at risk of harm.

8.3.4. The Provider will need to consider intersectionality and how disproportionality impacts different sections of the local communities to ensure services provided take an intersectional approach to developing trauma responses to VAWG crimes for people who may face multiple discrimination and ensuring that services are available and accessible for people from all communities and tenure types.

8.3.5. The Provider will be required to accurately reflect Southwark Client demographic information and align data capture categories for consistency at registration and throughout service delivery at monitoring meetings,

clearly demonstrating how equality, diversity and inclusion are implemented within service delivery across all Protected Characteristics.

8.4. Categories of Service

- 8.4.1. The service has been split into 5 parts, which is reflective of how the Authority expects the service to be delivered. Please note there maybe overlap between different service parts in practice and the Provider is expected to work with the Authority on how best to approach and deliver all services seamlessly.

Part 1 - Crisis Support Services

Part 2 - On-Going Support Services

Part 3 - Prevention Services

Part 4 - Perpetrator Programme

Part 5 - Women's Safety Centre

- 8.4.2. Within each part of the service, there is expected to be both Core and Emerging elements:

- **Core Element(s)** – elements of the services that are fundamental to providing the service and must be available from the start of the contract and throughout the contract.
- **Emerging Element(s)** – elements of the services that are currently not available and are to be developed in collaboration with the Authority over the contract period.

- 8.4.3. The Core Elements as identified by the Authority are listed in section 8.4.4 – 8.4.7. The details of all services are provided in sections 8.5 – 8.9. Where the Authority considers there is a Core Element in the service this has been highlighted and matches the list in section 8.4.4 - 8.4.7. All other services detailed in section 8.5- 8.9 are considered Emerging Elements of service.

- 8.4.4. Core Elements in Part 1 - Crisis Support Services (please refer to section 8.5 for details)

- a) Access to Crisis Support Service
- b) Crisis and Support Response Service
- c) Specialist Support Services

- 8.4.5. Core Elements in Part 2 - On-Going Support Services (please refer to section 8.6 for details)

- a) Accessible Victim/Survivor Services
- b) Advocacy Support Services
- c) Counselling and Therapeutic Services

- d) Specialist Support for Children, Young People, Young Adults and Young Parents, healthy relationship awareness in schools
 - e) Sanctuary Services
 - f) Out-of-Hours Access to Services
 - g) Access to 'By and For' Services
- 8.4.6. There are no Core Elements in Part 3 – Preventive Services and Part 4 – Perpetrator Programme.
- 8.4.7. Core Elements in Part 5 - Women's Safety Centre (please refer to section 8.9 for details)
- a) Advocacy and Support
 - b) Counselling and Emotional Wellbeing and Support
 - c) Specialist Advocacy Services
 - d) Crisis Intervention

8.5. Part 1 - Crisis Support Services

- 8.5.1. The aim of the Crisis Support Service is to ensure Victims/Survivors of VAWG crimes receive quick and effective responses and access to appropriate services which efficiently meet individual Victim/Survivor needs. All services designed or delivered for the Crisis Support Service must have the Client Journey in mind.

Access to Crisis Support Service (Core Element)

- 8.5.2. The Provider will respond to Victims/Survivors who are at risk of VAWG crimes and need immediate response and Safeguarding.
- 8.5.3. Ensure Victims/Survivors of VAWG crimes can access support through multiple routes including having clear referral processes in place to generate positive initial responses and referrals to appropriate specialist support aligned to identified need/risk.
- 8.5.4. Provide Victims/Survivors of VAWG crimes with access to a safe space, environment, or situation out of danger to be shielded from harm or risk until:
- a) Safe next steps are agreed and actioned.
 - b) Person is signposted to appropriate services.
- 8.5.5. Carry out risk assessments including checking if Victims/Survivors of VAWG crimes are in immediate danger and consider options, to develop and effectively implement appropriate next steps and complete Victim/Survivor risk management and safety planning for people impacted by VAWG crimes. Consideration of the Client Journey must be evident throughout the process.

- 8.5.6. Help parents and guardians as Victims/Survivors of VAWG crimes create safety plans for themselves and their children before, during and after incidents.

Introduce a new Crisis and Support Response Service (Core Element)

- 8.5.7. To meet the needs of victim-survivors across the borough, the Provider will operate additional outreach services to ensure accessibility for all, including those in more remote areas of the borough. These satellite services will include:
- c) **Outreach:** The Provider will operate in various locations across Southwark, providing critical support services such as initial consultations, crisis intervention, and signposting to victim-survivors in need.
 - d) **Community-based Drop-in Services:** The Provider will deliver regular drop-in sessions in community centres, libraries, and other accessible locations to extend the reach of the Centre's services.
 - e) **Virtual Services:** The Provider will provide virtual services, including remote consultations, counselling, and legal advice for victim-survivors who prefer or require remote access.
- 8.5.8. Create and implement a new Crisis and Support Response Service in collaboration with the Authority to provide advice, immediate assistance, and safety planning and emotional support for Victims/Survivors of VAWG crimes and concerned others via means of a helpline.
- 8.5.9. Develop an out of hours response for Victims/Survivors of VAWG crimes, with a Crisis and Support Response Service that runs out of normal working hours and in collaboration with the Authority. The out of hours response should make use of available technology, such as Apps, to streamline processes and meet the needs of Clients.

Specialist Support Services (Core Element)

- 8.5.10. Clearly identify relevant referral pathways, providing advice, information, guidance, and practical and emotional referrals or support. This can be face to face, online or via telephone as is appropriate in a Crisis situation but must be co-ordinated with all relevant partners including handover of referrals between partners.
- 8.5.11. Help Victims/Survivors of VAWG crimes with accessing appropriate health services, including Sexual Assault Referral Centres.
- 8.5.12. Manage referrals to out-of-borough Refuge spaces, MARAC to MARAC referrals and Housing Options / Homeless Persons Unit.
- 8.5.13. Connect Victims/Survivors of VAWG crimes with additional information and other services such as housing, therapeutic and wellness support, or financial assistance as appropriate.

- 8.5.14. Signpost young people / young adults as Victims/Survivors of VAWG crimes to age-appropriate information, services, partners, or organisations.
- 8.5.15. Connect Perpetrators of VAWG crimes with relevant services and partner organisations supporting positive behavioural changes to stop violence and abuse.

8.6. Part 2 - On-going Support Services

- 8.6.1. The Provider in collaboration with the Authority will respond to Victims/Survivors of VAWG crimes who are not at immediate risk but need support to keep them out of risk, prevent risk increasing and to help Victims/Survivors of VAWG crimes recover and move on with life.

Accessible Victim/Survivor Services (Core Element)

- 8.6.2. Provide accessible services taking into consideration intersectionality disproportionality, communication requirements, multiple or complex needs or any other barriers which may affect a Victim/Survivor of VAWG crimes from accessing appropriate services. Full consideration should be given to accessibility to physical buildings for people with specific Protected Characteristic needs, and or multiple and complex needs.
- 8.6.3. Assess levels of risk, carrying out risk assessments as appropriate and consider available options to develop and implement a co-ordinated safety plan or helping with referrals to relevant services.
- 8.6.4. Provide advice, information and guidance, practical and emotional support to Victims/Survivors of VAWG crimes, their families, and close friends (as appropriate). This can be one to one or group work, face to face, online, telephone or via signposting. It is expected that this can start as a basic core element service but in collaboration with the Authority will be developed over time to be a more comprehensive service.
- 8.6.5. Provide floating support accessible for all Victims/Survivor of VAWG crimes not living in Part 4 of the Safe Accommodation Duty.

Advocacy Support Services (Core Element)

- 8.6.6. The core needs-led advocacy support for Victims/Survivors of VAWG crimes including people with multiple and complex needs is listed below. Additional advocacy services will be added over the course of the contract.
 - a) **Financial support and access to benefits** - Help Victims/Survivors of VAWG crimes as appropriate to access financial resources, such as emergency funds, housing assistance, and job training or provide guidance and advice to navigate through the provisions of the benefit system.
 - b) **Legal, Civil, and criminal justice processes support** - Assist Victims/Survivors of VAWG crimes with legal matters, such as obtaining Non-Molestation Orders, navigating the legal system, and

understanding options available and individual rights. Support people who are required to provide evidence. Continue on-going support as required.

- c) **Accompanying Services** – Accompany Victims/Survivors of VAWG crimes to housing appointments, medical appointments, or other meetings as appropriate and determined by individual needs.
- d) **Immigration and/or no recourse to public funds assistance** – Help Victims/Survivors of VAWG crimes understand individual rights and feel empowered. Keep Victims/Survivors of VAWG crimes and their children safe. Help overcome language and communication barriers. Where Victims/Survivors of VAWG crimes do not have access to public funds connect people to appropriate community-based support.
- e) **Housing and Homelessness support** – Collaborate with the Authority to assist Victims/Survivors of VAWG crimes requiring individual housing advice and support or access to sanctuary schemes. Help and advocate to arrange for Long-term accommodation and/or a safe place where required.

Counselling and Therapeutic Services (Core Element)

- 8.6.7. Offer empathetic listening, trauma-informed counselling from suitably trained and supervised counsellors, and mental health support to Victims/Survivors of VAWG crimes assisting people to cope with the emotional and physiological impacts of abuse.
- 8.6.8. Provide access to trauma responsive and informed counselling in suitable formats.
- 8.6.9. Provide self-development support to help Victims/Survivors of VAWG crimes to rebuild confidence, help people to understand the effects and impacts of VAWG crimes both for individuals and their family and friends, and assist Clients in developing realistic coping mechanisms to move forward.
- 8.6.10. Provide support for Victims/Survivors of VAWG crimes to feel less alone and isolated and, build positive trusted relationships.

Specialist Support for Children, Young People, Young Adults and Young Parents (Core Element)

- 8.6.11. Support needs-led, age-appropriate provision for children who witness or experience VAWG crimes to cope with the emotional impact of violence and abuse.
- 8.6.12. Provide access to trauma responsive and informed counselling in suitable age-appropriate formats.
- 8.6.13. Educate children, young people, and young adults to identify VAWG crimes, how and where to access age-appropriate support, recognise healthy relationships, and be empowered against toxicity.

- 8.6.14. Provide age-appropriate play therapy for children (where appropriate).
- 8.6.15. Provide specialist support for children and young people aged between 12-18 years.
- 8.6.16. Provide specialist support for young adults aged between 18-25 years with additional needs.
- 8.6.17. Provide specialist support focussing on young parents aged between 18-39 years, including providing parents with information on the impact of abusive relationships on children.
- 8.6.18. Provide positive activities for children and young people who accompany parents accessing support.

Sanctuary Services (Core Element)

- 8.6.19. Provide a Sanctuary Scheme to support Victim/Survivor of DA to safely remain in their own homes as required under The Domestic Abuse Support (Relevant Accommodation and Housing Benefit and Universal Credit Sanctuary Schemes) (Amendment) Regulations 2021.

Home Protection Services

- 8.6.20. Work in collaboration with the Authority to develop a new service provision in addition to existing DA Sanctuary Schemes of protection to support Victim/Survivors of VAWG crimes to safely remain in their own homes as a place of sanctum and safety by assessing risks, provisions, and installation of appropriate security equipment in and or around the Victims/Survivors home and/or place of work. Consideration must be given to travel and moving around outside of the home and in public spaces.

Out-of-Hours Access to Services (Core Element)

- 8.6.21. Services should be made available for people who cannot access services during normal office working hours and should address all areas of VAWG crimes.
- 8.6.22. Services available should be appropriate and not a minimal signposting service. It should include Triage, safety planning and risk assessment.
- 8.6.23. Referrals are to be made as soon as possible whether that is during working hours or out of hours. Referrals made during out of hours are to be followed up with mainstream statutory services during working hours with a clear handover route and audit trail.

Access to 'By and For' Services (Core Element)

- 8.6.24. Signpost Victims/Survivors of VAWG crimes to appropriate information and positive activities, services, partners, or organisations.

- 8.6.25. Build trust with Victims/Survivors of VAWG crimes who are accessing support provided via 'by and for' specialists that operate independent from statutory services.

Risk Management and Safety planning

- 8.6.26. The Provider will work with the Authority and the Police to develop and create new, risk assessments that reflect risks associated with VAWG crimes, in addition to the existing DASH risk assessments.
- 8.6.27. To work in partnership with the Authority and partners to develop a VAWG crime Triage facility for Victims/Survivors of VAWG crimes to bring about equality in terms of risk management and safeguarding against VAWG crimes.
- 8.6.28. Collaborate with the Authority to provide risk and safeguarding processes and comply with Statutory Safeguarding practices and enable information to be shared to keep people safe from harm or further VAWG crimes.
- 8.6.29. Collaborate with the Authority to provide representation of Victims/Survivors of VAWG crimes at relevant risk management panels and provide industry expertise at community safety problem solving meetings as appropriate.

Wellness activities

- 8.6.30. Establish a network of wellbeing services that Victims/Survivors of VAWG crimes can utilise during recovery.
- 8.6.31. Provide or signpost Victims/Survivors of VAWG crimes to a range of positive activities, and a range of programmes, interventions and activities which are delivered by appropriately qualified practitioners and professionals.

On-Going Support development

- 8.6.32. The Provider must collaborate and contribute to the support of VAWG crime Victims/Survivors, families, and communities on response to critical incidents as required.
- 8.6.33. The Provider must work with the Authority to provide appropriate support for multiple and /or complex needs to implement clear wrap around support plans through multi-agency collaboration.
- 8.6.34. The Provider is to work with partners to provide a range of support for Victims/Survivors of VAWG crimes to find safety, cope and recover from abuse, this can include community-based support, combinations of practical and emotional support, advice, one-to-one support, and longer-term therapeutic or health and wellbeing support.
- 8.6.35. Develop a new provision (Home Protection Services) in collaboration with the Authority in addition to existing DA Sanctuary Schemes to support

Victim/Survivor of VAWG crimes to safely remain in their own homes by assessing risks, provision, and installation of appropriate security equipment in and or around the Victims/Survivors home, or place of work, and consideration must be given to travel and moving around outside of the home and in public spaces.

- 8.6.36. Collaborate with the Authority to ensure Victims/Survivors of VAWG crimes opinions and voices are heard and able to help shape service delivery responses.
- 8.6.37. Work in partnership to understand, develop and maintain Victim/Survivor of VAWG crimes focussed specialist support in areas currently lacking in services such as stalking, including digital and cyber stalking and Public Space VAWG.
- 8.6.38. Regularly review on-going support services, identify gaps for people who are overlooked, unsupported and or unable to access equal levels of support services. Work with the Authority to implement solutions to close these gaps.

8.7. Part 3 - Prevention Services

- 8.7.1. The Provider in collaboration with the Authority will provide services aimed at addressing the fundamental causes of VAWG crimes, helping to prevent crimes or incidents, before they happen. Challenging or changing policies, programmes, gender inequitable systems, structures, societal norms, attitudes, practices, and power hierarchies.
- 8.7.2. Increase knowledge and understanding from research, user feedback and communities' engagement on factors leading to VAWG crimes or contributing to risks and help co-produce comprehensive, organisational and community capabilities to protect against or counter them.
- 8.7.3. Provide suggestions for and collaborate with the Authority to create innovative and new ways of service delivery to meet the needs of people impacted by VAWG crimes and be informed by frontline feedback.
- 8.7.4. The Provider will implement targeted programs to engage young men and boys, fostering positive attitudes and behaviours towards women and girls from an early age. This will include educational workshops in schools and youth groups, where discussions on gender equality, respect, and healthy relationships are facilitated by trained professionals.
- 8.7.5. The Provider will adopt a holistic approach to engaging perpetrators of violence against women and girls, with a strong emphasis on victim safety and behaviour change. This will involve structured intervention programs that include individual and group sessions, focusing on accountability, empathy development, and the impact of their actions on victims.

Awareness Raising and Education Programmes

- 8.7.6. Increase awareness, knowledge and understanding for Victims/Survivors of VAWG crimes, patterns of perpetrator behaviours and how to use protective factors in the social network of families, friends, and local communities.
- 8.7.7. Increase awareness, knowledge and understanding of VAWG crimes including its occurrences, how to prevent it, how to spot the signs of VAWG crimes and what services are available to people at risk as well as to Victims/Survivors.
- 8.7.8. Increase awareness, knowledge and understanding across communities about preventing VAWG crimes and promoting healthy relationships via, workshops, training events, communications campaigns and activities for professionals, businesses, workplaces, and other community settings.
- 8.7.9. Increase awareness, knowledge and understanding of the Night Time Economy (NTE) within Southwark helping to co-produce Safeguarding and protection operational practices including but not limited to:
 - a) NTE Phone charging
 - b) Providing anti-spiking lids
 - c) Increasing night-time safe spaces
 - d) Collaborate and promote safety apps at transport hubs, food outlets, NTE venues etc.
 - e) Hold workshops and events to raise awareness and how to deal with VAWG on nights out.
- 8.7.10. Collaboratively work with the Authority to ensure information of VAWG support services is publicly available at locations where Victims/Survivors may visit including but not limited to GP surgeries, hospitals, schools, children's centres, family or community centres, sexual health services and council offices.
- 8.7.11. Collaboratively work with the Authority to increase safe and appropriate information sharing, training, and skills development across all partners with the aim of increasing the capacity in the sector.
- 8.7.12. Collaboratively work with the Authority to develop and implement plans for wider awareness raising and training on VAWG crimes for people who can help change the cultural acceptance of VAWG crimes, and behaviours, such as politician's and bystanders.
- 8.7.13. Collaboratively work with the Authority to develop and implement strategies to engage all communities including communities that are recognised as being underserved or less heard.
- 8.7.14. Work with other services to develop, implement and maintain age-appropriate preventative work with young people to improve early identification and intervention for teenagers/young people experiencing or being at risk of VAWG crimes, serious violence and/or abuse and reduce

the numbers of teenagers/young people likely to become either victims or perpetrators of VAWG crimes.

- 8.7.15. Develop and carry out Digital and Tech abuse workshops outlining risks in relation to technology and how to use devices safely. The workshops must keep up with all new technology and developments in the digital arena including addressing any trends that appear.
- 8.7.16. Establish a united approach created with agencies working together including specialist services and Grassroots organisations to ensure Victims/Survivors of VAWG crimes voices are heard and used to help shape strategic direction and development of VAWG crimes support and prevention services. Approaches used should enable capacity growth for these organisations.
- 8.7.17. Collaboratively work with the Authority to establish and implement clear wraparound support plans for individual needs through multi-agency collaboration via statutory services and partners.
- 8.7.18. Create and maintain effective operational working practices aligned and in compliance with the Serious Violence Duty requirements. Use continuous improvement activities to increase reach and compliance over the course of the contract.
- 8.7.19. Participate in Reviews or relevant community events (by invitation / as appropriate) to help inform the Authority of potential uncertainties, trends or needs.
- 8.7.20. Gather appropriate data collected from frontline feedback and work with the Authority to use this information to inform service delivery, decision making, policy development and future planning.
- 8.7.21. Improve multi-agency collaboration and information sharing to ensure consistent data is shared between partners.
- 8.7.22. Test, identify and inform the Authority of potential and actual unintended negative impacts of any implemented programme or service and help develop strategies to mitigate the impact these may cause.

Funding and Donations

- 8.7.23. Chart and maintain a timeline of available funding that can be applied for and proactively help create applications for these to build resilient funding streams to ensure there is consistent service support across all VAWG needs. The information gathered should help inform innovative funding strategies that aligns with market conditions and service goals, including:
 - a) Horizon scanning for new funding opportunities to develop and establish VAWG services
 - b) Exploring, apply and implementing diverse and innovative funding streams such as grants, donors, and fundraising.

- c) Explore, apply and implement funding that compliments the service such as infrastructure grants, technology update funding, capacity building funding, awareness campaign/event funding. These should be both short term and long-term funding opportunities.

8.7.24. Establish, cultivate, and promote a network of companies that are willing to donate products and/or services to help Victims/Survivors of VAWG crimes. This could include large corporations such as mobile phone companies or small organisations or individuals such as painters, hairdressers etc. who will donate services if provided with a space. Include these companies in marketing campaigns for raising awareness of VAWG crimes.

The Authority will seek to support the Provider's funding applications via supporting information and expertise, at the sole discretion of the Authority.

Contributing to communication campaigns

- 8.7.25. Establish and maintain two-way communication routes with partners, specialist services, communities, and the wider network to:
- a) Ensure there is a shared understanding of need and best practice of VAWG Victim/Survivor support services and preventative services across all partners.
 - b) Working with local communities raising awareness of the role they can play in providing prevention and support for Victims/Survivors.
 - c) Working with local businesses, Voluntary Community Sector, and other organisations to raise awareness and create more Safe Spaces to enable disclosures within Southwark.

8.8. Part 4 - Perpetrator Programme

- 8.8.1. The Provider in collaboration with the Authority will enable a VAWG crimes perpetrator programme with an underpinning focus on Victim/Survivor safety and holding Perpetrators accountable for their behaviour, making positive behavioural changes whilst supporting Perpetrators to stop using violence and abuse.
- 8.8.2. The aim of the programme will be to stop VAWG crimes, effectively challenge toxic behaviours and mind-sets to reduce the risk of reoffending by engaging Perpetrators to address their behaviours and criminality along with Perpetrator individual needs.
- 8.8.3. The Provider will work with the Authority to co-produce and deliver comprehensive cross-agency targeted training programmes in various formats and session types relating to VAWG crimes, including Public Space VAWG crimes.
- 8.8.4. Perpetrator work approaches will be tailored to specific types of VAWG crimes, be actively assertive, persistent, individual and/or non-collusive group work, specifically aiming to positively challenge toxic societal attitudes and behaviours and to increase motivation for Perpetrators to

identify, change, adhere to and complete the full programme/treatment for positive results.

- 8.8.5. Approaches should be tailored to the type of VAWG crimes committed, with full and informed consideration for individual risk levels and patterns of perpetrator behaviour directed at Victims/Survivors of VAWG Crimes.
- 8.8.6. Throughout the contract the Provider will work with the Authority to reduce VAWG crimes by contributing expertise and local frontline working knowledge about current and emerging perpetrator methods of violence and abuse to inform new multi-agency ways of working and multi-agency problem solving to address Public Space VAWG crimes.
- 8.8.7. The Provider will prioritise the safety of Victim/Survivors of VAWG crimes and their children (where appropriate) by working in collaboration with the Authority, victim support services, and statutory partners including police and probation services.
- 8.8.8. The Provider will collaborate to co-produce effective VAWG crimes Perpetrator programmes targeting Perpetrators' understanding of violence, abuse, and misogyny, with clear shifts from talking about stand-alone incidents to recognising ongoing behaviours.
- 8.8.9. Perpetrator engagement and service delivery will include risks and cumulative impacts of VAWG crimes, perpetrator parenting style and how these affect the lives of children and young people, as well as the perspectives of children and young people impacted by abusive behaviours.
- 8.8.10. Include the perspective of children living in abusive relationships and the (sometimes unseen) impact on children of abusive behaviour (where appropriate), including how to become a more positive parent or co-parent.
- 8.8.11. There should be sufficient hours of contact over a long enough period to guard against disguised compliance and a reasonable opportunity for behaviour change and to sustain a reduction in current and future risks.
- 8.8.12. Specific Domestic Abuse Perpetrator work must adhere to the Respect Accreditation Standard or any future legislative changes or changes to standards over the course of the contract.
- 8.8.13. The Provider should work with health colleagues regarding direct psychological interventions with Perpetrators with observed and self-reported outcomes of individuals engaged in VAWG crimes perpetrator programmes resulting in emotional and cognitive behavioural management for Perpetrators. Insights gained should be used as drivers for improvement in service, contribute towards targeted actions and communication campaigns.

- 8.8.14. The Provider will work in partnership with specialist services such as mental health services to inform/develop appropriate interventions for perpetrators with multiple and or complex needs.
- 8.8.15. The Provider will contribute to multi-agency learning based on Victim/Survivor of VAWG crimes experiences to reflect current and emerging trends of VAWG crimes including emerging technology and trends in the digital arena.
- 8.8.16. Hold Perpetrators accountable for their own toxic behaviour's including but not limited to:
 - a) Understand the severity of their behaviour and take accountability for their behaviour and actions.
 - b) Stop victim blaming.
 - c) Recognise and stop abusive or coercive and controlling behaviours.
 - d) Understand what a healthy and respectful relationships is.
 - e) Understand the impact of toxic, violent, and abusive behaviours on children and young people, including throughout a child's whole lifetime.

8.9. Part 5 - Women's Safety Centre

- 8.9.1. Work collaboratively with the Authority to establish and run a Women's Safety Centre. The centre will be operational by 2026 and will be developed to include:
 - a) **Assisting with advocacy** for Victims/Survivors of VAWG crimes to resolve immediate issues providing credible advice as per individual needs, e.g., safety, security, legal, debts, benefits, school, etc.
 - b) **Co-developed tailored programs** involving parents as perpetrators, consider estranged and co-parenting, and children, including good relationships and effective parenting.
 - c) **Delivering services jointly with other relevant services**, providing holistic support to Victims/Survivors through a one-stop-shop model or other method of service delivery that reduces the number of entry points for Victims/Survivors and the re-traumatising effect of multiple assessments.
 - d) **Initially being staffed for a minimum of 5 days a week**, and should have service delivery, flexibility to meet the needs of residents impacted by VAWG crimes with the support of a co-location model between the Authority and Provider

Women's Safety Centre (Core Services)

- 8.9.2. The Centre's core service is the VAWG Support Service delivery offer, which will be provided by the Provider to operate as a specialised unit offering tailored specialist support for victims and survivors. The Provider

will be expected to deliver core services within the Women's Safety Centre in line with the following:

- a) **Advocacy and Support:** Designated professional support workers will provide victims and survivors with individual personalised support, conduct, and review risk assessments, and develop safety plans. The support workers will liaise with other services to ensure seamless referrals and continuity of support.
- b) **Counselling and Emotional Wellbeing and Support:** Suitably trained and supervised counsellors will provide trauma-informed therapy, including individual and group sessions, to address the psychological impacts of violence and abuse with a view of aiding longstanding recovery.
- c) **Specialist Advocacy Services:** Specialist support workers will assist survivors with navigating complex systems such as accessing local authority departments, legal processes, criminal justice systems and family courts, safeguarding, housing, and welfare and benefits systems as appropriate. They will act as intermediaries to ensure survivors' voices are heard and their rights upheld.
- d) **Crisis Intervention:** Providing rapid trauma-informed responses to reduce risks, keep people safe, offering immediate assistance to survivors in urgent need of safety, shelter, or legal protection.

8.9.3. An Operational Steering Group will also be established over time, led by the Authority's service manager and the Provider's lead operational personnel, to oversee day-to-day operations and inter-agency collaboration.

9. Service Outcomes

9.1.1. Services will need to demonstrate how ongoing service delivery and development will be frequently informed by the voices of Victims/Survivors of VAWG crimes, in addition to information received from the Expert by Experience Panel run by the Authority.

9.1.2. The Services provided under this contract will need to illustrate how the understanding of individual and community nuanced needs, which are vital to recovery, are built into the services. The Service will need to show the growth of available, effective, and appropriate provision of "By and For" specialist services is being implemented. Specialist by and for services should be delivered by people with relevant, knowledge and appropriate skillsets.

9.1.3. The Provider will need to set out a clear strategy of how funds will be secured to grow the service over the contract period, including how collaborative working with the Authority and other partners will take place.

10. Service Availability, Flexibility and Accessibility

- 10.1.1. The service will be available:
- a) Flexibly (including office hours, evenings, weekends, bank holidays), able to meet peak demand, localise and be easily accessible giving due consideration to particular needs of each Victim/Survivor or Perpetrator.
 - b) The Service must be available without charge for those accessing the services.
- 10.1.2. The Service will be visible and widely promoted including for groups accessed by people with Protected Characteristics.
- 10.1.3. The Service must be provided in a way that is flexible, responsive, and accessible according to need.

11. Partnership Working

- 11.1.1. There are three elements of partnership working the Provider is expected to work with as detailed below:
- a) Work in partnership with the Community Safety Team to develop and provide a VAWG Crime Reduction Support Service's as it develops over the course of the contract and the changing landscape. This includes but is not limited to:
 - Contribute when necessary to meetings of the Southwark Community Safety Partnership in its compliance with the Domestic Abuse Act 2021, Serious Violence Duty, and other multi-agency operational groups such as the Domestic Abuse MARAC, the Community MARAC, VAWG crime Critical Incident Response, Housing, and Children's and Adults' safeguarding multi-agency structures.
 - Assist with developing new operational VAWG Crime Reduction multi-agency problem solving approaches.
 - b) Working collaboratively with relevant statutory, voluntary, and community sector partners, including but not limited to:
 - Local Authority departments
 - The Metropolitan Police Service,
 - British Transport Police
 - Criminal Justice agencies
 - The Fire Service
 - Health services
 - Housing providers

- Education institutions
- Voluntary sector organisations
- Multi-agency arrangements
- Local Businesses including Hotels and Licensed Premises
- Jobcentre Plus
- Business Improvement Districts
- Banks

The Provider will need to ensure information sharing agreements are in place with each referring partner.

- c) Enable wider transformation in networks of collaboration by working closely with local organisations, specialist services, and grassroots organisations, including:
 - Working in partnership with a network of other providers in an inclusive and collaborative way that promotes VAWG crimes Victim/Survivor needs.
 - Enable partnership learning across networks so professionals are well trained and feel competent and confident to respond when approached.

12. Communication

- 12.1.1. The Provider must have in place a comprehensive communications plan and action plan. It should include, but is not limited to:
 - a) Proactive communications with all parties as appropriate.
 - b) Diverse and appropriate communications activity to effectively engage Victims/Survivors of VAWG crimes.
 - c) Regular communications with partners regarding ongoing support provision and access to services.
 - d) Informing and communicating to other services of learning and partnership working.
 - e) Two-way information sharing with partners, required to reduce risks, hold Perpetrators to account and safeguard Victims/Survivors of VAWG crimes.

13. Workforce Requirements

- 13.1.1. The Provider will ensure:

- a) Its workforce is suitably qualified, adequately trained, Culturally Competent, and capable of providing the VAWG crime Support Services.
- b) There are enough staff members to provide Services, including during peaks and troughs and out of hours.
- c) Only people authorised are involved in providing the support services.
- d) The workforce reflects local equality, diversity, and inclusion considerations, including communication services and cultural awareness.
- e) Enhanced Disclosure and Barring Services Checks (EDBS) are obtained prior to the commencement of the service in respect of all employees, volunteers and prospective employees and volunteers who will have direct personal contact with Victims/Survivors, or with their records. Ensure monthly monitoring is in place for EDBS updates throughout the contract.
- f) Due to the nature of the support required some employees may need a risk assessment subsequent to the EDBS, these must be completed before the employee commences their employment.

Planning and management

- 13.1.2. The Provider must identify a suitable person or persons with full knowledge and understanding of workforce issues pertaining to the delivery of this Service to be responsible for workforce planning for the service. This may include developing workforce plans that are updated at least annually or more often as appropriate to ensure that arrangements are in place to maintain the workforce capacity and capabilities required to deliver the Service for the duration of the Service Contract.
- 13.1.3. The Provider must operate a robust and safe lone worker policy that sets out procedures to minimise the risks to people working alone and addresses the potential risks that may arise through risk assessments.
- 13.1.4. The Provider must set out clear procedures to ensure their staff remain in good health, wellbeing and to certify their staff are looked after. This includes protecting staff against vicarious trauma that can occur when frontline staff repeatedly hear about traumatic and sometimes very disturbing details. Providers are required to establish risk levels and alignment of appropriate support for frontline or other staff that may experience vicarious trauma.
- 13.1.5. The Provider shall have an Equal Opportunities Policy which covers gender, religion, age, sexual orientation, race, and ability.
- 13.1.6. The Provider shall not discriminate against Victims/Survivors, their carers, or staff based on their race, culture, gender, disability, age, marital status, religion or faith, or sexuality status.

- 13.1.7. The Provider shall have appropriate policies and procedures to safeguard Clients, to prevent staff and Victims/Survivors from being subjected to racial, sexual, homophobic, disability or age-related harassment whilst using or working at the service.
- 13.1.8. Specific plans must be developed for the following:
- a) Recruitment and retention of staff
 - b) Management of sickness and other absences
 - c) Learning, development and upskilling of staff.
 - d) Succession plans for posts requiring scarce skills.
- 13.1.9. An effective sickness absence management and monitoring system needs to be in place.
- 13.1.10. The Provider must ensure that all staff have regular, planned, and documented supervision sessions and identify any development needs to be addressed.
- 13.1.11. The Provider must ensure that all staff have a documented annual appraisal and plan for learning and development.
- 13.1.12. The Provider must ensure that staff know when and how to escalate Client risk and or concerns, who to raise issues with, how to share and feedback comments, concerns, or complaints.

Leadership and management

- 13.1.13. The Provider must be able to evidence it is developing effective leadership at all levels of the organisation by encouraging and supporting staff to develop leadership skills and competences through training, supervision, and reflective learning.

Specific Skills and Knowledge

- 13.1.14. The Provider must ensure that all staff have access to learning and development opportunities which enable them to meet the needs of all those using the service including considering what specific skills and knowledge are required and the need for trauma-informed, trauma responsive, risk management training to ensure the appropriate support for Victims/Survivors of VAWG crimes. As a minimum all staff must be trained in:
- Risk Management and Safety Planning Procedures
 - Risk Management and Safety Planning with Clients
 - Individual Support planning
 - Trauma informed environment
 - Health and safety awareness (including lone working)
 - Confidentiality and professional boundaries

- Equality and diversity
- Complaints and compliments
- Safeguarding
- Information Sharing
- Willing to participate in training that covers responding to a Critical Incident in a building.

13.1.15. The Provider will look to upskill staff through training, qualifications, shadowing, and other means of learning to enable a sustainable skilled workforce.

13.1.16. IGVA/Caseworkers will either have or be working towards the IDVA (Independent Domestic Violence Adviser) qualification and some IGVA's will undertake the ISVA (Independent Sexual Violence Advocate) qualification.

14. Business continuity management

14.1.1. The Provider must have a business continuity plan in place to ensure the delivery of the Service is continuous and consistent for the benefit of the Victims/Survivors. Under this agreement the Provider must:

- a) Develop and maintain a business continuity plan.
- b) Review the business continuity plan on a regular basis but not less than once every 3 years.
- c) Provide the Authority with a copy of this plan if requested to do so.

15. Service Standards and Quality

15.1.1. A commitment to provide all Victims/Survivors of VAWG crimes, including children and young people, equal access to holistic, appropriately resourced, high quality, needs-led, strengths-based and trauma informed, gender responsive services.

15.1.2. All services should be based on no Victims/Survivors are turned away from accessing critical support services.

15.1.3. Services are part of an integrated response to VAWG crimes and will tailor services in line with variety of VAWG crimes.

15.1.4. Ensure that essential services and the costs of management and overheads should be met through a full cost recovery model.

15.1.5. The input/advice/guidance will be provided flexibly to meet the demands of the required activity. For instance, some training/campaigns may need to be delivered in the evenings and weekends to maximise attendance/audience.

- 15.1.6. The Provider shall have a quality assurance system. The quality assurance system needs to demonstrate that the required outcomes have been met through the implementation of policies and procedures. The views of Victims/Survivors must be sought on a regular basis on the quality of the service and how it could be improved.

16. Safeguarding

- 16.1.1. The Provider will demonstrate the effectiveness of its Safeguarding procedures.
- 16.1.2. The Provider will make timely referrals to appropriate risk management and statutory safeguarding hubs and panels.
- a) Make timely children's social care Multi Agency Safeguarding Hub - MASH referrals for children and young people who are identified as victims or perpetrators of Domestic Abuse or VAWG crimes.
 - b) Make Domestic Abuse MARAC referrals.
 - c) Make Community MARAC referrals.
 - d) Refer to Adult Safeguarding
 - e) Refer to other relevant services.
 - f) Share information with other relevant services in other locations, case transfers
 - g) Build good working relationship with local Metropolitan Police colleagues / teams, SASBU, Southwark Housing, Youth Justice Service, Family Early Help, CAMHS, Community Harm and Exploitation Hub,
 - h) Align with Serious Violence Duty Violence Reduction Action Plan - VRAP actions.
 - i) Assist the Local Authority in creating a Multi-agency (Non-Domestic Abuse) VAWG crimes operational group to manage risk relating to VAWG crimes.
- 16.1.3. The Provider will attend relevant risk management and problem-solving panels to safeguard people at risk of further VAWG crimes.
- 16.1.4. Recognising the importance of Safeguarding and working alongside key partners
- 16.1.5. Look at existing contracts regarding safeguarding.
- 16.1.6. Add in Industry Standards shared previously.
- 16.1.7. Add specific requirements which may include, providing monitoring information required for VAWG Strategic Group, Community Safety Partnership Board.

- 16.1.8. The Provider will be responsible for establishing and maintaining service standards, quality and safeguarding practices across all services and collating data prior to providing reports.

17. Contract term

- 17.1.1. The initial contract will be awarded for a period of 4 years, with the potential to be extended twice for a period of 4 years and 2 years respectively, subject to performance reviews and achievement of specified outcomes.
- 17.1.2. This service specification provides a framework for the development and delivery of a comprehensive VAWG service. The successful Provider will be expected to demonstrate flexibility, innovation, and a commitment to continuous improvement throughout the contract period.

18. Contract Management, Monitoring and Reporting

18.1. Management of the contract will include:

- a) day to day contact: between the Provider and the Authority for operational purposes / case management.
 - b) formal quarterly monitoring meetings: The Provider will provide a quarterly report by the 15th working day of the month after the quarter, detailing its performance, together with supporting evidence, against each of the performance criteria. The performance data information is to include evidence that the service as detailed in this specification are being achieved, that KPI's are being met, any problem/risk cases are highlighted, any performance concerns are raised and updated on any action plan being carried out. A quarterly monitoring meeting will then follow on the 22nd working day after the quarter. Meetings are to be attended by representatives from each party and such other persons as may be agreed between the Parties or the Authority may reasonably require from time to time.
 - c) service reviews every 6 months: to assess the growth of the service and implementation of any new developments that are agreed. An audit will be undertaken which will examine the quality of services delivered. This maybe be changed to an annual review moving forward in the contract (see section 18.4 for details).
- 18.1.1. The following reports will be provided each quarter.
- a) Service Report (see section 18.2 for details)
 - b) Outcomes and Outputs Performance Monitoring Report (see section 18.3 for details)
- 18.1.2. Additional reports maybe requested by the Authority.
- 18.1.3. Where performance concerns arise, an enhanced improvement programme will be enacted.

- 18.1.4. At the quarterly monitoring meetings consideration will be given to new or potential improvements to the Services including but not limited to:
- a) the emergence of new and evolving relevant expertise and tools which could improve the Services.
 - b) new or potential improvements to the Services including the quality, responsiveness, procedures, benchmarking methods, performance mechanisms and customer support services.
 - c) new or potential improvements to the interfaces or integration of the Services with other services provided by third parties or the Authority which might result in efficiency or productivity gains or in reduction of operational risk; and
 - d) changes in ways of working that would enable the Services to be delivered at lower costs and/or bring greater benefits to the Authority.
- 18.1.5. The Provider will be expected to inform the Authority if there is a risk of significant underperformance, in order to trigger a service review and the development of remedial action plan.
- 18.1.6. If the Authority identifies from the Provider's quarterly reports that the Provider is not meeting targets, a service review will be triggered and a remedial action plan requested, which will be agreed between the Authority and Provider.
- 18.1.7. The Provider will be responsible for collating information and reporting back to the Authority in the Service Report and the Outcomes and Outputs Performance Monitoring Reports each quarter. Performance against the contract will be assessed through the submission of these reports.
- 18.1.8. The reports will need to be provided prior to the meeting and will cover the following areas (these areas may be amended in line with service development):

18.2. Service Report

- 18.2.1. Review of the overall service delivery that looks at the client journey. This can be informed via surveys, interviews and/or focus groups with Service Users and partners. It looks at access to the service via different routes, communication of key aspects of the service to the Service User including frequency, timeliness, and quality of communication, waiting time, need for referral within support, and quality of advice given. Must include but is not limited to the below:
- a) Explain which factors contributed to the Service Users and partners positive, negative, or just so-so experience.
 - b) Significant events, challenges and risks to service delivery and proposed mitigation/remedial action.
 - c) Challenges around housing and support for children, young people and adults.

- d) Quality assurance, compliments, and complaints.
- e) Activities for the reporting period and planned activities for the following period.
- f) Horizon scanning: overview of priorities for the following period.
- g) Current processes review and improvement.
- h) 2 x Case studies that shows challenges and good practices (a combination of case studies that includes children, young people and adults).
- i) Safeguarding considerations and health & safety issues.
- j) Information governance and security requirements issues.
- k) Financial reports including funding.
- l) Staff development/training and how this is actively improving the service.

18.3. Outcomes and Outputs Performance Monitoring Reports

- 18.3.1. These reports cover the Metrics, KPI's and KR (where appropriate) used to measure how well the service is performing. Outputs cover services or activities delivered. Outcomes cover the benefits of such intervention, such as behavioural change.
- 18.3.2. Monitoring reports must include (but is not limited to) the below:
 - a) Service delivery achievements (performance against KPI's), progress against outcomes (performance against Service Levels) and objectives progress/achieved (performance against KR's).
 - b) Monitoring of sub-contractors.
 - c) Accommodation related challenges and trends, including access and move on accommodation.
 - d) Challenges and trends relating to service provision for both children, and adults, as distinct cohorts of service users.

18.4. Service Review

- 18.4.1. An evaluation will be undertaken by the Authority to gather learning from the delivery of the Service as a part of the Service Review. The initial review will be pro-rotated to the end of the financial year (31 March 2026) and will then take place every 6 months. The Service Review may be changed to take place annually (to be in line with the Council's Standing Orders (CSO) requirements), at the Authority's discretion.
- 18.4.2. To inform the Service Review, the Provider will be required to support the Authority by providing a Service Review Report via collating service user and partner feedback, submitting case studies, collating data against relevant set targets and providing additional information as required to illustrate the current delivery of service and its evolution within the period being reviewed.

- 18.4.3. The Provider will work with the Authority to assess and review the current service from the information gathered with the aim of enhancing good practices and changing/eliminating processes that do not work, ensuring the conformance of KPI's, KR and Service Levels targets.
- 18.4.4. Both the regular contract monitoring, and specifically the Service Review check will focus on:
 - a) Change and Improvement
 - b) Strategies to develop roadmaps and goals.
 - c) Risk mitigation
 - d) Compliance
 - e) Operational efficiency
 - f) Adherence to milestones and key dates
- 18.4.5. Continuous improvement and adaptation of services based on emerging needs and best practices will be expected throughout the 10-year contract period.

19. Key Performance Indicators (KPIs), Service Levels & Key Results (KR)

- 19.1.1. Performance targets will be set via Key Performance Indicators (KPIs), please see Appendix E. The objectives of the KPIs are to measure the Provider's performance in accordance with its obligations under the contract on an on-going basis. KPI's will include both outputs and outcomes.
- 19.1.2. All KPIs set must be relevant and important to the running of the service, where upon review, any KPI is deemed not to be relevant, the KPI may be changed in accordance with section 19.1.7.
- 19.1.3. Service Levels are intended to establish a wider qualitative and joint assessment of the approach to delivering the services. Service Levels supplement the KPI requirements and are a qualitative measure of successful and sustainable delivery of service.
- 19.1.4. KPIs will be quantitative (measurable), while Service Levels will be qualitative (based on non-numerical data).
- 19.1.5. All KPI's and Service Levels will be relevant to the continuing quality of the delivery of service and should capture the ability of the Provider to maintain a high level of performance across the services. These priorities may change from time to time.
- 19.1.6. Areas of non-conformance of KPIs or Service Levels will be raised as exceptions during quarterly Meetings and/or Service Reviews and appropriate plans put in place to resolve the issue. Areas where

performance exceeds the minimum targets set, they shall be raised as successes and shall be considered for resource realignment.

- 19.1.7. KPIs and Service Levels will be monitored quarterly for performance.
- 19.1.8. KPI's and Service Levels may be deleted, amended or new KPIs/Service Levels added in line with service development over the life of the contract. This will take place at Service Reviews. Changes will be agreed between the Authority and the Provider before taking effect. A contract variation will be completed and signed by both parties with any changes agreed.
- 19.1.9. In addition to KPI's and Service Levels, the Authority will look to create KR throughout the contract. The aim of these objectives is to line up the future direction of the Service with the Authority's strategic vision. The Authority will discuss these with the Provider during quarterly Meetings and/or Service Reviews and agree how/what will be required from the Provider. KR will require joint working between the Authority and the Provider to achieve. KR are always timebound and may be deleted, amended or new KR added in line with service development over the life of the contract.

Evaluation Panel Members**APPENDIX 2**

The tender evaluation panel for SQ was made up of 7 members:

Job Title	Role
Commissioner - Environment, Sustainability & Leisure	Evaluator
Community Safety Officer - Environment, Sustainability & Leisure	Evaluator
Safer Communities Team Manager - Environment, Sustainability & Leisure	Evaluator
Strategic Lead for Community Safety - Environment, Sustainability & Leisure	Evaluator
VAWG Transformational Lead - Environment, Sustainability & Leisure	Evaluator
Procurement Specialist Advisor - Environment, Sustainability & Leisure	Chair & Moderator
Violence Against Women and Girls Project Officer - Environment, Sustainability & Leisure	Note Taker

The tender evaluation panel for Round 1 was made up of 8 members:

Job Title	Role
Commissioner - Environment, Sustainability & Leisure	Evaluator
Community Safety Officer - Environment, Sustainability & Leisure	Evaluator
Principal Programme Officer - Social Value Resource	Evaluator (Q10 Only)
Safer Communities Team Manager - Environment, Sustainability & Leisure	Evaluator
Strategic Lead for Community Safety - Environment, Sustainability & Leisure	Evaluator
VAWG Transformational Lead - Environment, Sustainability & Leisure	Evaluator
Procurement Specialist Advisor - Environment, Sustainability & Leisure	Chair & Moderator
Violence Against Women and Girls Project Officer - Environment, Sustainability & Leisure	Note Taker

The tender evaluation panel for Round 2 was made up of 6 members:

Job Title	Role
Principal Programme Officer - Social Value Resource	Evaluator (Q10 only)
Safer Communities Team Manager - Environment, Sustainability & Leisure	Evaluator
Strategic Lead for Community Safety - Environment, Sustainability & Leisure	Evaluator
VAWG Transformational Lead - Environment, Sustainability & Leisure	Evaluator
Procurement Specialist Advisor - Environment, Sustainability & Leisure	Chair & Moderator
Violence Against Women and Girls Project Officer - Environment, Sustainability & Leisure	Note Taker

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Householder Development Supplementary Planning Document
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

Over recent years, we have focused in on how to make the planning system more accessible for our residents. The creation of the planning register has made it much easier to search for applications and find associated documents, whilst our digital tools now mean it is much easier to find the policies that apply in each particular circumstance.

With this Householder Development SPD, we have brought together the policies and guidance that might apply to those seeking an amendment or extension of their home, into a format which we hope makes things easier to search and understand. This includes information about our climate & environment policies insofar as they apply to existing dwellings, and through the consultation phase we have strengthened further our guidance on biodiversity and environmental improvements. It is our hope through this guidance to encourage homes of the highest design and environmental standards across Southwark, and I would like to thank everyone who took the opportunity to respond to the consultation on this SPD.

RECOMMENDATIONS

Recommendations for the Cabinet

1. To agree the Householder Development Supplementary Planning Document (SPD) for adoption.
2. To note the consultation report and supporting documentation.

Recommendation(s) for the Leader of the Council

3. Not applicable.

REASONS FOR RECOMMENDATIONS

4. Part 3C (paragraph 21) of the council's Constitution sets out the requirement for full Cabinet to adopt supplementary planning documents, taking account of comments from the planning committee.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. Cabinet could choose not to adopt the supplementary planning guidance (SPD). This is not recommended as the SPD guidance is required to support the implementation of the Southwark Plan (2022) and set out guidance on what is considered acceptable development for householders.

POST DECISION IMPLEMENTATION

6. Adoption of the Householder Development SPD.
7. The council will consider the guidance within the Householder Development SPD when assessing and determining planning applications.

BACKGROUND INFORMATION

8. The Householder Development SPD will mainly replace the 2015 Technical Update to the Residential Design Standards (2011) relating to householder development.
9. A summary of the key changes from the 2015 Technical Update to the Residential Design Standards (2011) are as follows:
 - This SPD reflects updates to the General Permitted Development Order (GPDO) since 2010.
 - This SPD includes guidance on development types which were not covered by the 2015 Technical Update, such as roof terraces and vehicle crossovers.
 - This SPD provides guidance on current council priority areas such as green energy and biodiversity enhancements.
 - This SPD does not include guidance which is now covered by the Southwark Plan 2022.

KEY ISSUES FOR CONSIDERATION

10. The guidance in the SPD is relevant to all residents and those who own or manage a home in the borough. This includes guidance for houses and flats as well as homes which are listed buildings or within conservation areas. The SPD is not relevant to the creation of new dwellings.
11. It is designed for a wide readership, including applicants, owners, residents, planners, community groups and developers.
12. The SPD has the following objectives:

- To guide the improvement and adaptation of existing homes
 - To ensure a high standard of housing for all, ensuring homes are enjoyable, liveable and accessible.
 - To encourage the refurbishment of homes looking to reduce energy demand, carbon emissions and adapt to the effects of climate change.
 - To ensure works to existing homes mitigate impact on the amenity, privacy and appearance of the surrounding area and neighbours.
 - To encourage sustainable technologies, healthy communities and to preserve Southwark's rich heritage.
13. The SPD covers a broad range of works which can be considered when looking to improve or extend a home. This includes:
- Improving the appearance of a home
 - Improving the thermal performance or energy efficiency of a home
 - How to find the most appropriate type of extension for a home
 - Whether planning permission or listed building consent is required
 - If any specialist information is required to support a planning application
14. This is a key decision. The correct governance process concerning key decisions has been followed.

Policy framework implications

15. Southwark 2030 sets out the council's corporate policy, which will be reflected in the project outcome, this includes: A Safer Southwark and A Healthy Environment.
16. The Householder Development SPD provides guidance on how to apply the relevant policies of the Southwark Plan 2022. It gives guidance on how to conform to the additional national and local legislature and policies within which the council must operate.
17. The SPD will be a material consideration in the determination of a planning application.
18. The SPD principally provides further information on the following Southwark Plan policies:
- P13 Design of places
 - P14 Design quality

- P15 Residential
- P16 Designing out crime
- P18 Efficient use of land
- P19 Listed buildings and structures
- P20 Conservation areas
- P21 Conservation of the historic environment and natural heritage
- P26 Local list
- P56 Protection of amenity
- P59 Green infrastructure
- P60 Biodiversity
- P61 Trees
- P62 Reducing waste
- P66 Reducing noise pollution and enhancing soundscapes
- P68 Reducing food risk

Public Consultation

19. The council complied with the statutory consultation methods and additional consultation methods required by the council's Statement of Community Involvement.
20. The consultation was held on the consultation platform; Citizen Lab. Comments were also accepted by email or post. The SPD was made available for comment for 14 weeks, exceeding the minimum of twelve weeks. Additional time was added to the consultation to account for the summer period. The consultation ran from 21st August 2024 to 27th November 2024.
21. The following responses were received as part of the public consultation process for the Householder Development SPD:

Method of consultation	Type of responder	Total per type of responder*	Total responses
Consultation hub	Residents	33	42
	Planning agents	2	
	Statutory consultee / LPA	1	
	Other / not specified	2	
Email	Residents	4	15
	Planning agents	1	
	Statutory consultee / LPA	5	

Method of consultation	Type of responder	Total per type of responder*	Total responses
	Other / not specified	5	
Total			57

22. The following events were held in support of the public consultation:

Event	Date	Attendees	Location
Youth Parliament	9/10/2024	Members of Southwark Council's Youth Parliament	Council offices, 160 Tooley Street
Public event	29/10/2024	Residents and local businesses	Council offices, 160 Tooley Street
Public event	02/11/2024	Residents and local businesses	Peckham Library
Industry event	05/11/2024	Developers and planning agents	Council offices, 160 Tooley Street

23. The full details of the public consultation are in Appendix 2: Consultation report. This includes a summary of the consultation methods used, consultation responses received, the main issues raised during the consultation and how these matters have been addressed in the SPD

Summary of changes following consultation

24. The main changes made to the Householder Development SPD following consultation are summarised in the table below:

Changes made	Page number
Additional guidance on green infrastructure and biodiversity has been added, as per the Biodiversity recommendations report from the Environment Scrutiny Commission.	Page 13
Guidance on insulation has been updated to state that non-combustible materials are required which conform to building regulations.	Page 35
Guidance on Air Source Heat Pumps (ASHPs) has been amended to reflect the most recent changes to the General Permitted Development Order (GDPO) which take effect from 29 May 2025. ASHPs are no longer required by the GDPO to be 1m from a neighbouring boundary and may now be up to 1.5 cubic metres in size (unless the home is a flat, in which case the previous size limitation of 0.6 cubic metres still applies). A detached home may have up to two ASHPs under the GDPO, and any ASHP is now allowed to be a combined heating and cooling	Page 41 - 44

Changes made	Page number
unit (where previously the ASHP could only be used for heating).	
<p>Amendment to the off-street parking guidance, including for hardstanding in front gardens and Vehicle Cross Overs (VCOs).</p> <p>This has been amended to recommend 2.4m x 6.0m for the vehicle, increasing from the previous guidance and Southwark Streets Design Manual DS.132 standard of 2.4m x 4.8m. Colleagues in highways are seeking to update DS.132 accordingly.</p> <p>The guidance was also updated to state a presumption against vehicle crossovers where the car is required to reverse in or out of the space.</p>	Page 49 - 56
Roof extension guidance has been clarified to show that flats and maisonettes are subject to the same development management controls as houses (unless the home is listed or within a conservation area). This is in line with current development management practice.	Page 75-77
Roof terrace guidance has been updated to require a privacy balustrade of 1.7m in height. This was previously required at 1.8m but was reduced to be in line with existing development management practice.	Page 80

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

25. Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty (PSED). This requires public bodies to consider all individuals and those with protected characteristics when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees.
26. 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.
27. The council's [Approach to Equality](#) commits the council to ensuring that equality is an integral part of our day-to-day business. The [Equality Framework for Local Government](#) exists to help organisations, review and improve their approach and mitigations as needed performance for people with characteristics protected by the Equality Act 2010.
28. The Equalities Impacts and Needs Analysis (EINA) concluded that the Householder Development SPD would have no negative impacts on equalities in Southwark. The SPD does not create new policies but provides guidance on how existing policies should be implemented.
29. The EINA found that the SPD would benefit some groups more than others, as the guidance provided is simpler to implement if in home ownership.
30. The SPD will however have broad benefits for all borough residents. These

include protection of built heritage and townscape, protection of neighbourhood amenity and climate change mitigation.

31. The SPD can also be of particular benefit to many protected groups who are more likely to experience fuel poverty or overcrowding and those groups who need to extend or alter their home.
32. There are no mitigating or improvement actions to be taken as a result of the EINA.
33. The full analysis can be found in Appendix 3: Equalities Impact and Needs Analysis.

Climate change implications

34. The Council has declared a Climate Emergency with the ambition to reach carbon neutrality by 2030.
35. Plan-making will contribute to this ambition through the preparation and implementation of planning policies, specifically in the development management process. Planning applications will be required to meet the policy requirements set out in the Southwark Plan 2022 and any supplementary planning documents.
36. This is supported by Southwark's Climate Change Strategy and Climate Change Resilience and Adaptation Strategy which sets out Action Points to meet this target.
37. The Householder Development SPD conforms with the Southwark Plan 2022 and does not create any new policies. It encourages the refurbishment of homes looking to reduce energy demand, carbon emissions and adapt to the effects of climate change.

Resource implications

38. There are no additional resource implications arising from the Householder Development SPD.
39. Staffing and any other resources connected to the SPD are to be contained within existing departmental capacity.

Legal implications

40. This report is being brought before the Cabinet under Part 3C of the Constitution. Paragraph 21 of the constitution states that the Cabinet has the power to adopt supplementary planning documents.
41. The Town and Country Planning (Local Planning) England Regulations 2012 states at Regulation 12 that a local planning authority must undertake a process of public participation before it can adopt an SPD. Part of that process involves consulting with relevant persons, setting out the main issues raised by those persons and then explaining how those issues have been addressed in the SPD. Details of the public consultation process can be found in

Appendix 2: Consultation report.

42. SPDs are not subject to independent examination in the same way that other planning documents are. However, as stated above there is still a process of consultation that must be undertaken in respect of such documents. Section 19(3) of the Planning and Compulsory Purchase Act 2004 specifically requires local planning authorities to comply with their adopted Statement of Community Involvement ("SCI").

Financial implications

43. There are no immediate financial implications arising from the Householder Development SPD.
44. Staffing and any other costs connected to the SPD are to be contained within existing departmental revenue budgets.

Strategic Environmental Assessment (SEA)

45. A Strategic Environmental Assessment (SEA) is a way of ensuring the environmental implications of a plan or programme for 'town or country planning or 'land use' are taken into account. The need for environmental assessments is set out in the EU Directive 2001/42/EC. This has subsequently been transposed into English law by the Environmental Assessment of Plans and Programmes Regulations 2004.
46. A screening assessment has been undertaken to determine whether the Householder Development SPD requires a SEA. This is in accordance with Government's Planning Practice Guidance (PPG) published in September 2023.
47. The screening assessment concluded that the Householder Development SPD is not likely to have significant environmental effects and as such, does not require a SEA.
48. The Householder Development SPD conforms with the adopted Southwark Plan 2022 and corresponding Site-Specific Allocations. The SPD provides guidance on these policies but does not create new policies. The policies and allocations therein have been subject to an SEA through the Southwark Plan 2022 Integrated Impact Assessment.
49. The full assessment can be found in Appendix 4: Strategic Environmental Assessment Screening (SEA).

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance – (AGG 27/05/25)

50. Full Cabinet has the authority to adopt the Householder SPD pursuant to paragraph 21 of the council's Constitution.
51. In accordance with the National Planning Policy Framework (December 2024) the Householder SPD will add further detail to the Southwark Plan 2022 policies.

The Householder SPD does not form part of the development plan, so it cannot introduce new planning policies into the development plan. However, it is a material consideration in decision-making.

52. Officers have considered the council's PSED under section 149 of the 2010 Act at paragraphs 23 to 31 of this report and the EINA at Appendix 3. Officers have concluded that the Householder Development SPD is not considered to have any adverse impacts on persons with protected characteristics.
53. 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 32 to 35 above.
54. Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing Supplementary Planning Documents, including the requirements of the adoption statement.
55. The Environmental Assessment of Plans and Programmes Regulations 2004 (SEA Regulations) also require the Council to consider whether or not Strategic Environmental Assessment (SEA) of the Householder SPD should be undertaken. A strategic environmental assessment is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004), unless it is considered that there are likely to be significant environmental effects.
56. Before deciding whether significant environment effects are likely, the criteria specified in schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 need to be taken into account. Officers have considered this at paragraphs 43 to 47 and prepared a screening report (Appendix 4). Officers consider that it is unlikely that there are significant environmental effects.

Strategic Director, Resources (FC24/008)

57. The strategic director of resources notes that there are no direct financial implications arising from this report.
58. 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
The Southwark Plan 2022	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
2015 Technical Update to the Residential Design Standards (2011)	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Householder Development Supplementary Planning Document
Appendix 2	Consultation Report
Appendix 3	Equalities Impacts and Needs Analysis (EINA)
Appendix 4	Strategic Environmental Assessment Screening (SEA)
Appendix 5	Adoption Statement

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Gemma Charles, Team Leader	
Report Author	Gemma Charles, Team Leader	
Version	Final	
Dated	25 June 2025	
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	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		25 June 2025

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Affordable Housing Supplementary Planning Document
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

The delivery of genuinely affordable housing, and social rent homes in particular, is an immensely pressing priority in Southwark, and one which underpins the Southwark Plan and our requirements from those who want to invest in our borough.

With over 18,000 households now on our own housing waiting list, and with many others struggling to find affordable properties to rent or buy, it is imperative that the council and its partners work tirelessly to find solutions and remain committed to maximising affordable housing through development. This SPD reiterates the primacy we give to social rent housing, a priority which is shared by the current government, and I am delighted that Southwark is leading the way in London on social rent delivery, with 581 completions, the most in any London borough in 2024-25. But we still have much more to do in order to meet demand and this SPD sets out more detail on how our Southwark Plan policies can be implemented, including in relation to small sites and student accommodation. The SPD also provides more detail on intermediate housing options, the definitions of “affordable housing” which we deem acceptable in Southwark, and sets out our aspiration to deliver Keyworker Homes and Community Land Trusts.

RECOMMENDATIONS

Recommendations for the Cabinet

1. To agree the Affordable Housing Supplementary Planning Document (SPD) for adoption.
2. To note the consultation report and supporting documentation.

Recommendations for the Leader of the Council

3. Not applicable.

REASONS FOR RECOMMENDATIONS

4. Part 3C (paragraph 21) of the council's Constitution sets out the requirement for full Cabinet to adopt supplementary planning documents, taking account of comments from the planning committee.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. Cabinet could choose not to adopt the supplementary planning guidance (SPD). This is not recommended as the SPD guidance is required to support the implementation of the Southwark Plan (2022) and secure more affordable housing in the borough.

POST DECISION IMPLEMENTATION

6. Adoption of the Affordable Housing SPD.
7. The council will consider the guidance within the Affordable Housing SPD when assessing and determining planning applications.

BACKGROUND INFORMATION

8. This Affordable Housing SPD will replace the previous Affordable Housing SPD (2008) and draft Affordable Housing SPD (2011).
9. The SPD has been updated to reflect changes to national, regional and local policies. This includes changes to the National Planning Policy Framework (2024) and the adoption of the London Plan (2021) and the Southwark Plan (2022). It also provides clarification and guidance on existing Southwark Plan policies.
10. The SPD should be read alongside the council's Development Viability SPD (2016) and Section 106 and CIL SPD (2024) (Subject to cabinet adoption).

KEY ISSUES FOR CONSIDERATION

General

11. Southwark requires more affordable housing to meet the needs of all residents and to achieve the Council's strategic policies. This was established in the Strategic Housing Market Assessment (SHMA) 2019. The SHMA demonstrated the need for more affordable housing, both social rented and intermediate.
12. The purpose of the SPD is to set out guidance on the council's approach to delivering affordable housing. This is a key objective of the Southwark Plan 2022, outlined in strategic policy SP1 'Homes for all'.
13. The SPD will be relevant to all applications where planning policy requires affordable housing. It will provide detailed guidance to applicants on how to deliver a policy compliant scheme.
14. The SPD has the following objectives:

- Support the implementation of Southwark Plan (2022) strategic policy SP1 'Homes for all'.
 - Provide clear definitions of what is considered affordable housing.
 - Set out the hierarchy for the delivery of affordable housing, including for small sites and non-conventional housing.
 - Set out the Council's approach to assessing viability during the determination of planning applications and in viability reviews.
 - Set out the expectations for the design and management of affordable housing.
 - Set out the monitoring arrangements to retain affordable housing.
15. The SPD applies to all housing development (including new build, change of use, conversions and extensions) with a policy requirement for affordable housing. It provides guidance about how decisions on planning applications will be made. This includes:
- Social rented housing
 - Intermediate housing
 - Key worker housing
 - Small sites development
 - Self and custom build development
 - Community Land Trusts (CLTs)
 - Purpose built student accommodation
 - Houses in Multiple Occupation (HMOs)
 - Wheelchair accessible housing
16. This is a key decision. The correct governance process concerning key decisions has been followed.

Policy framework implications

17. Southwark 2030 sets out the council's corporate policy, which will be reflected in the project outcome, this includes; A Safer Southwark and A Healthy Environment.
18. The Affordable Housing SPD provides guidance on how to apply the relevant policies of the Southwark Plan 2022. It gives guidance on how to conform to the additional national and local legislature and policies within which the council must operate.

19. The SPD will be a material consideration in the determination of a planning application.
20. The SPD principally provides further information on the following Southwark Plan policies:
 - SP1 Homes for all
 - P1 Social rented and intermediate housing
 - P2 New family homes
 - P4 Private rented homes
 - P5 Student homes
 - P6 Purpose-built shared living
 - P7 Housing for older people
 - P8 Wheelchair accessible and adaptable housing
 - P9 Houses in multiple occupation
 - P15 Residential design

Public Consultation

21. In accordance with Southwark's Statement of Community Involvement (SCI), the draft SPD was made available for comment for 14 weeks, exceeding the minimum of twelve weeks. The council complied with the statutory consultation methods and additional consultation methods as required by the SCI.
22. The consultation ran from 21st August 2024 to 27th November 2024. The consultation was held on the consultation platform, Citizen Lab. Comments were also accepted by email or post.
23. The following consultation responses were received:

Method of consultation	Type of responder	Total per responder*	Total responses
Consultation hub	Residents	18	28
	Planning agents / Developers	5	
	Statutory consultee / LPA	2	
	Other / not specified	3	
Email	Residents	1	15
	Planning agents / Developers	7	

Method of consultation	Type of responder	Total per responder*	Total responses
	Statutory consultee / LPA	4	
	Other / not specified	3	
Total			43

24. The following consultation events were held:

Event	Date	Attendees	Location
Youth Parliament	9/10/2024	Members of Southwark Council's Youth Parliament	Council offices, 160 Tooley Street
Public event	29/10/2024	Residents and local businesses	Council offices, 160 Tooley Street
Public event	02/11/2024	Residents and local businesses	Peckham Library
Development industry event	05/11/2024	Developers and planning agents	Council offices, 160 Tooley Street

25. The full details of the public consultation are in Appendix 2: Consultation report. This includes a summary of the consultation methods used, consultation responses received, the main issues raised during the consultation and how these matters have been addressed in the SPD.

Summary of changes following consultation

26. The main changes made to the Affordable Housing SPD following consultation are summarised in the table below:

Changes made	Page number
Minor clarifications throughout the SPD. This includes additional guidance around affordable housing definitions and the council's approach to viability and service charges. The additional guidance set out the qualifying thresholds and parameters for the different types of affordable housing and who is responsible for determining this (i.e. determined by the council, the GLA or the government). Additional guidance was also provided on viability and service charges in the same manner, where the SPD now sets out whether the policy has been set by the council or the GLA.	Throughout
Added a requirement for full Financial Viability Assessments (FVAs) to be published publicly at the validation stage of a planning application. Previously only a summary was required at this stage and the full FVA was published before a planning committee date.	Page 25-26

Changes made	Page number
Guidance has been provided on the formula required for calculating the payment-in-lieu of affordable housing for purpose-built student housing schemes (PBSA). The SPD has been updated to refer to the formula for conventional housing, in line with policy P1 and P5 of the Southwark Plan 2022.	Page 30
Amendments have been made to the details of the Approved registered provider list to align with the Southwark Council approach to registered providers.	Page 33

27. Following Planning Committee on 14th May 2025, the changes below were suggested and have been included in the SPD.

Changes made	Page number
A new fact box was added: <i>Planning Practice guidance states that a financially viable scheme is one where the value generated by the development is more than the cost of developing it. This includes all policy requirements, gross development value, development costs, a reasonable land value (including landowner premium, if appropriate) and a reasonable developer return.</i>	Page 23
A new sentence was added: <i>Viability assessments should take into account all relevant policies and local and national standards, including the cost of the Community Infrastructure Levy (CIL) and Section 106 obligations. The council will consider a scheme to be policy compliant when assessed against the development plan policies and when taking into account all relevant other material considerations including the maximum viable affordable housing contribution.</i>	Page 23
The final sentence in the paragraph to be amended to state <i>'The affordable housing should share the same access arrangements, including to the foyer, communal areas, stairwells and floor levels as far as is practical'.</i>	Page 35

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

28. Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty (PSED). This requires public bodies to give due regard to the duty and consider all individuals with protected characteristics when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees.
29. 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.

30. The council's [Approach to Equality](#) commits the council to ensuring that equality is an integral part of our day-to-day business. The [Equality Framework for Local Government](#) exists to help organisations, review and improve their approach and mitigations as needed for people with characteristics protected by the Equality Act 2010.
31. The Equalities Impacts and Needs Analysis (EINA) concluded that the Affordable Housing SPD would have no negative impacts on those with protected characteristics in Southwark. The SPD does not create new policies but provides guidance on how existing policies should be implemented.
32. The EINA found that the SPD would have a broad range of positive impacts that will benefit all borough residents. The SPD would support the delivery of a range of types of affordable housing, including social rent and intermediate housing. All protected characteristic groups in Southwark will be able to benefit from the affordable housing that the SPD will help deliver.
33. There are no mitigating or improvement actions to be taken as a result of the EINA.
34. The full analysis is in Appendix 3: Equalities Impact and Needs Analysis.

Climate change implications

35. The Council has declared a Climate Emergency with the ambition to reach carbon neutrality by 2030.
36. Plan-making will contribute to this ambition through the preparation and implementation of planning policies, specifically in the development management process. Planning applications will be required to meet the policy requirements set out in the Southwark Plan 2022 and any supplementary planning documents.
37. This is supported by Southwark's Climate Change Strategy and Climate Change Resilience and Adaptation Strategy which sets out Action Points to meet this target.
38. The Affordable Housing SPD conforms with the Southwark Plan 2022 and does not create any new policies. This document sets out how affordable housing should be delivered and secured in terms of planning policy but does not cover general building practices and housing standards. As such, there are no climate change implications resulting from the SPD.

Resource implications

39. There are no additional resource implications arising from the Affordable Housing SPD.
40. Staffing and any other resources connected to the SPD are to be contained within existing departmental capacity.

Legal implications

41. This report is being brought before the Cabinet under Part 3C of the Constitution. Paragraph 21 of the constitution states that the Cabinet has the power to adopt supplementary planning documents.
42. The Town and Country Planning (Local Planning) England Regulations 2012 states at regulation 12 that a local planning authority must undertake a process of public participation before it can adopt an SPD. Part of that process involves consulting with relevant persons, setting out the main issues raised by those persons and then explaining how those issues have been addressed in the SPD. Details of the public consultation process can be found in Appendix 2: Consultation report.
43. SPDs are not subject to independent examination in the same way that other planning documents are. However, as stated above there is still a process of consultation that must be undertaken in respect of such documents. Section 19(3) of the Planning and Compulsory Purchase Act 2004 specifically requires local planning authorities to comply with their adopted Statement of Community Involvement (“SCI”).

Financial implications

44. There are no immediate financial implications arising from the Affordable Housing SPD.
45. Staffing and any other costs connected to the SPD are to be contained within existing departmental revenue budgets.

Strategic Environmental Assessment (SEA)

46. A Strategic Environmental Assessment (SEA) is a way of ensuring the environmental implications of a plan or programme for ‘town or country planning or ‘land use’ are taken into account. The need for environmental assessments is set out in the EU Directive 2001/42/EC. This has subsequently been transposed into English law by the Environmental Assessment of Plans and Programmes Regulations 2004.
47. A screening assessment has been undertaken to determine whether the Affordable Housing SPD requires a SEA. This is in accordance with Government’s Planning Practice Guidance (PPG) published in September 2023.
48. The screening assessment concluded that the Affordable Housing SPD is not likely to have significant environmental effects and as such, does not require a SEA.
49. The Affordable Housing SPD conforms with the adopted Southwark Plan 2022 and corresponding Site-Specific Allocations. The SPD provides guidance on these policies but does not create new policies. The policies and allocations therein have been subject to an SEA through the Southwark Plan 2022 Integrated Impact Assessment.

50. The full assessment can be found in Appendix 4: Strategic Environmental Assessment Screening (SEA).

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance – KD (06/06/2025)

51. The Cabinet is asked to:

- Agree the Affordable Housing Supplementary Planning Document (SPD) for adoption
- Note the consultation report and supporting documentation.

This is to be approved by the Cabinet in accordance with the Part 3C (paragraph 21) of the Council's constitution.

52. The Equality Act 2010 introduced the public sector equality duty (PSED), which merged existing race, sex and disability equality duties and extended them to include other protected characteristics; namely age, gender reassignment, pregnancy and maternity, religion and belief, and sex and sexual orientation, including marriage and civil partnership. In summary those subject to the equality duty, which includes the council, must in the exercise of their functions: (i) have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and (ii) foster good relations between people who share a protected characteristic and those who do not. The impact the Affordable Housing Supplementary Planning Document may have on those with protected characteristics is considered as part of this report. Officers have concluded that the proposals are not considered to have any adverse impacts on persons with protected characteristics.
53. The Human Rights Act 1998 imposed a duty on the council as a public authority to apply the European Convention on Human Rights; as a result, the council must not act in a way that is incompatible with these rights. The most important rights for planning purposes are Article 8 (respect for homes), Article 6 (natural justice) and Article 1 of the First Protocol (peaceful enjoyment of property). Officers consider that the implementation of the proposals contained in this report will not result in the council acting in the way that is incompatible with the European Convention.
54. 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. The climate implications of the SPD is considered as part of this report at paragraphs 35-38.
55. The Cabinet will note the consultation that has been carried out in connection with the proposal. The consultation had clearly set out the issues that are requiring a response, provided sufficient time for those

responses, and ensured that the results of the consultation were properly considered and taken into account in producing the final version of the SPD.

56. The principles of fair and adequate consultation have been followed, and officers have properly considered responses, making any necessary amendments before recommending a revised and final SPD to the Cabinet for adoption.

Strategic Director of Resources (FG- 68)

57. The strategic director of resources notes that there are no direct financial implications arising from this report.
58. 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
The Southwark Plan 2022	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
Affordable Housing Supplementary Planning Document 2008 and draft Affordable Housing Supplementary Planning Document 2011	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
Development Viability Supplementary Planning Document 2016	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
Draft Section 106 and Community Infrastructure Levy Supplementary Planning Document.	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Affordable Housing Supplementary Planning Document
Appendix 2	Consultation Report
Appendix 3	Equalities Impacts and Needs Analysis (EINA)
Appendix 4	Strategic Environmental Assessment Screening (SEA)
Appendix 5	Adoption Statement

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development	
Lead Officer	Gemma Charles, Team Leader	
Report Author	Gemma Charles, Team Leader	
Version	Final	
Dated	25 June 2025	
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	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		25 June 2025

Meeting Name:	Cabinet
Date:	7 July 2025
Report title:	Section 106 and Community Infrastructure Levy Supplementary Planning Document (“SPD”)
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

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

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

Among other things, this document provides viability-tested figures for affordable housing in lieu payments whilst reiterating that our preference is always for on-site delivery. It also significantly updates the amount required for payments in lieu of play provision.

We are currently going through our latest round of CIL allocations which will invest around £20m in our local communities on top of Strategic CIL funding which is boosting public transport and boroughwide infrastructure. Along with S106 funding, these investments are transforming our borough, helping us to address inequalities and deliver on our Southwark 2030 goals. These are improvements to parks, playgrounds, streets and train stations, that would not happen without sustainable growth. For more detail on how this funding is spent, I would encourage readers to also go through our latest Infrastructure Funding Statement which provides a list of recently funded projects including the Nunhead Cemetery East Lodge Restoration Project, Improvements to Fredericks Playground, Victory Community Park and Tree Planting around SE1 and SE16. By bringing forward this SPD, we are ensuring that we can secure even greater benefits for Southwark neighbourhoods over the coming years.

RECOMMENDATIONS

Recommendations for the Cabinet

1. To agree the Section 106 (S106) and Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD) for adoption.
2. To note the consultation report and supporting documentation.

Recommendation(s) for the Leader of the Council

3. Not applicable.

REASONS FOR RECOMMENDATIONS

4. Part 3C (paragraph 21) of the council's Constitution sets out the requirement for full Cabinet to adopt supplementary planning documents, taking account of comments from the planning committee.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. Cabinet could choose not to adopt the SPD. This is not recommended as the SPD guidance is required to support the implementation of the Southwark Plan (2022) and set out the financial and non-financial obligations for development.

POST DECISION IMPLEMENTATION

6. Adoption of the SPD.
7. The council will consider the guidance within the SPD when assessing and determining planning applications.

BACKGROUND INFORMATION

8. This SPD will replace the previous S106 and CIL Supplementary Planning Document (2015).
9. The SPD has been updated to reflect changes to national, regional and local policies. This includes changes to the National Planning Policy Framework (2024) and the adoption of the London Plan (2021) and the Southwark Plan (2022).
10. The SPD should be read alongside the council's Development Viability Supplementary Planning Document (2016) and Affordable Housing Supplementary Planning Document (2024) (subject to cabinet adoption).

Section 106 and CIL

11. The written agreements made pursuant to section 106 of the Town and Country Planning Act 1990 (as amended), and made under a deed (typically between the local planning authority and the developer of the site) are commonly referred to as 'section 106 agreements'. These agreements contain

'planning obligations' to enable the local planning authority to secure, or the developer to offer, restrictions on the use of the land or the operation of the development or to make contributions towards the local infrastructure and facilities.

12. Section 106 agreements are linked to the land in question and enforceable against successors in title. To exist as planning obligations, they must be necessary to make the development acceptable in planning terms; directly related to the development; and fairly and reasonably related in scale and kind to the development.
13. Section 106 agreements set out what financial contributions will be paid to the council by the developer and any additional, non-financial obligations or planning obligations. Financial contributions can be secured for a range of matters, including transport, public realm or open space improvements. Other types of planning obligation include a sustainable travel plan for occupiers, provision of employment and training opportunities or the provision of affordable housing.
14. Community Infrastructure Levy (CIL) is a charge which can be levied by local planning authorities on new developments in their area. CIL receipts can be used to fund a wide range of local and strategic infrastructure to support growth in the borough. CIL charges (where applicable) are based on the size and type of new development. Some developments may be eligible to receive CIL reliefs, such as some affordable housing schemes.

KEY ISSUES FOR CONSIDERATION

General

15. The purpose of the SPD is to set out how planning obligations and CIL are used by the council. The SPD contains details of the specific financial and non-financial obligations which may be required for new developments, either on-site or off-site. The contributions are grouped by theme and by scales of development to help developers and members of the public understand which obligations may be relevant for a specific scheme.
16. The non-financial obligations are linked to policy requirements in the Southwark Plan. Several of the policies in the Southwark Plan 2022 allow a financial contribution to mitigate the impact of development instead of providing the policy requirement on-site. This is referred to as a 'Payment in Lieu' (PIL). The SPD makes clear how this will be calculated for all schemes.
17. The following topics are covered by the SPD:
 - Social rented and intermediate homes
 - Wheelchair accessible homes
 - Affordable workspace
 - Business relocation
 - Jobs and training in construction and completed developments
 - Local procurement
 - Loss of employment space

- Supporting the local economy
 - Net zero carbon development
 - Connection to a District Heat Network
 - Air quality
 - Tree management and replacement
 - Biodiversity Net Gain (BNG) and ecological management
 - Amenity Space, play space and open space
 - Social, community and other infrastructure
 - Sustainable transport, public realm and highways
 - Archaeology
 - Conservation and restoration management
 - Construction and highways
 - Administration, Compliance and Discharge fees
18. This is a key decision. The correct governance process concerning key decisions has been followed.

Viability

19. The proposed financial contributions and monitoring fees have been viability tested by specialist consultants to ensure that they will not adversely impact on the deliverability of schemes in the borough.
20. The updated financial obligations set out in the SPD have been viability tested on a borough wide basis, based on values within CIL zones. The viability testing uses several typologies including residential development, mixed use residential and office/industrial, office schemes and industrial.
21. The viability evidence for financial contributions used for the Southwark 2022 was used as the starting point for the SPD viability testing. This is because the viability tested costs have been independently examined and are embedded in the assumptions used in the existing Southwark Plan policies. This includes the payment in lieu costs for affordable housing. Additional and uplifted costs (e.g. for open space) were added to these baseline costs and viability tested.
22. The consultants concluded that the appraisal results support the proposed obligations and fees in general, as they can be viably provided in several scenarios and typologies within the borough.
23. In addition, not all obligations are triggered for every scheme. Where viability has been shown to be challenging, this does not mean that the fees and obligations should be scaled back. It shows that when the sites come forward, a degree of flexibility should be applied, in line with Southwark policy, current practice, and national requirements. Site-specific viability appraisals are submitted at planning application stage (unless a scheme is a fact-track, where a higher affordable housing contribution applies) and an applicant can provide evidence to support any viability concerns.

Policy framework implications

24. Southwark 2030 sets out the council's corporate policy, which will be reflected in the project outcome, this includes; A Safer Southwark and A Healthy

Environment.

25. The SPD provides guidance on how to apply the relevant policies of the Southwark Plan 2022. It also gives guidance on how to conform national, regional, other local development framework policies including those contained neighbourhood plans, and other supplementary planning documents of the council
26. The SPD will be a material consideration in the determination of a planning application.
27. The SPD will principally support the implementation of Southwark Plan (2022) policy IP3 'Community Infrastructure Levy and Section 106 Planning obligations' by defining the planning obligations required from different types of development.

Public Consultation

28. The council complied with the statutory consultation methods and additional consultation methods as required by Southwark's Statement of Community Involvement ("SCI").
29. The SPD was made available for comment for 14 weeks, exceeding the minimum of twelve weeks. Additional time was added to the consultation to account for the summer period.
30. The consultation ran from 21st August 2024 until 27th November 2024. The consultation was held on the consultation platform; Citizen Lab. Comments were also accepted by email or post. Consultation events were also held in person.
31. The following responses were received as part of the public consultation process for the SPD:

Method of consultation	Type of responder	Total per responder*	Total responses
Consultation hub	Residents	26	38
	Planning agents / Developers	6	
	Statutory consultee / LPA	3	
	Other / not specified	3	
Email	Residents	1	23
	Planning agents / Developers	12	
	Statutory consultee / LPA	6	
	Other / not specified	4	
Total			61

32. The following events were held in support of the public consultation:

Event	Date	Attendees	Location
Youth Parliament	9/10/2024	Members of Southwark Council's Youth Parliament	Council offices, 160 Tooley Street
Public event	29/10/2024	Residents and local businesses	Council offices, 160 Tooley Street
Public event	02/11/2024	Residents and local businesses	Peckham Library
Industry event	05/11/2024	Developers and planning agents	Council offices, 160 Tooley Street

33. The full details of the public consultation are in Appendix 2: Consultation report. This includes a summary of the consultation methods used, consultation responses received, the main issues raised during the consultation and how these matters have been addressed in the SPD.

Summary of changes following consultation

34. The main changes made to the SPD following consultation are summarised in the table below:

Changes made	Page number
Construction and Environment Management Plan fee has been clarified to state that there will be a per application fee, plus a fee calculated on a case-by-case basis.	Page 20-21
Amendment to the fee for Biodiversity Net Gain (if assessed as significant). This has been increased to 'from £12,874' to reflects the secondary legislation on BNG and Planning Practice Guidance issues after the draft SPD was approved for consultation.	Page 22
Clarification of monitoring arrangements in the BNG section.	
The amenity, play space and open space fee has been reduced from £595 to £325. This is following further research and analysis of comparable rates in London boroughs. This fee is applied where there is a shortfall in amenity space, child play space or open space. The £325 still represents an increase from the existing 2015 SPD rate of £151 and £205 for play space/outdoor amenity space.	Page 23
Reference has been added to NCIL percentage spent locally which is set out online to reflect current work.	Page 11
Clarifications made to when financial obligations are collected for air quality neutral shortfalls and for compliance with CEMP.	Page 20

Changes made	Page number
Addition of an arboriculture specialist technical fee of £275 per tree which requires protection, management or maintenance. This reflects the council's cost of technical support and measures to ensure the long-term health of existing and newly planted trees and importance of trees to the borough's greening and biodiversity.	Page 21
Amendment to public transport contribution wording as per Transport for London comments.	Page 25-26

35. Following Planning Committee on 14th May 2025, the only changes made to the SPD were minor edits for clarity and accuracy.

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

36. Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty (PSED), requires the council, in the exercise of its functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation
 - advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it
 - foster good relations between persons who share a relevant protected characteristic and those who do not share it.
37. The council's [Approach to Equality](#) commits the council to ensuring that equality is an integral part of our day-to-day business. The [Equality Framework for Local Government](#) exists to help organisations, review and improve their performance for people with characteristics protected by the Equality Act 2010.
38. The Equalities Impacts and Needs Analysis (EINA) carried out concluded that the SPD would have no negative impacts on equalities in Southwark. The SPD does not create new policies but provides guidance on how existing policies should be implemented.
39. The EINA found that the SPD would have a broad range of positive impacts for all borough residents, including the benefits secured through planning obligations such as affordable housing and infrastructure improvements.
40. There are no mitigating or improvement actions to be taken as a result of the EINA.
41. The full analysis can be found in Appendix 3: Equalities Impact and Needs Analysis.

Climate change implications

42. The Council has declared a [Climate Emergency](#) with the ambition to reach carbon neutrality by 2030.

43. Plan-making will contribute to this ambition through the preparation and implementation of planning policies, specifically in the development management process. Planning applications are assessed against planning policies including those contained in the local development plan framework such as the Southwark Plan 2022.
44. The Council's decarbonisation is set out in Southwark's [Climate Change Strategy](#) and [Climate Change Resilience and Adaptation Strategy](#) which sets out Action Points to meet this target.
45. The SPD conforms with the Southwark Plan 2022 and does not create any new policies, therefore there are no new climate change implications. The SPD does provide guidance on Net Zero carbon development and offset contributions to the Green Buildings Fund. As such, the SPD should have a positive impact on climate change.

Resource implications

46. There are no additional resource implications arising from the SPD.
47. Staffing and any other resources connected to the SPD are to be contained within existing departmental capacity.

Legal implications

48. See the paragraphs beneath the '*Assistant Chief Executive, Governance and Assurance*' heading.

Financial implications

49. There are no immediate financial implications arising from the S106 and CIL SPD.
50. As per the "fees" detailed in paragraph 30 income may accrue to the council further to the formal adoption of this SPD. This will relate to recovery of staff time and or 3rd party costs incurred. This element is difficult to forecast as it will be dependent on take up of services.
51. This income will be monitored and reported as party of the monthly revenue reporting within Planning & Growth.
52. Staffing and any other costs connected to the SPD are to be contained within existing departmental revenue budgets.

Strategic Environmental Assessment (SEA)

53. A Strategic Environmental Assessment (SEA) is a way of ensuring the environmental implications of a plan or programme for 'town or country planning or 'land use' are taken into account. The need for environmental assessments is set out in the EU Directive 2001/42/EC. This has subsequently been transposed into English law by the Environmental Assessment of Plans and Programmes Regulations 2004.

54. A screening assessment has been undertaken to determine whether the SPD require a SEA. This is in accordance with Government's Planning Practice Guidance (PPG) published in September 2023.
55. The screening assessment concluded that the SPD is not likely to have significant environmental effects and as such, does not require a SEA.
56. The SPD conforms with the adopted Southwark Plan 2022 and corresponding Site-Specific Allocations. The SPD provides guidance on these policies but does not create new policies. The policies and allocations therein have been subject to an SEA through the Southwark Plan 2022 Integrated Impact Assessment.
57. The full assessment can be found in Appendix 4: Strategic Environmental Assessment Screening (SEA).

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (SS060625)

58. Final approval of the SPD resides with full Cabinet under Part 3C of the council's constitution paragraph 21 which states that only full Cabinet has the power to adopt supplementary planning documents taking account of comments from the planning committee.
59. Supplementary planning documents should build upon and provide more detailed advice or guidance on policies in the adopted Southwark Plan 2022. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making.
60. The National Planning Policy Framework (December 2024) states that Supplementary planning documents add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites or on particular issues and are capable of being a material consideration in planning decisions but are not part of the development plan.
61. Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing and adopting supplementary planning documents.
62. Officers have considered the council's PSED at paragraphs 35 to 40 (in particular) of this report and the EINA at Appendix 3. Officers have concluded that the SPD is not considered to have any adverse impacts on persons with protected characteristics.
63. 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 35 to 40 above.

64. Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing Supplementary Planning Documents, including the requirements of the adoption statement.
65. The Environmental Assessment of Plans and Programmes Regulations 2004 (SEA Regulations) also require the council to consider whether or not Strategic Environmental Assessment (SEA) of the supplementary planning document should be undertaken. A strategic environmental assessment is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004), unless it is considered that there are likely to be significant environmental effects.
66. Before deciding whether significant environment effects are likely, the criteria specified in schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 need to be taken into account. Officers have considered this at paragraphs 52 to 56 and prepared a screening report (Appendix 4).
67. Section 19(3) of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to comply with their adopted SCI. Paragraph 27 of this report confirms that the council has complied with the statutory consultation methods and additional consultation methods as required by the council's adopted SCI.

Strategic Director, Resources

68. The strategic director of resources notes that there are no cost implications arising from this report.
69. It is similarly noted that future income may arise and which will be monitored and reported as part of the monthly monitoring cycle.
70. Staffing and any other costs associated with this recommendation, excluding those referred in paragraphs 48-49 of the Financial Implications, will be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The Southwark Plan 2022	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk

Background Papers	Held At	Contact
Section 106 planning obligations and Community Infrastructure Levy (2015)	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
Development Viability Supplementary Planning Document 2016	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk
Draft Affordable Housing Supplementary Planning Document.	Planning Policy 160 Tooley Street London SE1P 5LX Online here	Planning Policy team planningpolicy@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Section 106 and Community Infrastructure Levy Supplementary Planning Document
Appendix 2	Consultation Report (Part 1 and Part 2)
Appendix 3	Equalities Impacts and Needs Analysis (EINA)
Appendix 4	Strategic Environmental Assessment Screening (SEA)
Appendix 5	Adoption Statement
Appendix 6	London Borough of Southwark: S106 and Community Infrastructure Levy SPD: Viability Assessment
Appendix 7	Statement of Community Involvement (SCI)
Appendix 8	Equality Framework

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development		
Lead Officer	Gemma Charles, Team Leader		
Report Author	Gemma Charles, Team Leader		
Version	Final		
Dated	25 June 2025		
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		Yes	Yes
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			25 June 2025

MUNICIPAL YEAR 2024-25

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

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