

Cabinet

Tuesday 16 September 2025

11.00 am

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

Membership

Councillor Sarah King (Chair)
Councillor Jasmine Ali

Councillor Evelyn Akoto
Councillor John Batteson

Councillor Stephanie Cryan

Councillor Helen Dennis

Councillor Natasha Ennin

Councillor James McAsh

Councillor Portia Mwangangye

Councillor Michael Situ

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 Clean Air, Streets and
Waste
Cabinet Member for Leisure, Parks and Young
People
Cabinet Member for Council Homes

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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: 8 September 2025



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Cabinet

Tuesday 16 September 2025

11.00 am

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

Order of Business

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	PART A - OPEN BUSINESS	
	MOBILE PHONES	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
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4.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
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Item No.	Title	Page No.
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To consider the following motions referred from council assembly July 2025 meeting as follows:

- Keeping Southwark Safe: Fighting crime and the causes of crime
- Southwark welcomes 400th refugee family
- Southwark Stands Against Welfare Cuts
- Making Space for Girls in Parks and Open Spaces
- Implementation of a Tourist Tax
- Limiting the spread of damaging gambling premises in the Blue.

25.	APPOINTMENT TO LONDON COUNCILS TRANSPORT ENVIRONMENT COMMITTEE (S101 JOINT COMMITTEE) / JPP PANEL / SOUTHWARK TENANT MANAGEMENT ORGANISATION COMMITTEE 2025-26	365 - 368

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

26. MINUTES

**27. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL:
PROVISION OF LEARNING DISABILITY SUPPORTED LIVING
SERVICES**

**28. AUTHORISATION OF DEBT WRITE-OFFS OVER £50,000 AND
UP TO £250,000 FOR COMMERCIAL RENT DEBT**

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

Date: 8 September 2025



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

Cabinet 16 September 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 16 September 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 28: Authorisation of Debt Write-offs over £50,000 and up to £250,000 for Commercial Rent Debt

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: 8 September 2025



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

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

Note: This notice applies to meetings of the cabinet, cabinet committee or multi-ward area forums considering an executive function.

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 16 September 2025

LEAD OFFICER DETAILS

Name and contact details: Katy Cleary, Senior Commissioning Manager, Learning Disability and Autism Email: katy.cleary@southwark.gov.uk

DETAILS OF THE REPORT

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

Gateway 1 – Procurement Strategy Approval Provision of Learning Disability Supported Living Services

Approval of procurement strategy. The closed report contains details of financial considerations, including current rates, benchmarked hourly rates, and in-house options appraisal with associated costing information.

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

If the approval of the procurement strategy for Learning Disability Supported Living is delayed, the council will be unable to undertake a competitive tender and award contracts to provider in a timely manner.

Current spot purchasing arrangements for these services limit the council's ability to ensure financial and operational efficiency.

Without a formal procurement process, there is reduced transparency around pricing, making it difficult to verify that services represent value for money. This fragmented approach also leads to inconsistent service quality, duplication of effort, and limited strategic oversight.

By conducting a timely procurement, the council can consolidate provision under structured contracts, enabling better cost oversight and control,

streamlined monitoring, and improved outcomes for residents through consistent standards and accountability.

Delaying procurement risks continued inefficiencies, uncontrolled expenditure, and missed opportunities to align services with broader commissioning priorities.

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

The department made the change in June 2025 ahead of the submission to the Departmental Contract Review Board. Due to an administrative error the notice of the change from open to closed was not submitted accordingly.

Paula Thornton
For Proper Constitutional Officer
Dated: 8 September 2025



Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 7 July 2025 at 3.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

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

1. APOLOGIES

An apology for absence was received from Councillor Portia Mwangangye.

COUNCILLOR KIERON WILLIAMS LAST CABINET MEETING AS LEADER OF THE COUNCIL

Councillor Kieron Williams paid tribute to the achievements of the council, partners and community working alongside each other since becoming leader of the council during the pandemic, highlighting key successes during this time.

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

None.

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

No representations were received.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

5. MINUTES

RESOLVED:

That the minutes of the meeting held on 17 June 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

There were no deputation requests.

8. GOOD LANDLORD PLAN - RESPONDING TO THE NEW SOCIAL HOUSING FRAMEWORK

RESOLVED:

1. That the council's good landlord plan which outlines Southwark's approach to becoming a good landlord for all tenants and leaseholders be approved. The plan sets out how we will deliver the key commitment to deliver decent homes for all, under our Southwark 2030 strategy.
2. That 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 be noted.
3. That it be noted how the good landlord plan will be communicated to our tenants and leaseholders and subsequently updating them on the progress made.

9. POLICY AND RESOURCES: FINANCIAL REMIT REPORT

RESOLVED:

That the following be noted:

- 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 of the report)
- e. the financial sustainability of the housing revenue account (HRA).

10. AFFORDABLE WORKSPACE STRATEGY

RESOLVED:

- 1. That the adoption of the affordable workspace strategy in Appendix 1 of the report be approved.
- 2. That the approval of any minor non-substantive amendments resulting from its meeting and a final review by officers on the affordable workspace strategy be delegated to the director of planning and growth in consultation with the cabinet member for climate emergency, jobs and business prior to final release.
- 3. That the establishment and allocation of the affordable workspace fund be approved.
- 4. That 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 be approved.
- 5. That it be noted that the expenditure of the pooled S106 contributions remains subject to planning committee approval in accordance with Part 3F of the council's constitution.

11. GATEWAY 2: CONTRACT AWARD VIOLENCE AGAINST WOMEN AND GIRLS SUPPORT SERVICE TO SUPPORT THE WOMEN'S SAFETY CENTRE

RESOLVED:

1. That 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, the year one cost is £738,400 with the total cost for the initial 4-year period of £3,209,578 (index linked) be approved. 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. That it also be noted 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.

12. HOUSEHOLDER DEVELOPMENT SUPPLEMENTARY PLANNING DOCUMENT

RESOLVED:

1. That the householder development supplementary planning document (SPD) be agreed for adoption.
2. That the consultation report and supporting documentation be noted.

13. AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT

RESOLVED:

1. That the affordable housing supplementary planning document (SPD) be agreed for adoption.
2. That the consultation report and supporting documentation be noted.

14. SECTION 106 AND COMMUNITY INFRASTRUCTURE LEVY SUPPLEMENTARY PLANNING DOCUMENT (SPD)

RESOLVED:

1. That the Section 106 (S106) and Community Infrastructure Levy (CIL) supplementary planning document (SPD) be agreed for adoption.
2. That the consultation report and supporting documentation be noted

EXCLUSION OF THE PRESS AND PUBLIC

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

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

15. GATEWAY 2: CONTRACT AWARD VIOLENCE AGAINST WOMEN AND GIRLS SUPPORT SERVICE TO SUPPORT THE WOMEN'S SAFETY CENTRE

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

The meeting ended at 4.25pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 15 JULY 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:	16 September 2025
Report title:	Climate Change Strategy & Action Plan Update and Annual Report
Cabinet Member:	Councillor John Batteson, Cabinet Member for 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

Over the past year, Southwark has made significant strides in delivering impactful climate action. We successfully secured £12 million in central government funding to implement major retrofit projects across our leisure centres and council homes. We expanded our Library of Things initiative by opening two new sites at Castle Leisure Centre and Dulwich Leisure Centre, enabling more residents to borrow items instead of purchasing them - saving money and reducing emissions. Through our Community Energy Fund, we have empowered local communities to take control of their energy use, lower bills, and combat fuel poverty. We have also supported residents in transitioning away from car dependency towards more active travel through our Streets for People delivery plan and we updated our Local Flood Risk Strategy to strengthen protections over the coming years.

Despite this progress, the impacts of climate change are becoming increasingly frequent and severe. Natural disasters and extreme weather events are no longer anomalies but persistent realities. We recognise that the most vulnerable members of our community are disproportionately affected. The council has a critical role to play in addressing the climate emergency, reducing emissions, and ensuring Southwark is resilient to threats such as flooding and overheating. However, we also know that climate change does not respect borough or national borders, and local climate targets will only be achieved with global political leadership and the necessary funding and resources.

When we declared a climate emergency in 2019 and adopted our Climate Change Strategy and Climate Action Plan in 2021, we committed to reviewing them this year as we pass the halfway point to 2030. Our understanding of effective climate action has evolved in that time through ongoing learning and practical experience, so this

review presents an ideal opportunity to ensure our strategy and action plan incorporate latest knowledge and reflect current best practices.

The refreshed Climate Change Strategy now integrates our Climate Resilience and Adaptation Strategy, adopted in 2024, ensuring that adaptation is given equal consideration alongside carbon emission reduction - particularly relevant in areas such as decarbonising the council's housing stock. Our updated Climate Action Plan streamlines the number of actions, focusing resources on those with the greatest potential to reduce emissions. We are also embedding climate budgeting into the council's annual budgetary process - a vital tool used by governments and local authorities to develop costed pathways toward climate goals and identify funding gaps.

Through this renewed Climate Change Strategy and updated Climate Action Plan, we reaffirm our commitment to tackling the climate emergency in Southwark. We will build on the progress already made, recognised nationally with a ranking of third in the 2025 Council Climate Action Scorecards, and continue working towards carbon neutrality making Southwark a more sustainable borough for future generations.

RECOMMENDATIONS

1. The Cabinet is asked to:

- Note the progress that Southwark has made in tackling the climate emergency over the last financial year, as detailed within the Climate Change Annual Report.
- Approve the merged Climate Change Strategy (2021) and Climate Resilience and Adaptation Strategy (2024) to create a single Climate Change Strategy, and an updated Climate Action Plan that focuses on reducing emissions, improving climate adaptation and resilience, and aligns with the goals and principles of the Southwark 2030 Strategy.
- Note the priorities for the next twelve months and the collaborative work underway to implement actions that will adapt the borough and make it more resilient to the worsening effects of climate change.
- Welcome the substantial new investment secured by officers to support the retrofitting of the council leisure centres, homes and schools, but note the still significant cost of addressing climate change, and the lack of available funding and resources to reduce carbon emissions and deliver climate adaptation measures to protect the borough.

BACKGROUND INFORMATION

2. The council's climate declaration of 2019 committed the council to doing all it could to make the borough carbon neutral by 2030. The subsequent Climate Change Strategy and Climate Action Plan (2021) set out how the council would achieve this. It is important to note that addressing the climate emergency is a significant challenge, which required the strategy and action plan to be

intentionally ambitious, setting out the scale of the challenge and ways in which the council would take action and support Southwark's residents and partners to do the same.

3. The strategy provided the vision and framework through which the council will address the climate challenge, in a way that is socially just, fair and effective. The Climate Action Plan provided the detail of the work required within six key themes: buildings, transport, energy, a circular economy, biodiversity and climate resilience. The sixth theme was added to the action plan, following adoption of the Climate Resilience and Adaptation Strategy in February 2024. New actions were adopted to adapt the borough to the hazards arising from a changing climate, so that vulnerable residents who are most exposed were the focus of the council's efforts and work. These actions supported the existing adaptation work the council delivers to make the borough safer, greener and a better place to live.
4. Although the strategy and plan primarily focused on the actions that the council could directly take, the council noted that it will only meet its ambitions if it works closely with residents, communities, partners and others to ensure that everyone with a stake in our borough is part of the change that is needed.
5. The council has updated its climate action plan each year since its initial publication, in light of progress, opportunities and challenges. We committed to reviewing our Climate Change Strategy in 2025, at the midway point through the decade and halfway to 2030.
4. The council continues to embed its climate ambitions across all council services, and align new and emerging council plans and strategies with the themes and policies in the Climate Change Strategy and Climate Action Plan. This ensures that all opportunities to reduce emissions and make the borough more adapted are identified and captured.

KEY ISSUES FOR CONSIDERATION

6. This report includes:
 - a. The Climate Change Annual Report (Appendix 1) highlighting the progress, opportunities and challenges that have faced the borough between April 2024 and March 2025, and looking ahead to what we plan to achieve over the next year through to March 2026.
 - b. The merged Climate Change Strategy (2021) and Climate Resilience and Adaptation Strategy (2024) into a single Climate Change Strategy (Appendix 2).
 - c. The updated Climate Action Plan (Appendix 3) that includes revised themes and actions that will focus our work on reducing carbon emissions and making the borough more resilient to the effects of climate change.
 - d. An assessment of the impact of the updated Climate Action Plan in the Equalities Impact and Needs Analysis (Appendix 4).

Climate Change Annual Report (Appendix 1)

5. The council publishes an annual report on its progress as part of its commitment to tackling the climate emergency. This provides an easily accessible overview of what has been achieved over the previous year and what still needs to happen to meet the council's emissions and adaptation ambitions.
6. As we pass the halfway point on our journey to doing all we can to be carbon neutral by 2030, the council can see that climate action across the globe is happening nowhere near fast enough. Despite commitments made by world leaders, efforts are continuing to fall short, and in some places these commitments are also being rolled back.
7. This was made clear in a recent report from more than 60 of the world's leading scientists, which warned we have just three years left to limit global warming to 1.5 degrees Celsius. Its lead author, the director of the Priestley Centre for Climate Futures at the University of Leeds, was even clearer when he said: "Things are all moving in the wrong direction".
8. Scope one emissions include those produced from how we run and use our buildings, vehicles and street-lighting and these are heading in the right direction. They will continue to fall as we successfully deliver projects that remove gas boilers, install low carbon heat pumps and use LED lighting. Our programmes of projects in the climate action plan together with other council strategies will deliver further emission reductions.
9. We have also seen lower emissions from the energy that the council purchases to run our homes and buildings. These are our scope two emissions and they are reduced by the national grid becoming greener, the council using less energy and generating renewable energy within the borough.
10. However, for all this hard work, we are not immune from the same global challenges and trends. That is because the emission reductions we have achieved in our buildings and energy use have been counteracted by an increase in the emissions that are produced from the goods and services we purchase to build new homes, maintain streets and deliver council services. These scope three emissions are calculated by how much money the council spends on its key activities and the emissions that these activities generally produce across the UK. This past year council spend has increased, partly due to inflation but also due to a greater number of contracts being commissioned, and as a result emissions have also increased. This is a simple methodology using a national standardised approach, which fails to take into account positive action we are already taking within specific contracts to lower emissions. As a council, we will seek to improve this approach alongside prioritising reductions in these emissions through our procurement processes.
11. For the first time in five years, our borough's overall emissions have also increased slightly. These emissions are calculated using the latest high-level data (2023/24) from central government and includes all homes, businesses

and journeys in the borough. The increase is driven primarily by higher emissions from the use of road transport petroleum (+8%) suggesting a continued rebound from COVID-era reductions, and higher commercial/industrial electricity use (+8%) while the grid had a lower amount of renewable energy. As a national dataset, these statistics do not account for the changes we are seeing through the delivery of the Streets for People Strategy to reduce journeys by vehicles and encourage more walking and cycling. As with scope 3 emissions, we will review use of data in this area to identify improvements in accuracy in the year ahead.

12. By looking at the scale of action delivered in the past year we can also see in this annual report that there is reason to be hopeful here in Southwark. We have seen a host of successes that are starting to bear fruit now and over the coming years. This includes major funding wins from central government that mean we can upgrade key buildings move us away from fossil fuels, cut carbon emissions and save money on energy bills.
13. Examples of successful projects progressed over the last year have included:
 - Investing in our leisure centres which is one of our biggest programmes of work. These buildings are some of our largest energy consumers, needing lots of power to keep our pools and gyms running. £9.5m in grant funding from central government is supporting a comprehensive retrofit programme and there have already been some successes like new pool covers and LED lighting. New solar panels installed on Peckham Pulse leisure centre that were part funded with a Sports England grant have also cut energy bills and reduced emissions.
 - A £1.28m successful Warmer Homes: Social Housing Fund bid with a partnership of other London councils and housing associations will enable the retrofit of over 100 council homes in Nunhead.
 - £100,000 from the Mayor of London's Greener School's pilot for improved energy efficiency at Bird in Bush School. A further successful central government grant of £476,683 will deliver a decarbonising retrofit at Crawford Primary School.
 - Preparatory works to enable the installation of heat pumps and removal of gas boilers from our offices at 160 Tooley Street - our highest emitting council building, and Dulwich Library.
 - The completion of the street light replacement programme where 17,000 streetlights in Southwark now use low-energy LEDs.
 - Southwark Green Investment has successfully raised £1.5m of public funding, to support the delivery of the council's climate action plan.
 - The expansion of our Library of Things service, from one site in Canada Water Library to two additional locations in The Castle and Dulwich leisure centres. This means most residents are within 1.5 miles of a site where they can cheaply hire everyday tools without having to purchase them outright.
 - Southwark Community Energy Fund which provides grants to community groups, schools and faith groups to make green building improvements that tackle fuel poverty. In our first round, we awarded £400,000 to 22 projects. Last year saw these projects delivering transformative change

across the borough to reduce emissions, help tackle inequality and support a just transition. After this success, we held a second round in early 2025. This has led to another £400,000 being awarded to 23 projects – ranging from solar panels on schools to fuel poverty workshops.

- Southwark Biodiversity Fund granted £550,000 to 12 community-led projects that will improve the natural environment and create new habitats for local wildlife.
- Climate adaptation projects to tackle surface water flooding were delivered across the borough including Peckham Rye Park and Camberwell.
- The energy savers service continues to run. This is a services available through Citizen's Advice Southwark. Since opening in 2022, it has delivered £1,376,620 of support to residents looking to save on their heating bills. So far, it has supported 1,171 vulnerable residents (as of March 2025)
- Preparation of new planning guidance, the Climate and Environment supplementary planning document, to support greener buildings and places was completed with adoption due this autumn.
- £3m of green buildings funding was allocated to the extension of the SELCHP district heat network that will heat buildings in a more sustainable way

14. This momentum will continue in the next year, with more projects being delivered right across the borough. Our refreshed Climate Action Plan will also drive this programme forward for the next year and beyond and we will continue to do everything we can to make the borough carbon neutral. The past year has shown that by delivering key projects we can reduce emissions, tackle fuel poverty, improve the lives of people, and protect residents from the effects of climate change.

The merged Climate Change Strategy (2021) and Climate Resilience and Adaptation Strategy (2024) (Appendix 2)

15. As of 2025, the council has now brought together the Climate Change Strategy (2021) and the Climate Resilience and Adaptation Strategy (2024) into one cohesive strategy. It integrates the strengths of both documents and highlights the interconnected nature of climate mitigation and adaptation. For example, the combined approach for residential retrofitting now focuses on reducing emissions and adapting homes for heatwaves. The foundations of this combined strategy remain as vital today as when they were first established.
16. While some adjustments have been made to align with Southwark 2030, improve clarity and effectiveness of delivery, and align the strategy with the updated action plan, our carbon target ambition and the principles of the document remains unchanged. The council will continue to work toward the same ambitious goals, guided by our commitment to climate action, resilience, and social justice. The actions and approach continue to be shaped by the extensive consultations carried out with the people and organisations of Southwark. The strategy also continues to be grounded in the same technical

analysis of the borough's emissions and the steps required to achieve carbon neutrality by 2030, now supplemented with updated data from the years since.

Climate Action Plan update (Appendix 3)

17. The council's Climate Action Plan is the council's primary tool for coordinating and driving progress towards our climate goals detailed in our Climate Change Strategy.
18. The aim is to develop an updated schedule of actions that clearly reflects the work required to achieve Southwark's current 2030 carbon neutrality goal, while also strengthening the borough's resilience and ability to adapt to the harmful impacts of climate change, particularly on our most vulnerable residents.
19. It is also cross-council responsibility, so we continue to work to embed a keen focus on climate throughout the council. We also actively seek best practice from within Southwark, from across London and beyond, so that we identify the best and most appropriate action to take.

New context

20. Since the action plan's adoption in 2021 and subsequent annual updates, several important council strategies and plans have since either been developed and adopted, or updated, that cover climate related themes and actions. These include:
 - Southwark 2030 Delivery Plan (Council Delivery Plan)
 - Streets for People Strategy and Delivery Plan
 - Air Quality Action Plan
 - Sustainable Food Strategy
 - Local Flood Risk Management Strategy
 - Local Economy Strategy
 - Heat Joint Strategic Needs Assessment (JSNA)
21. This has resulted in overlapping or duplicated actions between strategies and plans, such as the transport themed actions in the Climate Action Plan and Streets for People. The review of the action plan has enabled the removal of actions that are now covered in these newer documents, creating a slimmer, more focused action plan.

Southwark 2030

22. Since the original strategies were published, the council has now adopted the Southwark 2030 strategy - the council's borough-wide vision shaped by thousands of residents – that sets a shared ambition for a fairer, greener, and more connected future for the borough. This vision now plays a central role in guiding how the council will implement climate action so that our residents have good lives in the borough.

23. The updated Climate Action Plan and its delivery and now aligns with the six goals and three principles of the Southwark 2030 framework. This alignment presents a valuable opportunity to embed climate action more deeply across the council through the delivery of the goals, and to use the Southwark 2030 framework as a platform to accelerate progress.

Process

24. Officers have taken a collaborative approach to update the action plan, engaging with teams across the council's divisions, including environment, transport, housing, public health, finance and planning. Action points in the current action plan were reviewed and subsequently reworked, replaced, or removed entirely to ensure the plan is focused, effective, and aligned with current priorities and targets. Consideration was also given to the available resource capacity within the council, and how newer council plans and strategies now include climate action, for example Streets for People. Following work with officers and managers, the updated actions were presented to all lead cabinet members at lead member briefings. Comments from lead members were used to improve and prioritise the draft actions. Tackling climate change continues to be an iterative process as we learn and better understand what climate action will work best for us. Officers will continue to work collaboratively to deliver the climate action plan and our shared Southwark 2030 goals.

Updated themes

25. The themes from the current plan that have been used to group similar actions together have now been updated to that better reflect the interconnected nature of climate mitigation, resilience, and adaptation, ensuring a more strategic approach to delivering both a climate adapted borough and meet the 2030 carbon neutral target.
26. The plan has five main themes, and each is divided into more detailed priority areas which contain the actions we are taking. Each action includes the outcome for the action and several of the key activities the council will be undertaking.
27. Officers are proposing several updates to the themes in our action plan to better align with Southwark 2030, our Streets for People Strategy and to simplify and enhance its scope.
28. Firstly, the merging of the current 'Buildings' and 'Renewable Energy' themes into a consolidated 'Buildings and energy' theme. This is because most energy actions primarily relate to buildings as the highest energy users.
29. Secondly, the removal of the 'Adaptation' theme and the embedding of adaptation and resilience actions into each of the five updated themes *alongside* actions to reduce emissions. The adaptation and resilience actions still consider the climate hazards the borough faces such as flooding, extreme

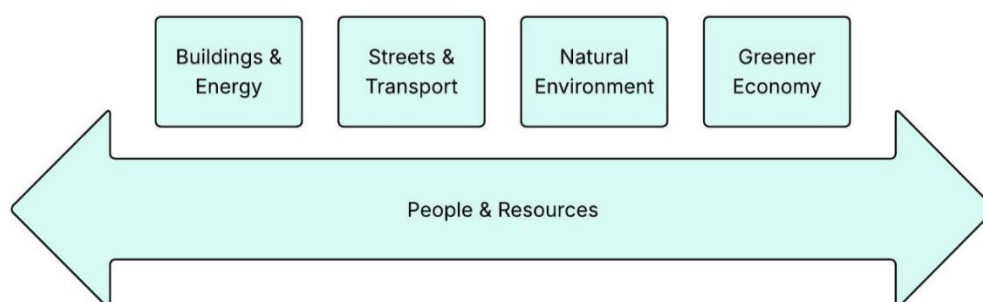
weather, pest and diseases (environmental, public health), and drought and water use/scarcity.

30. Thirdly, an overarching theme titled 'People and Resources' that supports and enables further action across the other four themes. This theme includes community engagement and 'just transition', scope 3 emissions and procurement, finance, governance and climate budgeting. Figure 1 and Table 1 below illustrate the proposed approach to themes within the updated plan.

Table 1: Current and proposed themes in the Climate Action Plan

Current themes in Climate Action Plan	Updated themes in the Climate Action Plan
1. Buildings	1. Buildings and energy
2. Transport	2. Transport and streets
3. Thriving natural environment	3. Natural environment
4. Circular economy and green jobs	4. Greener Economy
5. Renewable energy	5. People and resources
6. Adaptation (Hazard focused: Flood, Extreme weather, etc)	-
Mitigation actions are embedded in each climate theme, with a separate climate adaptation theme from the Climate Resilience and Adaptation Plan.	Mitigation and resilience/adaptation actions are now embedded in each theme.

Figure 1: Five themes in the Climate Action Plan



31. Each of the five themes is divided into more detailed priority areas which contain the detailed actions the council will take.

Updated structure for the action plan and actions

32. Feedback on the previous plan was that it was hard to use and understand how the council was progressing against stated actions. Officers have responded to

this feedback and simplified the format and layout of the plan, moving it from an excel spreadsheet into a word document.

33. Each action within the plan is sequentially numbered for straightforward referencing, and is split into four sections:
 - Action: the wording of the action.
 - Outcomes: the positive climate outcomes the action will achieve for the council or borough.
 - Key activities: the key activities that we will undertake to deliver the action, noting that the activities we take are not limited to those detailed in the plan.
 - Action monitoring details: SMART (Specific, Measurable, Achievable, Realistic, Time-bound) data regarding the action.

34. The action monitoring details include information to ensure each action is transparent and accountable with clearly defined ownership so that the council can track progress throughout the year as it delivers programmes of work:
 - Lead cabinet member: the councillor who is responsible for the action within their portfolio.
 - Lead council team: the council team who will lead on delivering the action. Some actions will have several teams due as they may be delivered across the council.
 - Target date: the specific date we are aiming to complete the action, if specific.
 - Cost: how much the action will cost to deliver: Low, Medium, High, Very High.
 - Southwark 2030 goals: the Southwark 2030 goals the action will support: (1) Decent homes for all; (2) A good start in life; (3) A safer Southwark; (4) A strong and fair economy; (5) Staying well; (6) A healthy environment; and (7) A well-run council.
 - Co-benefits: the additional benefits of delivering the action: Cleaner air and environment, Improved public health, Lower energy bills, Reduced waste, Economic growth, Empowering people.
 - Action type: the type of climate action: enabling, direct, mitigation, adaptation, resilience.

Number of actions

35. The review of the Climate Action Plan streamlines and simplifies the number of actions from 118 actions to 29 actions, focusing attention on actions that are more strategic, most impactful and where the council has the greatest levers to influence progress towards our 2030 carbon neutral target and adaptation goals.

Table 2: Number of climate actions.

Theme	Priority areas	Number of actions	Key activities
1. Buildings and energy	Homes, schools, council-owned buildings, energy, planning	9 actions	33+
2. Streets and transport	Streets and transport, council vehicles	4 actions	14+
3. Natural environment	Trees, biodiversity, flooding	4 actions	12+
4. Greener economy	Green jobs and skills, businesses, circular economy and waste, sustainable food	6 actions	20+
5. People and resources	Working with communities and partners, mainstreaming climate adaptation and resilience, climate training, finance and funding, procurement and supply chains, policy, data and tools	6 actions	27+

Monitoring progress and delivery

36. The council will continue to develop the reporting of the action plan and prepare an updated dashboard. This will improve the monitoring of progress in delivering the plan and meeting our climate targets. The dashboard will help to coordinate programme management with the council teams who own and deliver the actions, and a public-facing version will enable residents to track progress on our actions and activities. Opportunities to improve reporting on specific emissions savings attributed to individual projects and services will continue to be explored. This will enable the council to develop a more detailed approach to emissions pathways. Officers will update this dashboard quarterly, with the lead cabinet members updated on progress relating to actions under their briefs, and a full 6-month, mid-year update on progress provided to the Cabinet Member for Climate Emergency, Jobs and Business.
37. The council will continue to prepare an annual progress report on the work the council has achieved over the past year, agreeing new activities and milestones where they are required as we progress. We also provide an updated risk

assessment for each action; how the risk to delivery has been addressed and how this relates to funding, resources, time or technical expertise that is required to deliver the outcomes of the action

Climate action - Next 12 months

38. The council has ambitious plans for the forthcoming year which will see the delivery of mitigation, adaptation and resilience actions contained within the updated Climate Action Plan. Key priorities will include the following activities.

Buildings and energy

- Retrofitting the buildings – Delivering leisure, schools and council homes retrofitting through dedicated delivery projects and asset management maintenance programmes, which will make our buildings safe and fit for purpose. This work is essential if we are to meet our target of reducing operational emissions by 50% by 2026.
- Schools - Support schools through Schools Climate Network to develop their own Climate Action Plans and work with partners to improve school capability to take climate action.
- Climate and Environment Supplementary Planning Document (SPD) – The Council will seek to adopt a new SPD that will guide new development to be more sustainable and reduce emissions through the planning process.
- Southwark Community Energy Fund – Delivery of projects funded through Rounds 1 and 2, and launch of Round 3 of the Southwark Community Energy Fund projects
- Energy contracts – Ongoing comprehensive management of the council's energy contracts will continue securing sustainability outcomes and value for money.

Streets and transport

- Streets for People - Ongoing implementation of the Streets for People delivery plan that will reduce emissions from vehicles by encouraging healthy travel options like walking and cycling. This will also include climate adaptation measures such as street trees, urban greening and rain gardens that will reduce the urban heat island effect and improve local flood risk.

Natural environment

- Biodiversity – Ongoing delivery of projects funded by the Southwark Biodiversity Fund alongside the delivery of our new statutory biodiversity duty to protect and enhance habitat in the borough. Preparation of a new Southwark Nature Action Plan.

- Riverside Strategy – Commence the preparation of a strategy that will protect the borough from rising sea levels and flood events from the River Thames.

Greener economy

- Work to connect our communities, employers, skills providers and job brokerage organisations in a local green skills supply network to support the creation of green jobs.
- Work collaboratively with our community, businesses and institutions through our external partner networks and seek opportunities for collaboration and shared action and learning.

People and resources

- Update to decarbonising the council's procurement and supply chains (Scope 3 emissions) - This will focus on the adoption of a new strategic approach and staff training to ensure the contracts and services the council buys reduce emissions and align with the council's new Social Value Framework (2025).
- Climate budget – Develop the first year of a climate budget for operational emissions through the Council's corporate budget. This will support climate action across the council, supporting decision-making on what we spend money on and make sure everyone knows who is responsible for reducing emissions.
- Southwark Green Finance - The delivery of our programme of capital projects that reduce emissions and adapt the borough will continue with funding secured through the Southwark Green Investment programme. The council will scope further green finance initiatives.
- Climate resilience and adaptation – Ongoing roll out of climate resilience and adaptation workstreams with a focus on (1) capital and pilot projects in the most vulnerable areas of the borough; (2) mainstreaming climate adaptation and resilience understanding within the council; (3) a borough climate risk and vulnerability assessment to improve data and tools to inform the design of projects, programmes and services. The council will continue to work closely with key stakeholders including public health colleagues and co-leadership of the London Councils Resilient & Green workstream to develop council capabilities.
- Staff training and policy – Delivery of updated climate literacy training to build individual and organisational capabilities to emphasise individual ownership of a council-wide responsibility.
- Funding and resources – Build on the funding successes of 2024/25 and seek further external funding and resources to support each programme of work.

- Strategy and action plan update - Review the goals of the council's merged Climate Change Strategy including an updated assessment of emission pathways and target dates, and the level of funding and investment that is needed.
- Improved council decision-making processes to embed climate change mitigation, adaptation and resilience through the council's decision-making, services and projects, and develop a better-informed understanding of the opportunities and risks the borough faces.

Policy framework implications

39. The proposed merging of the Climate Change Strategy (2021) with the Climate Resilience and Adaptation Strategy (2024) presents an opportunity to simplify the council's strategic approach to climate action and support the future introduction of climate budgeting through the council's corporate budget from February 2026.
40. For the avoidance of doubt, the merging of the Climate Change Strategy with the Climate Resilience and Adaptation Strategy does not cover the following climate matters:
 - Updates to council's climate declaration emissions target in the Climate Change Strategy (i.e. target date, volume, territorial scope) or the council's climate emergency declaration (2019).
 - Climate budgeting - Work on climate budgeting is underway with the first Year 1 budget covering council operational emissions scheduled for inclusion in the corporate budget in February 2026. Officers currently plan to cover council housing in year 2 of the climate budget, followed by scope 3 emissions and climate adaptation measures in year 3.

Community impact statement

41. The council continually recognises the need to work closely with local communities on climate mitigation, adaptation and resilience, so that the opportunities and benefits deliver for the whole borough. The council will ensure its work is developed in partnership with residents, community groups businesses and other important stakeholders through the design and delivery of projects. This continues to be strengthened through funding and engagement activities with external networks, including our Community Stakeholder Panel and the workstreams the council has launched over the past year including Round 2 of the Southwark Community Energy Fund, Southwark Biodiversity Fund, and Southwark Green Investment.

Equalities (including socio-economic) impact statement

42. The council recognises through its work that while everyone in the borough is affected by effects of climate change, the extent of that impact is not equal, with

some communities and locations at greater risk than others. Climate change continues to have a more significant impact on those who are most vulnerable, particularly for those who are on lower incomes or have underlying health conditions that can be exacerbated by the changes in the climate. Black, Asian and Minority Ethnic residents continue to be disproportionately affected. This means a 'just transition' must be at the heart of the council's approach to tackling climate change.

43. Alongside the public sector equality duty, the council will develop its approach to ensuring a 'just transition' and support council staff to better understand and consider equalities impacts through the design, consultation and delivery of its climate projects and programmes, and appropriately ensure mitigation is in place. The council's climate action has considerable co-benefits to tackle fuel poverty and improve air quality, health and wellbeing.

Health impact statement

44. Tackling climate change through mitigation and adaptation measures will promote improvements in our residents' health. For example, reducing the burning of fossil fuel within the borough will improve air quality and encourage active travel. Health benefits are key outcomes of the updated Climate Action Plan which includes actions on overheating and flooding.

Climate change implications

45. This report addresses how the council is continuing to focus on climate change within its work, ensuring it underpins all we do as a council. The report demonstrates the progress and improvements made over the last year, sets out priorities for the year ahead and looks to strengthen our response to the changing climate that we are already experiencing.

Resource implications

46. The Climate Action Plan identifies where the council has challenges in delivering its actions because of a lack of funding, resourcing or by other means. We identify these gaps through regular, ongoing engagement between the council teams who deliver the actions. Officers then seek to minimise these gaps by supporting the relevant team and/or securing funding for increased resources. The council has expanded the Climate Change Team to respond to this need and has increased the delivery of actions within the Climate Action Plan. However, the scale of commitments within the action plan is significant and requires a recognition that climate action should be a council wide priority, and not one that can be held by the Climate Change Team alone.

Legal implications

47. No direct legal implications arise from this report. However, any necessary legal advice should be sought in relation to individual decisions resulting from the ongoing implementation of the Climate Change Strategy and Action Plan.

Financial implications

48. The council has invested over £100m in its capital programme since it declared a climate emergency and its ambition to work towards being a carbon neutral borough by 2030. A capital budget of £25m was agreed in 2021 as part of the council's capital programme to fund climate projects and deliver against the Climate Change Strategy. This capital budget is supporting a wide range of mitigation and adaptation programmes across the council. Of this £25m, £8m has been spent on projects to date, with a further £2.4m of spending planned through to the end of 2025/26. Additionally, £6.5m has been allocated from the Green Buildings Fund on projects including retrofitting and heat network projects.
49. The appointment of a dedicated External Opportunities Manager has expanded the Climate Change Team's capacity to coordinate and bid for external and central government funding to contribute our climate programmes of work. The team was successful in securing £12m of external funding from the central government's Public Sector Decarbonisation Scheme and Warm Homes: Social Housing Fund to fund major council retrofit projects. To date, £2.5m for delivering climate action has also been raised via three rounds of Southwark Green Investment.
50. However, as previously noted, significant funding pressures remain within the council to deliver large-scale decarbonisation, particularly with regards to the increased cost of retrofitting council homes alongside ongoing asset management of housing stock.
51. Staffing and any other costs connected with this report are contained within existing departmental revenue budgets.
52. In 2021, the Climate Change Strategy estimated that the cost for the borough to be carbon neutral by 2030 was £3.92bn. It is likely that this cost has significantly increased due to the level of inflationary increase over recent years. While the council will continue to use available resources as efficiently as it can, the scale of funding that the council requires government or other private investment.

Consultation

53. Full consultation was carried out prior to the publication of the initial Climate Change Strategy and Action Plan in July 2021, with a subsequent citizens' jury undertaken to inform a further update to the Action Plan in 2022. Additional consultation was also then carried out on Climate Resilience and Adaptation Strategy in August and September 2023. This strategy was subsequently updated and adopted in February 2024.
54. No public consultation has taken place on the Climate Change Strategy, created from the merging of the Climate Change Strategy and Climate Resilience and Adaptation Strategy (Appendix 2), as the strategic goals remain

the same. The merged strategy has received factual updates to bring it up to date.

55. The council will continue to undertake engagement with community groups, key stakeholder groups and community as we deliver our programmes of work. Our annual report is also part of our commitment to transparency so that our residents and others can see the action that is being taken and the progress that is being made.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive - Governance & Assurance (SB050825)

56. This report requests that Cabinet notes and approves various recommendations relating to tackling the climate emergency, including approval of the merged Climate Change Strategy and Climate Resilience and Adaptation Strategy to create a single Climate Change Strategy, an updated Climate Action Plan and associated future priorities, actions and investment.
57. The council has the statutory authority to produce and maintain the Strategy and Action plan in accordance with the powers of general competence prescribed by section 1 of the Localism Act 2011. The development (and further development) of a climate strategy is an executive function of the council which can be considered by Cabinet in accordance with the Local Government Act 2000 and Part 3B of the council's Constitution.
58. In approving the recommendations of this report Cabinet must be mindful of the Public Sector Equality Duty contained in section 149 of the Equality Act 2010, which requires the council to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with a "protected characteristic" and others.
59. Paragraphs 42 and 43 recognise and acknowledge the unequal and potentially disproportionate effects and impact of climate change on those with protected characteristics, and Appendix 4 to this report contains an Equalities Impact and Needs Assessment which has recently been undertaken and produced in conjunction with the updating of the Climate Action Plan, and which should be considered by Cabinet when making its decision.
60. Cabinet should also note the current position in relation to consultation, as detailed within paragraphs 53 to 55.
61. There are no other significant legal implications arising from the recommendations in this report. However, any necessary legal advice will be provided to officers in relation to individual decisions resulting from the implementation of the new Climate Change Strategy and the updated Climate Action Plan.

Strategic Director, Resources REF: ESL25/058

62. This report is requesting the cabinet to note the annual progress the council has made in tackling the climate emergency; approve the merged Climate Change Strategy (2021) and Climate Resilience and Adaptation Strategy (2024) to create a single Climate Change Strategy, and an updated Climate Action Plan that focuses on reducing emissions, improving climate adaptation and resilience, and aligns with the goals and principles of the Southwark 2030 Strategy; note the priorities for the next twelve months as well as the new funding secured.
63. The SDR notes the recommendation to the cabinet to welcome the new investment secured by officers to support tackling climate change in the borough.
64. The SDR of resources notes the investments made to date to help tackle the Climate Change Emergency and the significant investment (best estimates of £3.92 billion as set out in the Climate Change strategy in 2021, potentially higher with high inflation rates over the last two years) required for the borough to be carbon neutral by 2030.
65. The SDR notes that there are no immediate financial implications resulting from this report, nor the documents it seeks to obtain approval for and expects that financial appraisals will be carried out in partnership with finance colleagues as the new streamlined Strategy is taken forward in future reports which are to include identifying the revenue or capital resources for any new commitments.
66. Officers' time and any other costs associated with this recommendation will be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Climate Change Strategy (2021)	Link: https://services.southwark.gov.uk/assets/attach/48607/Climate-Change-Strategy-July-2021-.pdf	Tom.sharland@southwark.gov.uk
Climate Resilience and Adaptation Strategy (2024)	Link: https://services.southwark.gov.uk/assets/attach/254863/Climate-Resilience-and-Adaptation-Strategy-Feb-2024.pdf	Tom.sharland@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Climate Change Annual Report 2025
Appendix 2	Southwark Climate Change Strategy
Appendix 3	Southwark Climate Action Plan
Appendix 4	Equalities Impact and Needs Assessment

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Cabinet Member for Climate Emergency, Jobs and Business		
Lead Officer	Aled Richards, Strategic Director, Environment, Sustainability and Leisure		
Report Author	Tom Sharland, Climate Change Programme & Strategic Support Director, Environment, Sustainability and Leisure		
Version	Final		
Dated	4 September 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			4 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Taking forward the independent review of community safety
Cabinet Member:	Councillor Natasha Ennin, Community Safety and Neighbourhoods
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/A

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

Everyone has the right to feel safe on their street, in their home, and in their neighbourhood. Over the past two years, we have made serious investment in community safety and protection. The recent pilot on the Aylesbury Estate showed what is possible when we pull together across the council and with partners to solve deep, place-based challenges. But we know there are areas in Southwark where crime and antisocial behaviour make feeling safe challenging.

That is why we commissioned an independent review, to be honest about what is working and what is not, and to help us shape a way forward. The review recognised that much good work is already happening across the council and with partners but also calls for a step change: in how we lead, how we join-up enforcement, and how we act quickly and visibly in the places that need it most.

This report is our response; it sets out a practical plan to deliver real results. It aligns to neighbourhoods and empowers staff and communities to act at the right level and together. As part of that, we will build an integrated model of community safety and enforcement, one that brings together council, police, housing and community services to act quickly and consistently when residents raise concerns.

Community safety is everyone's business, from housing officers to youth workers, ward councillors to police officers and residents, we all have a role to play in creating safer and stronger neighbourhoods. This is not a top-down approach, it is about working in, alongside and for communities so that people can feel safe, be heard and know that Southwark is supporting them.

RECOMMENDATIONS

Recommendations for the Cabinet to:

1. Notes the findings of the Community Safety Review set out in this report.
2. Agree to the council's new service model for community safety and phased delivery plan.
3. Note the progress already made, including hotspot activity, expanded community warden's powers and operational improvements.

Recommendation(s) for the Leader of the Council

4. None

REASONS FOR RECOMMENDATIONS

5. In December 2024 Cabinet requested officers commission a comprehensive, and independent review of how effectively the council and its partners are delivering on their shared duty to keep communities safe, examining:
 - a. The way that the council works in partnership with other agencies through the Community Safety Partnership.
 - b. Cross council working on community safety.
 - c. The community safety services that the council provides, including the community warden's service.
6. PA Consulting were appointed to undertake the review and carried out extensive engagement with internal services, partners and stakeholders. This report summarises the findings and proposes a direction for the future. The review recognises the strengths within the council and wider partnership, particularly the commitment of frontline staff and partners, but also identifies fragmented delivery, lack of joined-up intelligence, and limited capacity to response to local issues at pace. These findings echo concerns raised by residents and members, particularly around anti-social behaviour (ASB), drugs and areas with persistent issues (hotspots). This report sets what the council is doing in response to the review.
7. The December cabinet report also asked for an update in 2025 in the proposed use of the council's and partners' enforcement power to address ASB by implementing a single flexible warden service and reviewing the policy levers and approaches to the council. This report summarises the progress the council has made. It also provides an update on the Community Safety Plan and annual assessment that is currently nearing completion and will be brought to Overview and Scrutiny Committee. Scrutiny plays an important role in providing oversight and challenge to the work of the council and its partners. As the new community safety model is implemented, greater transparency of the Community Safety Partnership's

priorities, progress and outcomes will support meaningful scrutiny and build public confidence

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

Option 1: Do nothing in response to the review

8. Choosing to do nothing would fail to respond to the challenges raised by the review around visibility, responsiveness, and joined up working on community safety. It would mean retaining a fragmented approach and missing the opportunity to build trust, target hotspots effectively, and deliver meaningful change. This option would also risk undermining the ambition of Southwark 2030 to create safer, more connected communities and would ignore the findings of the independent review.

POST DECISION IMPLEMENTATION

9. An implementation plan is outlined in appendix 1, it set out the activity that is already underway and planned to deliver the proposed changes. This includes activity that has been undertaken over the summer in immediate response to the review.

BACKGROUND INFORMATION

10. Southwark 2030 sets out the ambition for the borough, providing the overarching vision for the council and partners. To develop it, the council engaged with over 2,000 people and safety emerged as one of the highest priority issues, with street crime and ASB worries for residents.
11. Recent data confirms these concerns. While 88% of residents say they feel safe during the day, which is line with London and national benchmarks, only 49% feel safe after dark in Southwark. This is below national (71%) and London (64%) averages. While recent data from residents suggests this is improving there is still more to do to shift this perception.
12. Although crime has fallen over the long term, Southwark has seen small increases in the past two years, broadly in line with London-wide trends, but significantly less sharp than some other London boroughs. Southwark's overall crime rate is in line with similar boroughs, for the rolling 12-month period ending June 2025 the rate of all crimes was 455.4 total notifiable offences per 1,000 population but theft from person has risen sharply as it has across London. This has a disproportionate impact on public confidence in community safety partners and police and feelings of safety in public places.
13. The December 2024 Cabinet report noted that ASB calls in Southwark are lower than in other inner London boroughs with 30.4 calls per 1,000 population, compared to 66.9 in Westminster and 49.8 in Camden.

However, localised concerns about persistent ASB remain high, particularly in some estates and public spaces.

14. These patterns point to a wider challenge: while some indicators are improving, many residents still feel unsafe, especially at night or in areas where issues persist. This gap between statistical trends and lived experience was a strong theme in the Southwark 2030 engagement and in the recent independent review. Bridging that gap between data and public confidence is a key goal of the new approach
15. Southwark Council is the largest social housing landlord in London, managing over 55,000 council homes across the borough. This presents unique challenges in tackling crime and ASB on estates compared to neighbouring boroughs. Southwark has a high volume of council housing and many registered social landlords operating in the borough, compared to its neighbours. For example, Lambeth has 23,857 and Lewisham has 19,000 council homes.
16. ASB resulting from drug related issues and offences is one of the biggest concerns on housing estates in the borough, particularly in the north of the borough. This often requires cross-departmental and multi-agency collaboration. The new service model must reflect this local context. The new model strengthens the approach to our estate-based enforcement and engagement work.
17. The Community Safety Partnership (CSP) is the statutory partnership that brings together the council, police, health partners, voluntary and community organisations, and others to coordinate strategy and agree shared priorities. It provides the formal governance framework for Southwark's community safety work. The new service model proposed in this report aligns with the CSP's ambitions and will strengthen its delivery by providing clearer focus on place, insight, and partnership action. It will also help inform and shape the next iteration of the Community Safety Plan, ensuring that it reflects local concerns, hotspot priorities and shared outcomes across the partnership.

KEY ISSUES FOR CONSIDERATION

Independent review approach and findings

18. Following competitive tendering PA Consulting were appointed to review Southwark's approach to community safety between March and May 2025. This review aimed to assess current delivery, identify challenges and propose a future direction of travel. It involved extensive involvement with extensive engagement with frontline staff, police, and other stakeholders, including:
 - Multiple workshops with the core and extended team to discuss, design and test thinking.

- Site visits to key functions related to community safety, including the youth justice service.
 - Interviews with over 40 stakeholders across the council and partners.
 - A thought exchange survey over 100 participants consisting of staff from across the partnership which generated over 80 ideas.
 - A session at both the council's leadership and director forums, to help directors articulate their core needs and provide opportunities for mutual response.
 - Five insight sessions, bringing thinking from broader experience to stimulate discussion. This covered local policy, social value, online safety, data labs and violence against women and girls (due to its strategic importance and the transformation work underway across the borough).
19. The review concluded that while there is strong practice and a clear commitment to community safety, Southwark's model is fragmented, reactive, and lacks a shared strategic framework. The review identified eight core challenges that are limiting the impact:
- i. **Need for greater strategic clarity:** There is a need for greater strategic clarity, to enable effective prioritisation of community safety resources this means setting clear objectives, delivering key results and communicating and understanding this across the council.
 - ii. **Underuse of data and insight:** There is a data rich environment but underused data, which compromises the ability to effectively identify trends and make informed decisions. Data, intelligence and insight need to be central to where resources are allocated to proactive prevention and enforcement.
 - iii. **Low visibility:** Limited awareness of the role and responsibilities of the community safety team across the council and limited understanding across council teams of how they contribute, which prevents clarity on how everyone can work together to help deliver a safer Southwark. This should be addressed and the contributions that services across the council make to community safety be better understood. There is also an external dimension to this in educating and engaging residents on staying safe and on what actions the council and its partners are taking to keep people safe as this impacts on people's feelings of safety.
 - iv. **Siloed working:** The way of working across the council, which impact on the community safety team's ability to join up activities. This requires multidisciplinary and collaborative effort across the council and partnership.
 - v. **Insufficient focus on prevention and early intervention:** no shared working definition across the council to address issues before they escalate, resulting in more emphasis on addressing impacts than causes.

- vi. **Unclear roles and responsibilities among statutory partners:** resulting in the council stepping in to fill the gap and being expected to do more. More work needs to be done to build on relationships with statutory partners and others across the borough and beyond and ensuring a clear understanding of roles and responsibilities.
 - vii. **Tensions between borough-wide themes and local needs:** Southwark is a very diverse borough where different residents and different places need different approaches. This suggests a neighbourhood-based approach focused on neighbourhood specific issues. The review suggests an approach of focusing on the most pressing problems first to prevent them escalating and allocate resources effectively to those who need them most.
 - viii. **Missed opportunities to learn from others:** Southwark needs to do more to implement learning from others and tailor it to local context, despite examples of good practice within the borough. There needs to be better connection with places tackling similar issues so that opportunities are not missed to learn from each other. This means continuing to bring in different ways of working and good practice from elsewhere and sharing our innovations with others.
20. Based on these findings, the review recommended a clear, place-based model of delivery, built around:
- Focused action in hotspot areas
 - Integrated enforcement, delivered through multi-skilled teams
 - Stronger use of shared data and analysis
 - Wrap around support, including early help, youth services, housing and community engagement.
21. The model aligns with the three overarching priorities of the CSP:
- Tackling crime and antisocial behaviour hotspots and their causes.
 - Reducing violence against women, children and young people
 - Improving trust and confidence in local policing
22. A key recommendation is that effort and resources should be concentrated where the need is greatest, recognising that different places face different challenges. This includes piloting the new model in up to five hotspot areas, with neighbourhood-based teams and tailored action plans focused on prevention, support and enforcement.

A new vision and priorities for community safety

23. Tackling the challenges identified in the review requires more than structural change it needs a unifying direction. Community safety is one of the most visible and emotive issues for residents and must be treated as everyone's business not just the responsibility of one team or partner.

24. The vision is for: A safer Southwark where crime is low, people feel safe, and trust is built through action. This vision draws on Southwark 2030 and is supported by the insights of the independent review, the priorities identified by residents and communities and the focus for the CSP.
25. Based on the independent review and recommendations, a new overarching set of priorities is shown in the diagram in appendix 2. This shows the golden thread from the Southwark 2030 Safer Southwark goal and action areas through the five Community Safety Partnerships thematic priorities along with the areas of focus and geographical reach. It also shows seasonal trends and the geographic distribution of effort, showing how insight is driving a smarter, more responsive model of delivery.

From vision to delivery: a new service model

26. To turn this vision into meaningful, sustained change, the council is introducing a more locally connected model of delivery. This provides a coherent framework for how services are organised, targeted and delivered and responds directly to the issues raised in the review. While building on emerging good practice that the council has been testing.
27. There will be two layers of delivery, neighbourhood delivery (aligned to the council's recently refreshed neighbourhood governance) and hotspot intervention, underpinned by shared delivery principles and integrated enforcement. Both the business-as-usual neighbourhood work and targeted hotspots will be supported by better use of data and resident insight, more joined-up enforcement and closer working with communities and partners. The table below summarises the proposal.

Neighbourhood Delivery	Hotspot Intervention
Business as usual and core work embedded in every neighbourhood	Targeted deployment in response to priority areas and issues
Informed by local intelligence and data	Driven by real-time data and multi-agency tasking
Presence, visibility and feedback loops in neighbourhoods through closer engagement.	Tailored responses based on community and place-specific needs

28. Some places and issues require a sharper and faster response. Within the neighbourhood model, the council and its partners are focussing extra attention on hotspot areas and specific types of harm. This shift allows the council to prioritise resources and target action where it is needed most to a selection of no more than 4-5 hotspots at any one time, as recommended by the review. The council will do this by looking at:
- **Themes**, such as violence against women and girls, youth safety, or drug-related harm.
 - **Places**, including estates, streets or town centres.

- **Timing**, for example during school holidays, warm summer nights, or other high-risk periods.
29. This flexible approach ensures the council can respond to changing patterns of risk and harm, while continuing to build long-term relationships and trust through neighbourhood working. Action plans have already been developed for first hotspot areas of Aylesbury, North Walworth, Peckham and Burgess Park, supported by several different teams tailored to the issues in each area, local pledges, and police commitments. These are practical and accessible, and each area will have a one-page public summary (as set out in appendix 3), supported by more detailed operational delivery plans. These will evolve over time and be updated regularly. Where a Park sits within an area plan any actions relating to crime and asb within it will be captured in the area plan rather than as a separate document and this avoids potential confusion and duplication.

Delivery principles

30. This review proposed design principles for improving how community safety is delivered. These have been refined into five delivery principles that are practical and easy to communicate and underpin the service model:
- **Neighbourhood first:** The council will deliver and engage through neighbourhoods, with a visible local offer and accessible ways for residents to raise concerns and shape solutions.
 - **Intelligence-led:** Decisions are guided insight. The council will use borough wide data and local intelligence to identify problems early, target resources and monitor impact.
 - **Integrated community safety and enforcement:** The council will build on what it has done so far to bring teams and powers together. Joint tasking, visible patrols and targeted operations to create a more coherent and confident response to persistent problems.
 - **Prevention focused:** The council acts early to reduce harm and prioritises themes, building on what has worked in place-based pilots like Aylesbury. Leadership means backing early intervention and a whole council approach.
 - **Partnership driven:** Clear structures support joint tasking and shared accountability across council teams, police and community partners. Tactical coordination at the right level ensures joined-up action.
31. Implementing this approach required coordinated change at all levels, within the community safety team, across the council, and with partners and strong leadership. Some of this work is already underway, with integrated area-based enforcement providing a key starting point for

delivery and change.

Integrated community safety and enforcement

32. Integrated enforcement is not a separate function it is a core part of how the new service model works. Residents do not distinguish between council departments, they want visible action, joined-up responses, and to not have to repeat themselves to multiple services.
33. This approach brings together different enforcement teams across the council and with partners, including community wardens, licensing, regulatory services, housing, ASB and the police, to work in a more coordinated, visible, and effective way. It provides a consistent response to the issues that matter most to residents: fly tipping, street drinking, drug dealing and ASB. Over time, community wardens and housing wardens (and potentially other officers) can operate as a single flexible frontline resource.
34. This approach builds on work already happening across the borough, including:
 - The **Aylesbury Estate pilot**, which tested a joined-up model for tackling local ASB and crime.
 - The **expansion of the community wardens' presence and powers**, which has increased visible patrols and local engagement. In 2022, the council committed over £2 million across four years to increase the visibility and responsiveness of wardens across estates, streets, and public spaces. The service has expanded patrol coverage and is now equipped with a broader set of enforcement powers (which came into effect in July 2025) ASB warnings and community protection warnings and community protection notices to tackle issues such as public nuisance and persistent ASB. The next stage in this is trialling and completion of procurement of handheld devices and a new recording and reporting system that will improve reporting as well as ensure we maximise the time officers spend on the street.
 - Operational improvements already in place in town centres and **high-priority areas**.
 - Commencement of implementation of a **single flexible warden service** with consistent branding, a resource that is data and insight driven so the resource goes where most needed, changes to shifts (working to 10pm through the summer), trialling the new nighttime patrolling service through external provider, and new uniform branding to be launched in line with integrated enforcement.

- **Southwark's Anti-Social Behaviour Unit (SASBU)** focuses on serious ASB within the borough's housing stock, working to safeguard residents' safety, health and wellbeing. It plays a key role in the borough's integrated enforcement response, alongside community wardens and housing.
 - The council has been consulting on persistent anti-social behaviour in public areas including implementing **Public Space Protection Orders (PSPOs)**, these could focus on issues like street drinking, dog-related ASB, and public urination in defined hotspots. Consultation started in summer 2025, as part of a statutory process to engage communities, businesses and stakeholders. PSPOs are a further tool to reinforce the shift toward visible, local enforcement that tackles the behaviours causing most concern to residents.
 - From August 2025 the borough launched a **new night-time uniform patrolling service (NTUPs)**, this is a dedicated presence in key places and is designed to increase public confidence and with a focus on women's safety and tackling harassment and intimidation. The council has also varied the current contract with ACPOA to increase the capacity to enforce for environmental crimes such as littering, graffiti and fly tipping.
 - In July 2025 there was a commitment **to increased numbers of Police** in Peckham and Walworth town centres taking these teams together to 28 officers in total. This investment in visible, community-focused policing supports the borough's wider approach to hotspot targeting and strengthens presence in areas of persistent concern.
 - We will ensure the **voices of residents** inform what we do and take a neighbourhood first approach that recognises the disproportionate impact of asb and crime on some communities like older and disabled people and our BAME communities. The review also acknowledges that the Community Safety Team are strong at identifying opportunities to engage with young people and this work will be built on to ensure young people's voices are central to our community safety work. We are also working to build on the partnership working with the Youth Justice Service on issues like serious youth violence, exploitation and antisocial behaviour.
 - Work with local **businesses** including through the Business Improvement Districts and Town Centre Action Plans.
 - Partnership work with **housing and public health** on issues like asb on housing estates and substance misuse that will be built on moving forward, following the establishment of the asb Strategic Board. We will continue to test and learn on issues like drug use on housing estates.
35. These examples have helped inform development of the model and show the potential for wider rollout. Integrated enforcement also directly responds to the independent review's findings by:

- Reducing fragmentation and confusion around roles and responsibilities across the council and wider partnership.
 - Improving responsiveness, communication and visibility in areas where residents feel most unsafe through consistent neighbourhood working.
 - Making better use of the council's and partners' enforcement powers by combining them more effectively.
 - Smarter use of data and insight and better coordination with partners and communities.
36. The diagram in appendix 4 shows the partners that will be involved in integrated enforcement model.
37. The model is not just about enforcement it is about blending early intervention with enforcement while placing resident voice, including young people, at the heart of local action. It is about ensuring that vulnerable individuals are provided with the support they need alongside engagement with residents including young people so that their voices are central and the outcomes of the work we are doing with partners to keep them safe is shared.
38. The area action plans outlined in appendix 3 will be used not only to coordinate enforcement but to drive partnership engagement, with locally tailored responses and feedback loops for ward councillors and residents.
39. For each area, this list of delivery partners will be different and tailored to the challenges locally. The Aylesbury operation outlined below involved over 25 partners from across the council and externally. These included Police, Change Grow Live (substance misuse services), St Mungo's (street population and homelessness), London Friend (Chemsex support), Health, Hestia (trafficking and modern slavery). It also included services across the council including community safety services, housing repairs, Southwark construction, housing options, children's and adults' services including the youth justice service, communications and services for people with No Recourse to Public Funds.

Learning from the Aylesbury Estate

40. As an early response to the emerging findings of the review Southwark piloted an integrated enforcement approach on the Aylesbury Estate in May 2025, focusing on blocks with serious and persistent issues including organised crime, drug-related harm, anti-social behaviour, and vulnerability. This was a live test of the new model using shared intelligence to focus activity in a hotspot, deploying visible enforcement alongside engagement and support, and coordinating action across multiple services and partners. Over 25 organisations were involved, with over 50 staff contributing to targeted enforcement, building security, resident reassurance, and safeguarding.

41. The operation resulted in the clearance and securing of four blocks, legal enforcement against illegal occupation, and improved fire safety and housing management in seven blocks overall. It was underpinned by a structured, multi-agency tasking model from strategic oversight to daily operational coordination and demonstrated the value of joined-up, place-based working.
42. This pilot has informed the development of the borough's new community safety model. Future hotspot interventions will adopt the same principles: clear governance, shared intelligence, and integrated enforcement with tailored action plans and one-page summaries for each priority area (see appendix 3).

Benchmarking and best practice

43. To ensure the integrated enforcement approach best practice from other London boroughs was considered. This included Newham, Greenwich, Hackney and Camden. In Newham, enforcement is supported by a unified governance model and shared tasking structure, enabling faster responses and more targeted operations. Greenwich makes strong use of data and digital tools to prioritise enforcement and improve accountability. These examples demonstrate the effectiveness of integrated approaches that bring together wardens, ASB officers, regulatory services and housing teams to work collaboratively and as a flexible resource across the piece. Southwark's model draws on this learning and is shaped to fit our borough's specific needs.
44. Alongside learning from Southwark's pilot in Aylesbury and from good practice, officers have also looked at how many wardens and community protection officers in several similar boroughs, as outlined in the table below.

Borough	Number of Wardens/Officers	Enforcement Powers	Model
Camden	30 Community Safety Enforcement Officers supplemented by externally funded teams	On-street enforcement across ASB and Enviro-crime including Fixed Penalty Notices (FPNS) and Warnings, action against unlicensed skips, scaffolding and illegal street trading, etc	Financial model - reinvest income, supported by savings, to test and expand team capacity. This model also attracts external investment through match funding opportunities. Use Community Infrastructure Levy for additional officers on specific schemes such as Camden High Street trial pedestrianisation.

Borough	Number of Wardens/Officers	Enforcement Powers	Model
Greenwich	Safer Spaces Community Enforcement Officers plus a team of 9 Dedicated Estates Officers	FPNs for environmental crimes and unlicensed street trading PSPOs CPWs and CPNs	Integrated Enforcement Model
Hackney	20 Enforcement Officers 4 Enforcement Team Leaders	FPN PSPOs ASB Warnings Closure orders	Integrated Enforcement Service
Hammersmith & Fulham	Law Enforcement Team, (LET) of 72 officers 24/7 service	FPNs for a range of environmental crimes including littering, dog fouling, illegal street trading, fly tipping. PSPOs	LET conduct one multiagency operation every fortnight and use an Integrated Enforcement Model
Kensington & Chelsea	23 officers and 3 supervisors with additional officers procured from Kingdom (9 officers)	FPNs for a range of environmental crimes including littering, fly-tipping and graffiti PSPOs Warnings, CPWs and CPNs	Joint street based enforcement and community engagement approach.
Lambeth	14 Neighbourhood Enforcement Officers, 13 Estate Based Enforcement Officers and 6 environmental enforcement officers as of April 2025	FPNS for littering, dog fouling and other environmental offences and public urination PSPOs	Model under review
Newham	Team of 21 comprised of 18 Community Safety Enforcement Officers 3 Senior Safety Enforcement Officers	Crime and ASB offences Fixed Penalty Notices (FPN) for PSPO, Community Protection Notices (CPN), Community Protection Warning (CPWs)	NICE – Newham Integrated Enforcement Model (adopted from Royal Borough of Greenwich Integrated Enforcement model)
Southwark	32 Community Wardens	ASB Warnings Community Protection Warnings	Integrated Community Safety & Enforcement. Beter Bankside Team are financially

Borough	Number of Wardens/Officers	Enforcement Powers	Model
		Community Protection Notices FPNs Consulting on introduction of a PSPO Range of tenancy actions taken by Southwark Antisocial Behaviour Team and Housing officers. Environmental Enforcement Officers issue FPNs for environmental crimes.	contributed to by the Business Improvement District and the Housing Revenue Account supports Estates activity.
Tower Hamlets	64 Tower Hamlets Enforcement Officers (THEOs)	FPNS for a range of environmental crimes ASB Warnings PSPO	Intelligence led Integrated Enforcement Model Tower Hamlets also invest in 26 council funded police officers. The THEOS include a substance misuse taskforce in addition to this there are also Environmental Enforcement Officers.

45. While comparisons across local authorities are difficult because they are all structured differently this evidence further supports the move towards an integrated enforcement model, one that ensures more efficient deployment of officers, improved coordination and better value for money alongside engagement and support for residents.

Making it happen

46. The review recommends six key changes to the service delivery model: better use of shared intelligence; realigning teams to support neighbourhood working; identifying and focusing on no more than five hotspot areas; launching a real-time dashboard for decision-makers; and adopting a test-and-learn mindset. These are at the heart of the new approach and form the focus of delivery over the next three to six months. Appendix 1 sets out the actions the council will take to implement the

approach against the priorities for the partnerships' Community Safety Plan.

47. Effective engagement is central to the success of the new community safety model. The council is committed to ensuring both communities and elected members are kept informed of what is happening in their neighbourhoods. This includes:
 - **Ward level and hotspot dashboards:** these provide visibility on emerging trends, enforcement activity, and priority areas.
 - **Targeted communications:** Information is shared through regular ward newsletters and direct engagement and where intensive activity is taking place.
 - **Engagement:** through neighbourhood community meetings and estate-based interventions.
 - **Borough wide campaigns:** The recent ASB awareness week in July, saw the council working with partners to raise awareness of residents' rights and how to report concerns.
 - **Elected member briefings:** Councillors are provided with local insights and updates relevant to their wards and are engaged in ongoing development of hotspot-based action plans.
48. To support consistent delivery and shared accountability, the council is embedding a tiered governance model for community safety:
 - **Gold (Strategic):** Led by the Community Safety Partnership, with quarterly reporting and senior oversight from council and police leadership.
 - **Silver (Tactical):** Monthly multi-agency tasking meetings focused on intelligence-led prioritisation.
 - **Bronze (Operational):** Weekly local enforcement and support coordination, enabling fast, place-based action.
49. This framework ensures a clear line of sight from strategy to street-level delivery and enables flexible responses to local concerns, from estate-level crime to seasonal spikes in ASB. It also aligns with the Community Safety Partnership Plan and supports delivery of the council's wider ambition for safer, more connected neighbourhoods. With the Community Safety Partnership providing oversight and leadership for this new model as illustrated in the diagram in appendix 5.
50. In accordance with the duty of Best Value under section 3(1) of the Local Government Act 1999, the council must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, and effectiveness. This review and the resulting service model for community safety reflect the council's commitment to Best Value by aligning services more closely with community priorities, improving coordination and accountability across enforcement and prevention functions, and making more effective use of shared intelligence and resources. The new recommendations will be met

from existing departmental resources.

51. Delivering sustained improvement in community safety requires long-term thinking and a proactive approach to prevention. This includes preventative approaches and capacity to trial and test. A key task for the partnership will be securing this long-term capability, while embedding a culture of continuous improvement.

Local Community Safety Plan and Annual Strategic Crime and Disorder Assessment

52. Since the Cabinet Meeting in December 2024 where the review was requested, a refreshed Strategic Assessment, as required by the Crime and Disorder Act 1988, has been produced and will be signed off by the Local Community Safety Partnership in October alongside a new Community Safety Plan and this will be taken through the council's scrutiny process in October and then regularly as it is refreshed annually.

Policy framework implications

53. At the national level, the policy landscape is changing through the Crime & Policing Bill and Victims, Courts, and Public Protection Bill. This may have implications for the services we provide, and the tools we have at our disposal to tackle antisocial behaviour.
54. One of the six goals of Southwark 2030 is to work together towards a Safer Southwark, as safety emerged as one of the highest priority issues for Southwark residents. Consideration of this has been a key underpinning of the review.
55. The work outlined in this report also delivers against Southwark's existing Community Safety Partnership (CSP) Plan, which sets out shared priorities and a multi-agency framework for action across five thematic areas:
 - Violence against women and girls
 - Safe & Sociable estates and neighbourhoods
 - Trust and confidence in policing
 - Reducing violence and vulnerability
 - Tackling drug-related harm
56. The new service model provides a delivery framework for these priorities particularly by embedding integrated enforcement, place-based working, and improved intelligence sharing.
57. The council delivery plan committed the council to tackling antisocial behaviour. This included a financial commitment of £529,000 per annum over a four-year period, amounting to a total investment of £2.12 million to strengthen the council's antisocial behaviour task force. The funding facilitated the recruitment of seven additional Community Safety Wardens

and two CCTV operators. Further to this, the council's Fairer, Greener, Safer Delivery Plan 2022 to 2026 is committed to investing in our CCTV network. The new recommendations will be met from existing departmental resources.

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

58. Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty (PSED). This requires public bodies to consider all individuals when conducting their day-to-day work in shaping policy, in delivering services and in relation to their own employees.
59. 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.
60. 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.
61. Both crime and ASB data are closely aligned to all protected characteristics; areas with higher levels of crime and ASB are related to areas with higher health inequalities and socio-economic backgrounds. All protected characteristic groups in Southwark will benefit from an improved response to addressing antisocial behaviour but we will also consider how we can improve services to those who are disproportionately impacted by crime and ASB.
62. Implementation of the recommendations of the community safety review will include a detailed Equalities Impact & Needs Analysis. Part of the focus and rationale for the review was to ensure an improved response to those who are more likely to be disproportionately impacted by crime and ASB, including people with disabilities and those from LGBTQ+ communities. The model proposed considers areas where residents are most affected using a data driven approach.
63. There is a clear link between racial inequality and disproportionate outcomes within the Criminal Justice System and it is clear that Black, Asian and Minority Ethnic residents, particularly those from Black communities, are more likely to experience a range of negative outcomes. This is particularly acute for younger people.
64. This is an outcome of broader societal inequalities that impact on the life chances of people from Black Asian and Minority Ethnic communities. These issues include. school exclusions, deprivation, health, and career opportunities.
65. We also know that people with disabilities and those from LGBTQ+ communities are more likely to report more than one incident of ASB and the review needs to consider how the services we provide respond to this disproportionality.

Climate change implications

66. There is an opportunity to consider the impact on emissions and sustainability through the implementation review of the provision of the service. This will consider the impact of the assets used to deliver the service, for example vehicles, and opportunities to move towards more sustainable options. Use of CCTV and IT equipment will also consider the ambitions of the council's Climate Action Plan to reduce energy use and minimise waste by increasing re-use and re-purposing of equipment.

Resource implications

67. The recommendations of the review set out in this report will require dedicated resources to implement changes. This will be separate to the day-to-day business of the Community Safety Team. The cost of this is yet to be determined, however a review of the Community Safety team determine what is required and it is anticipated that this can be met within existing departmental resources.

Legal implications

68. This report's legal implications are contained in the concurrent from the Assistant Chief Executive (Governance and Assurance).

Consultation

69. Engaging communities in community safety activities is essential if we are to shape effective solutions for preventing and tackling crime and anti-social behaviour and reduce the fear of crime. The report recommendation notes that engagement and communication with residents is crucial to building trust and ensuring the community feels informed and empowered to report issues. Data and insight alongside planned hotspot activity is being shared with residents and discussed with them at the newly established neighbourhood forums.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (NBC 29/07/2025)

70. This report seeks approval agree to the council's new service model for community safety and phased delivery plan. In addition, it notes the findings of the Community Safety Review; as well as progress already made.
71. The recommendation in this report is consistent with the Council's relevant statutory duties and powers and the decision to approve that recommendation is one of a number of matters which are expressly reserved for decision to the Cabinet under Part 3C of the Council Constitution.

72. There are no significant legal implications arising from the recommendations in this report, but the Assistant Chief Executive (Governance and Assurance) and her staff will provide advice to officers on any legal and governance issues arising during the continuing development of the strategy and action plan.

73. The cabinet will need to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others in accordance with the public sector equality duty in section 149 Equality Act 2010. Reference is made to this in the “Community, equalities (including socio-economic) and health impacts” section above.

Strategic Director, Resources (FC25/003)

74. The Strategic Director of Resources (SDR) notes the recommendations to Cabinet to: take account of the findings of the Community Safety Review; approve the council's new service model and phased delivery plan for community safety; and recognise the progress made to date, including hotspot activity, expanded powers for community wardens, and operational improvements.

75. The SDR also notes that the implementation of the recommendations presented in this report will necessitate the allocation of dedicated resources, distinct from the routine functions of the Community Safety Team. Although the financial implications have yet to be determined, a forthcoming review of the team will evaluate the required resources, and it is anticipated that these can be accommodated within existing departmental budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Tackling crime and antisocial behaviour, Cabinet Report, December 2024.	Community Safety Partnerships 160 Tooley Street London SE1P 5LX	communitysafety@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Implementation Plan
Appendix 2	Community Safety Priorities
Appendix 3	Area Plans
Appendix 4	Key Partners in Integrated Community Safety & Enforcement
Appendix 5	New Governance Model

AUDIT TRAIL

Cabinet Member	Councillor Natasha Ennin, Community Safety and Neighbourhoods	
Lead Officer	Aled Richards, Strategic Director Environment, Sustainability & Leisure	
Report Authors	Stephen Douglass, Director Stronger Neighbourhoods Caroline Thwaites, Assistant Director Community Safety & Partnerships Hannah Edwards, Head of Community Protection	
Version	Final	
Dated	4 September 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		4 September 2025

Community Safety Delivery Plan

APPENDIX 1

The table below outlines the high-level actions required to embed Southwark's new Community Safety operating model, linked back to the Community Safety Plan priorities. It provides a high-level implementation framework across the next 6–12 months.

CSP Priority	Key Focus	Delivery Activity	Where	Timeline	Delivery mechanism
Safe & Sociable Estates and Neighbourhoods	Night-time safety, Public space ASB, Noise/Neighbourhood nuisance, Environment crime (litter/rubbish)	Expanded warden powers, CCTV investment, PSPO consultation, integrated enforcement and tasking better use of intelligence.	Aylesbury, Peckham, Burgess Park and Walworth hotspots alongside ongoing approach in all neighbourhoods.	Hotspot activity underway Q2 in line with the Summer Plan. Q3 – to focus on autumn nights (Halloween and fireworks ASB).	Hotspots & Neighbourhood
Reducing Violence & Vulnerability	Robbery, theft, knife crime, serious youth violence	Hotspot tasking in SE1, Peckham, Walworth and Old Kent Road, youth outreach partners, using data and intelligence.	SE1, Walworth, Old Kent Road	Q1–Q2 2025	Hotspot

Tackling VAWG & Promoting Women's Safety	Public Space Safety, Domestic Abuse, Night-time safety, Misogyny/harassment,	Women's safety centre, awareness comms,	Borough-wide,	Q2–Q4 2025	Neighbourhood
Reducing Drug Harm	Drug-linked ASB, Properties linked to cuckooing, vice and drugs	Intelligence-led enforcement, SASBU casework, coordinated tenancy enforcement Test and learn developed for enhanced work on Housing Estates	Targeted estates	From Q3 2025	Hotspot
Building Trust & Confidence	Policing visibility, engagement, standards, residents' priorities, stop and search.	Monthly ward member newsletters, quarterly neighbourhood newsletters, attendance at new neighborhood community meetings Policing Oversight Board	Borough-wide	Phased from Q3 2025	Neighbourhood
Cross cutting activity					

Theme / Component	Key Activity	Timeline	
Strategic Direction	Agree and publish revised Community Safety Partnership Plan aligned with 2030 priorities	Q3 2025	
Shared Intelligence	Launch expanded dashboard and improve neighbourhood and ward-based data sharing	Q3–Q4 2025	
Integrated community safety and enforcement	Expand integrated tasking model borough-wide including dedicated leads and internal review to ensure resources are in the right place.	Q3 2025 and ongoing	
Neighbourhood Delivery	Develop and test neighbourhood action plans in hotspot areas	First set already delivered and then ongoing.	

The table below outlines the key actions aligned to each element of the new community safety service model. It is intended to help provide clarity on how the council and its partners will deliver the review’s recommendations in practice. The table reflects the broader shift towards an intelligence-led, neighbourhood-focused, and multi-agency approach.

Component of the new service model	What will happen	Timeline / Delivery
1. Integrated enforcement with support	Neighbourhood-based model of enforcement with wraparound support and engagement with residents. Multi-skilled teams coordinate enforcement and engagement to address root causes of issues.	New operating model launched from July 2025. Area-based teams in place and operating autumn 2025.
2. Shared intelligence and insight	Crime and ASB dashboard used for real-time data and targeting. Community safety newsletter shares updates with members and residents.	Dashboard live and updated monthly; area-level insights to be embedded into newsletters from autumn 2025.

	Ward-level, neighbourhood level and hotspot data shared.	
3. Focus on priority places (hotspots)	Area Action Plans developed for up to 5 key hotspots with partners and residents. Coordination of police, council, housing and others through weekly Joint Tasking.	Initial plans published summer 2025. Joint Tasking groups meeting weekly from autumn 2025.
4. Clearer strategic governance	New ASB Strategic Board and stronger links to Safer Southwark priorities. CSP priorities aligned to Southwark 2030.	New CSP plan due October 2025. Regular updates to Overview & Scrutiny Commission.
5. Stronger community and member engagement	Ward and Neighbourhood-level communications; resident and young people's voices embedded via engagement. NTUPs (Nighttime Uniformed Patrol Service) and wardens act as a flexible visible presence. Ongoing youth and resident engagement	Engagement via newsletters from Sept 2025; NTUPs live August 2025.
6. Test and learn / adapt approach	Place-based pilots (e.g. Aylesbury) used to test new ways of working. Independent evaluation and feedback loops built into each area plan.	Ongoing. Evaluation framework under development for Q3 2025.
7. Prevention and earlier intervention	Better join-up with Youth Justice, schools, Family Early Help, Public Health and housing. Joint assessments of vulnerable young people at risk of exploitation.	Work underway with VAWG strategy team; joint panels running monthly.
8. Partnership delivery model	Flexible multi-agency teams operating by geography and theme. Partner agencies contribute based on local	Core team structure agreed July 2025; borough-wide partnership events in planning.

	need and issues (e.g. housing ASB, VAWG, mental health, VCS).	

Appendix 2: Community Safety Priorities

CSP THEMATIC	FOCUS ON	GEOGRAPHICAL	SEASONAL
Safe & Sociable Estates and Neighbourhoods (ASB)	- Night-time safety, (women safety) - Public Space ASB - Drug Related ASB - Noise/Neighbourhood Nuisance - Environment crime, litter/rubbish	Aylesbury Estate, Burgess Park, Peckham, (incl Rye Lane), North Walworth	Q2- Summer Safety Plan, Parks Plan, Estate/ASB Awareness Q3 – Autumn Nights, (Halloween/Fireworks ASB)
Reducing & preventing Violence & Vulnerability	- Robbery - Theft - Knife Crime - Serious Youth Violence	SE1, Peckham, Walworth, Old Kent Road	Q1 – Robbery/Acquisitive Crime Plan Q2 – Summer Safety, Inc Young People).
Tackling Violence Against Women and Girls (VAWG) and Promoting Women’s Safety	- Public Space Safety - Domestic Abuse - Night-time safety - Misogyny/Harassment	Peckham, Canada Water SE1 , Burgess Park , Elephant & Castle	Q2 - Summer Safety Plan Q3 – 16 days of Action/Domestic Abuse/Women Safety
Reducing Drug Related Harm	- Drug Related ASB - Properties linked to cuckooing, vice & drugs supply		
Increasing Trust & Confidence	- Visible Policing - Engagement - Priority - Internal Police Culture - Standards - Residents Priorities		

BURGESS PARK AREA PLAN

Quarter 1 | 2025-26

WHAT ARE WE TRYING TO ACHIEVE



A Welcoming Space

To make the park a welcoming and safe space for everybody to enjoy



Support Vulnerable Park Users

Multiagency approach to provide support to homeless people and people with dependency issues



Disrupt Crime

By having a visible uniform presence

WHAT WE KNOW

50

hectares

Largest park in Southwark



Highest levels of recorded crime and anti-social behaviour across all parks in the borough



Green Flag Award

WHAT YOU SAID...

What are you doing to deter crime and Anti-social behaviour in Burgess Park?

WHAT WE DID



18 CCTV cameras are monitored and recorded 24 hours a day. Faulty cameras are identified and rectified



Trees and bushes have been cut back to deter people from hiding in the bushes or for other illegal or antisocial activity



245+ Targeted Patrols looking for drug related and sexual activities

WHAT ARE WE DOING



Increased Patrols over the summer months



Reduce number of **Unlicensed Music Events**



Delivery of safe, licensed events



National ASB awareness week (30 June - 6 July) with targeted interventions and increased engagement with park users



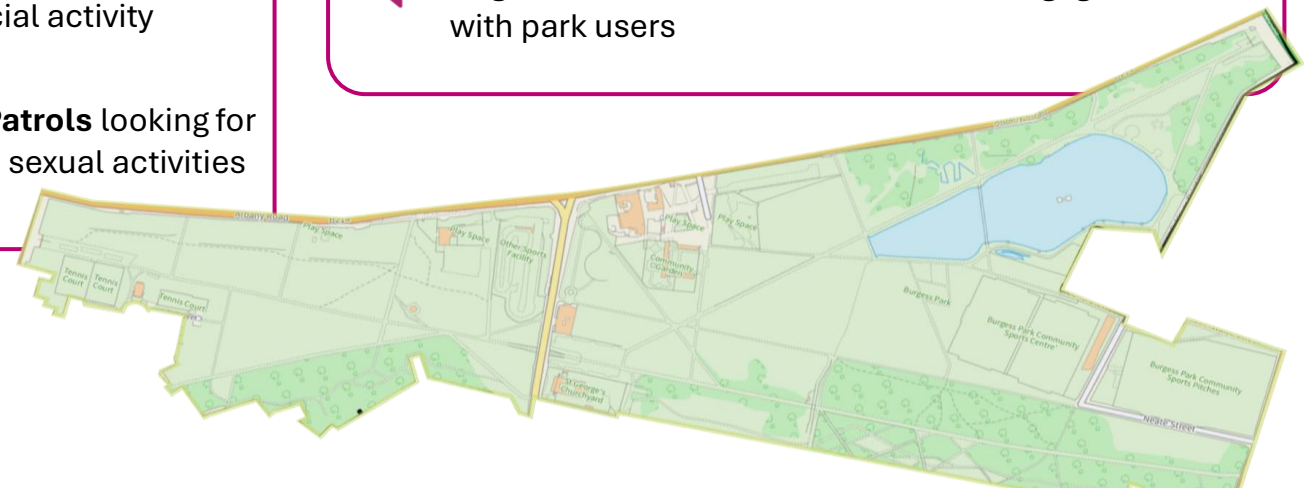
Tackling ChemSex - targeted patrols with support services



Support to rough sleeping - joint patrols with Commissioned service



Communication and Engagement with **Friends of Burgess Park**



AREA ON FOCUS

- Nursery Row Park
- Walworth Road
- Elephant & Castle

WHAT ARE WE TRYING TO ACHIEVE

- Reduce High-Harm and Volume Crime
- Address Anti-Social Behaviour (ASB)
- Work with Local Businesses to Improve Safety and Resilience
- Improve Public Perception of Safety and Trust in Policing
- Work to reduce Violence against Women and Girls (VAWG)

WHAT WE KNOW

- Identified hotspot for robbery and knife crime
- 25 Council ASB Reports
- 6 Reports with drug related issues being the highest type
- 34 Out of 51 MPS ASB reports were rowdy and inconsiderate behaviour around Walworth Road

WHAT YOU SAID...

What are you doing to make Southwark safer, cleaner and maintain its cultural entity?

WHAT WE DID

- Joint working with police, local businesses and council on women’s safety in public spaces
- Removed graffiti and detritus from footpaths and roads.
- Southwark Health Outreach programme at Latin Hub and Castle Square offers free advice and health checks to residents



WHAT WE HAVE ACHIEVED IN ONE JOINT INITIATIVE

- 3 Arrests
- 2 ASB Warnings
- 1 Criminal Behaviour Order initiated for breach of a Community protection notice
- 1 Community Protection Warning
- 1 Knife Recovered during search for a suspect
- Joint high visibility patrols by police & council wardens dedicated to robbery and phone snatching

WHAT WE ARE DOING

Business engagement
Proactive engagement with businesses jointly with Safer Business Network

Dedicated Town Centre Police Team
With 1 sergeant, 6 police officers doubling the local policing team in the area

Support services
Engagement with Street population by outreach workers and referrals made to drugs, alcohol and homeless support services

Street Lights
Installing street lights to support the East Street Market and reviewing current street lighting to ensure it is operational

AREA IN FOCUS

 **Peckham Town Centre**

 **Surrounding Housing Estates**

 **Rye Lane**

 **Peckham Square**

WHAT ARE WE TRYING TO ACHIEVE

 **Reduced Crime and Anti-Social Behaviour (ASB)**

 **Partnership Prevention**

 **Enhance Local Environment**

 **Support Local Businesses**

 **Improve Community Trust and confidence in Council Services**

WHAT WE KNOW

Peckham Ward

14th Highest for crime reporting

10th Highest for MPS ASB

7th Highest for LBS ASP reports

Peckham Rye Lane

- 4th Highest ward for crime reporting
- 4th Highest for MPS ASB
- 4th Highest ward for LSB ASB

WHAT YOU SAID...

What are you doing to :

1. Create a safer Southwark
2. Create a strong and fair economy
3. Reduce high harm crime & ASB

WHAT WE DID

 **Producing Area Character Study** for Peckham

 **Increased Patrols and CCTV** monitoring

 **ASB awareness week** focussed on Peckham square and immediate estates

 **Training and advice centres** for Safer Business Network

 **4 Peckham focussed projects** received funding through Thriving High Streets Fund

WHAT WE ARE DOING

 **11 CCTV monitoring** along Rye Lane

 Introducing **new dedicated Town Centre Police Team** in July 2025

 **Community Safety Partnership** provides a joined up approach to tackle crime and ASB

 **Disrupt drug related harm** and exploitation

 Working together with **Local Voluntary Sector** to support vulnerable residents of the area

 **Improve trust and confidence** in communities for increased reporting crime and ASB

 A **formal timed waste collection scheme** on Rye lane for Town Centre cleanliness

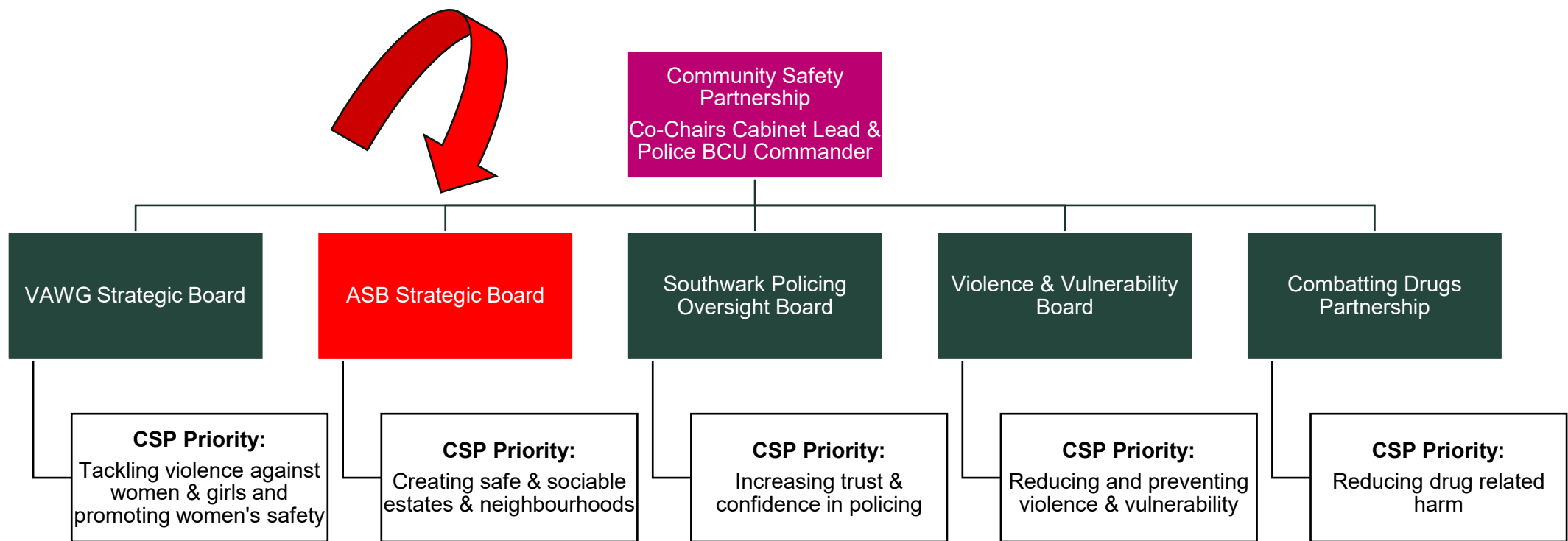
 **The Town Centre Plan** will honour Peckham's cultural heritage while introducing new homes, education, and community spaces to boost local activity and footfall.

Appendix 4: Core Delivery Partners



The list of delivery partners, both internal & external, is not exhaustive and effective engagement outside of the core group will continue to be a key success factor.

Appendix 5: New Governance Model



Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Resident Experience Plan 2025 - 2030
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

This Resident Experience Plan sets out what we will do to improve the experience of residents or businesses who contact the Council to request any service, by any channel.

We have already made significant strides in improving users' experience of our services. Residents rate their experience of using our libraries and in-sourced leisure centres very highly. It was gratifying to hear residents describe recent improvements to their experience of reporting a housing repair. This gives us confidence for the future. We can take further confidence from the implementation of a new, modern telephony system for our resident contact centre, and the launch of an improved Southwark Council website for easier access to services. Additionally, we successfully transitioned SMART telecare devices from analogue to digital ahead of schedule, ensuring our most vulnerable residents continue to get the support they need.

These are all things we can be proud of, but the results of recent independent research carried out on our behalf, including a survey of more than 6,000 residents and businesses, highlighted some key reminders for us. It reminds us of just how strongly residents' overall perception of the Council can be influenced by a single experience of requesting a service or speaking with a member of staff. This research also reminds us that residents perceive us as one Council but find that their experience of our services is sometimes more fragmented. Finally, and perhaps most importantly, it reminds us that despite all the progress of recent years, we can still do much better.

Residents told us that their top priorities when requesting a service are clarity on what will happen next and when. They want to know if there is a change or delay without having to contact us again to find out. Younger people want to be able to do more to log and track their requests online. Older people prefer the phone but don't want to be passed around from person to person. People with more complex requests want more access to face-to-face services. Everyone expects to be treated with courtesy and respect, while those contacting us at a time of crisis

expect kindness and empathy. By delivering the Resident Experience Plan, we aim to provide a consistently high-quality experience for all. Whichever Council service our residents contact, whether done so online, in person or by phone, we will set *common standards*, so residents know what they should expect.

The Resident Experience Plan builds upon strong foundations. Guided by the progress we've made, it is based on feedback from our borough's residents and businesses who have recently used our services, and the front-line staff who deliver them. The plan aligns with the overarching objectives of Southwark 2030 and the Southwark Digital Strategy. The principles laid out in this plan will apply to all council interactions, whether you are visiting one of our libraries, calling us to report a repair, or attending a ceremony.

This Resident Experience Plan has been developed by our residents, for our residents. I would like to personally thank all residents and staff who were involved and contributed to the research. Their feedback has been invaluable and will help ensure a better experience in the future.

As Cabinet member I am asking that cabinet, after consideration, to approve the Resident Experience Plan so we can proceed along the timescales set out in the report.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That Cabinet approves the Resident Experience Plan 2025 – 2030 (REP) (Appendix 1), the REP Action Plan (Appendix 2), and notes the equalities impact and needs analysis (Appendix 3) and Executive Summary from Thinks Insight & Strategy (Appendix 4).
2. That Cabinet agrees actions and priorities arising from the Resident Experience Plan.

REASONS FOR RECOMMENDATIONS

3. The previous Customer Access Strategy (2020-2024) elapsed in December 2024. During the strategy's lifespan, significant progress was made towards achieving its' main objective of channel shift. For example, the number of residents transacting with the Council via a *My Southwark* account increased by almost one hundred and forty percent over the period. This strategy was closely aligned with the Technological & Digital Strategy and the Council Delivery Plan at the time, striving towards becoming a digital first council whilst ensuring no one is left behind.
4. With the conclusion of the strategy, there was a need to review the current experience of our residents when interacting with the council and what they would like to see in the future. This was to ensure that the next iteration of the strategy was fit for purpose, and that its' objectives are current and in line with expectations of our residents and that they are achievable.

5. What emerged from the consultation was the Resident Experience Plan. This Plan was co-designed with residents, businesses and staff, exploring their needs and priorities based on their experience of engaging with Council services in the previous 12 months. Overall, residents who interact with the Council for the most widely used services that are typically simpler and more transactional (registering for council tax, waste and recycling, voter registration) have a generally positive experience. Yet, the research confirmed in some instances there was a lack of responsiveness when engaging with some services across the council. It also confirmed that all too often residents must contact the Council multiple times for the same issue.
6. Those who use and interact with less widely used services that are more complex, have a more negative experience. There is a sense from our residents that the council struggles with more complex issues especially where these span across multiple services. This, coupled with the perceived lack of responsiveness, presents a bigger problem for more 'high-stakes' resident services, those that impact most on the lives of our residents.
7. There is a wider appetite for residents to receive a more joined up approach from the council, a better digital offering for the services they access, and for staff to be more empathetic and understanding.
8. Noting the above and the other findings of the research, the Resident Experience Plan was formed. The purpose of this Plan is to transform our residents' experience of interaction with the council and its services, moving from a performance indicator driven strategy with a heavy digital focus to a plan of action, one with the resident at its heart.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

9. As opposed to the Customer Access Strategy, the REP has been developed as an action-oriented plan. The nature of the plan's orientation to action allows for clear deliverables, with transparent timescales, and success criteria. Furthermore, the action plan combined with the REP allows for the project team to implement actions quickly following approval from Cabinet. Overall, this will ensure the REP is deliverable but also its success is measurable and with clear accountability for delivery.

POST DECISION IMPLEMENTATION

10. Once the REP is approved by Cabinet, the following key activities will be delivered in the short-term. This is not an exhaustive list, we expect actions will develop over the course of the Plan delivery.

Key Activity	Target completion date
Seek Cabinet Endorsement	September 2025
Work with services to implement a detailed action plan for delivery between 2025 and 2030 and immediately begin implementation	October 2025

Key Activity	Target completion date
Utilise the Resident Experience Plan board, established in January 2025, to monitor progress of the action plan monthly.	October 2025 onwards

BACKGROUND INFORMATION

11. Southwark Council first published its Customer Access Strategy in November 2012. That strategy set out to transform how our customer services operate and took significant steps towards modernising customers' access to Council services.
12. The latest iteration of that strategy was agreed by Cabinet in December 2020. The Customer Access Strategy 2020-2024, like its predecessors, focused on becoming a digital first council, providing excellent services to residents in a cost-effective way.
13. During that period, the council has made significant strides to ensure that residents can self-serve. In the years since the 2020 Customer Access Strategy was published, the number of registered My Southwark personalised account holders has surpassed 236,000, an increase of over 136,000 over the last four years.
14. Telephony remains an important channel, especially for older residents. The number of calls to the contact centre for some high-volume services is falling. For example, the number of calls for council tax has fallen by more than half in the last decade even as the number of council tax bills issued each year has increased in line with the borough's population. Those contacting the Council via our Corporate Customer Contact Centre have seen significant improvement over the last few years, with 81% of our calls answered within 5 minutes, 6% over target. Continuing to strive for excellent customer service, the Council acquired a new and improved telephony system, which went live in April this year. The new system offers a fit-for-purpose communications solution that can deliver chat, voice recognition, AI, and digital options for our customers, as well as more effective workforce management. It is a future ready product that aligns with corporate customer and digital aspirations and the new plan will see its potential realised.
15. In October 2024, the new Southwark Council website was launched, offering a more modern and intuitive design. This included clearer and refreshed content, in-line with gov.uk best practice. The new website has made it simpler for those to seek information and support.
16. Although technological innovation remains crucial for delivering exceptional customer service to our residents, we have pivoted from being a 'digital-first' council to emphasising residents' needs. Accordingly, our approach has evolved from focusing on 'customer

access' and channels to enhancing 'resident experience', ensuring residents are at the heart of what we do.

17. The purpose of the Resident Experience Plan therefore is to enhance the experience of residents using council services and to ensure that this improved experience is consistently realised across the entire council.
18. By transforming residents' experience of interaction with the council and its services we will transition from a data/key performance indicator (KPI) driven strategy to one with the resident experience at its heart.
19. To ensure the new Resident Experience Plan is inclusive for all who interact with Southwark Council, independent research was commissioned to explore the needs and priorities of our residents. More than 6,000 Southwark residents and businesses were engaged through a mixed method approach including an online and telephone survey, in-person workshops, online focus groups, and 1-on-1 conversations, with fieldwork taking place between February and April 2025.
20. The objectives of the research were to understand how residents felt about Southwark as a place to live, and how they felt about Southwark Council. Most importantly, the research would build an evidence base including insights based on the recent experiences of those engaging with non-universal Council services that must be requested or reported, online and offline. The research closely examined seven resident journeys identified as having potential pain points. These journeys were:
 - Signing up to the Housing register (or housing waiting list)
 - Reporting a repair in a council home
 - Enquiring about a Leaseholder Service Charge Bill
 - Making a homelessness application
 - Reporting Fly Tipping
 - Reporting Noise
 - Applying for Adult Social Care.
21. The research tells us that though most residents do not often contact the Council, the majority use at least one non-universal Council service every year, with most having a positive experience when doing so. However, the experience can be less positive when things are not dealt with first time or where there is an unexplained delay. Those who live in Council homes, or who are more reliant on Council services, or whose situation is more complex, the experience is too often less positive. This plan will focus on putting those things right - with a specific focus on those resident journeys where resident satisfaction with their experience is lowest.
22. On the back of the research, we have developed the Resident Experience Plan to ensure that residents find our services accessible and responsive, creating new common standards that ensure a consistent experience whichever Council service they contact,

irrespective of channel.

23. The REP will be the 'golden thread' for the Council's transformation programmes to ensure that we will focus on;
 - Enhancing and standardising the resident experience through embedding excellent resident service with comprehensive learning and development opportunities for staff.
 - Improving the digital experience for all users.
 - Providing tailored and in-person support for vulnerable residents, ensuring their specific needs are met.
 - Continuing to improve existing infrastructures such as the contact centre and current online offerings.
 - Asking for regular feedback from our residents to check if we're getting it right.
 - Maintaining collaborative relationships with our external partners, such as the voluntary and community sector (VCS).
24. The Resident Experience Plan 2025-2030 is aligned to Southwark 2030, the Housing Improvement Plan and the Council's Digital Strategy, reflecting the Council's commitment on building a better life for our people and becoming one of the best connected, leading digital boroughs in London.
25. The REP details what we want to do to ensure the council will provide excellent and accessible services. The REP can be summarised into the four pillars that will guide the Plan and the core objectives, feeding into the accompanying REP Action Plan seen in Appendix 2:
 - Transforming Resident Experience
 - Enhanced Digital Experience
 - Responsive Resident Experience
 - Supporting Our Vulnerable Residents

The Resident Experience Plan Pillars

26. **Transforming Resident Experience:** Residents' experience of our services is already good most of the time. Culture and leisure services (leisure centres and libraries) are outstanding examples. However, there are significant variations in the quality of that experience both between and within services, irrespective of the channel used. We aim to provide a seamless and consistently high-quality service across all areas of the Council so that more residents experience the best of what we already offer. Regardless of which service residents contact —be it housing, waste collection, or libraries — they should receive the same standard of care, professionalism, and responsiveness.
27. **Enhanced Digital Experience:** Use of digital channels has increased, and demand for more and better online access to services will continue to rise in the future. We aim to enhance our digital services to meet demand from residents for a more responsive and interactive experience when requesting services online. Our decisions will be

community-focused, keeping residents at the heart of everything we do. Our Resident Experience Plan will align with the Technology & Digital Strategy (2024-26), striving to make Southwark one of the best-connected and leading digital boroughs in London.

28. **Responsive Resident Experience:** Too many residents must contact us too often when requesting a service. The REP enshrines fulfilling promises to residents by ensuring easier and more responsive access to services through any channel, so they know what will happen next and when. We will build our resident experience approach through listening and acting on feedback, aiming for a “one council”, seamless service regardless of how residents engage with the council.
29. **Supporting our Vulnerable Residents:** This plan includes actions for Southwark to make its services accessible to all residents, particularly those who are most vulnerable or whose situation is more complex and for whom face to face options could be most suitable. The plan will ensure that information and communications are tailored to individual needs, and by further training staff to effectively support individuals with diverse requirements
30. Whilst the REP is a five-year plan, the work to improve resident experience across services will begin immediately. Over the next 12 months, our commitments are to;
 - Launch the Resident Experience Plan, embedding the pillars and resident standards within staff communications and learning and development material, highlighting the council’s commitment to improving resident experience.
 - Utilise new technology to improve resident experience within the Customer Contact Centre. We will be exploring the use of AI with voice recognition and web chats, also implementing a call-back function to help reduce our call-wait times.
 - Work closely with the services identified in the research to improve resident experience in person, by phone, or online, identifying quick wins over the next 12 months to ensure the resident experience is smoother, striving for the joined-up approach residents expect from their council.
 - Review our face to face offers across our neighbourhoods and look at options within the borough to provide support to those who need support accessing our services, exploring options such as assisted self-serve.
31. The Plan will seek to strengthen resident relationships through incorporating feedback through co-design, enhancing the current digital offering, whilst strengthening our traditional engagement methods of face-to-face contact for our most vulnerable residents.
32. The Resident Experience Plan also introduces our new Resident Promise. This promise outlines a series of resident standards, which set out the expectations residents should have when engaging with our services on any channel. These standards will be embedded

throughout the council, integrated into training material and individual work plans. This ensures that all council employees understand our priority in providing excellent resident service to all residents, maintaining consistency and high quality with every interaction.

33. The REP is also accompanied by the REP Action Plan. This Action Plan, guided by the pillars and core objectives, will reference council-wide actions for improving resident experience. The REP Action Plan will also set out more detailed plans for improving the resident journeys that were the focus of the research. A new REP Board will work collaboratively with these services throughout the period to oversee and monitor delivery of the service improvements specified in the Action Plan.
34. The new Plan also continues to meet the requirements of Equality Duty 2010, which requires public bodies to publish relevant, proportionate information annually demonstrating their compliance with Equality Duty.

KEY ISSUES FOR CONSIDERATION

35. The Resident Experience Action Plan will be the corporate mechanism for coordinating and monitoring projects resulting from this Plan across the council as delivered by service areas.

Policy framework implications

36. The Resident Experience Plan supports the Council Delivery Plan in making our borough fairer, greener and safer for all our residents. The development of the Resident Experience Plan, and the monitoring of it, supports the CDP in transforming the borough.
37. Closely aligned with Southwark 2030, the Resident Experience Plan will support the three core principles included within the strategy:

Reducing Inequality: The Southwark 2030 strategy states that promoting equality is essential in ensuring that everyone has the opportunities and resources needed to thrive. By creating simple, easy access to our services for all our residents, most notably our most vulnerable residents, we ensure that no one is left behind.

Empowering People: We worked closely with our residents to co-design this Resident Experience Plan to ensure it captures their wants and needs from their council. We will continue to engage with our residents throughout the lifespan of this Plan to make sure we get it right.

Investing in Prevention: By engaging with our residents throughout the design process, we encouraged them to consider their expectations and priorities for the future. This will allow the voices of those who directly interact with the council to be captured in the Resident Experience Plan

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

Community impact statement

38. The Equality Act 2010 requires public authorities to have due regard to specific equality considerations when exercising their function. This process may be informed by an equality analysis.
39. Pursuant to section 149 of the Equality Act 2010 Southwark Council has a duty to have due regard in its decision-making processes the need to:
 - (a) Eliminate discrimination, harassment, victimization 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.
40. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equality Duty also applies to marriage and civil partnership but only in relation to (a) above.
41. As the REP is far reaching spanning the entire organisation, for all major existing and future resident experience projects, service areas will be required to carry out equality analysis to fully understand how various parts of our communities will be affected by the introduction of redesigned services and relevant service improvement projects. The Equality and Health Impact Assessment is set out in Appendix 3.

Equalities (including socio-economic) impact statement

Health impact statement

42. We will ensure that the Resident Experience Plan promotes healthy outcomes for our residents and staff.

Climate change implications

43. We will ensure that wherever possible strategic and underpinning operational objectives are consulted upon and agreed. Developments to new ways of working will be considered to achieve our climate change and Net Zero commitments.

Resource implications

44. The financial implications arising from the action plan are currently being reviewed and it will be determined what can be met from existing budgets. Any actions arising which have resource implications will be subject to a separate decision-making process.

Consultation

45. In January 2025, the approach for co-design with residents and staff as part of the development of the REP was agreed at the Strategy & Policy Board. To support the agreed approach, Southwark Council commissioned Thinks Insight and Strategy, a research consultancy, to lead a comprehensive research project aimed at understanding residents' and service users' current perceptions of resident interactions with the council.
46. A borough-wide online survey was launched to gather quantitative insights into residents' and residents' experiences, with a particular focus on identifying areas of dissatisfaction. To ensure inclusivity and avoid digital exclusion, a complementary telephone survey was conducted, targeting residents on lower incomes and older age groups. Together, these surveys captured responses from over 6,000 residents, businesses, and other Southwark Council customers.
47. In parallel, a series of workshops and focus groups were held to gather qualitative insights from residents, businesses, those who live in Council homes, other service users, and representatives of our voluntary community and faith sectors. These sessions focused mainly on seven resident journeys identified as having significant pain points. Participants were invited based on recent interactions with the council, providing a valuable opportunity to explore what was working well and what could be improved, based on lived experience.
48. The findings from this research have informed the development of the REP and serve as a benchmark for measuring resident satisfaction. To track progress, regular surveys will be conducted after the REP is implemented, enabling the council to measure improvements against the Spring 2025 baseline.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (CM 11.08.25)

49. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do. This power can be used even if legislation already exists that allows a local authority to do the same thing.
50. The recommendations outlined in this report falls within the scope of activities that the Council can carry out under the general power of competence.
51. The Cabinet will need to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others in accordance with the public sector equality duty in section 149 Equality Act 2010. Reference is made to this in the "Community, equalities (including socio-economic) and health impacts" section above and an

equalities impact and needs analysis has been carried out which the Cabinet should take account of in their decision.

Strategic Director, Resources (CF25/105)

52. The Strategic Director of Resources notes the recommendations outlined in this report and that there are no specific additional resource requirements at this stage.
53. As the Resident Experience Plan progresses, resource implications will be continuously assessed and reported to ensure appropriate oversight and planning.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Customer Access Strategy 2020-2024 Appendix 1 Corporate Customer Access Strategy Final.pdf	Council offices 160 Tooley Street London SE1 2QH	Dominic.Cain@Southwark.gov.uk
Technology & Digital Strategy 2024-2026 Appendix 1 Southwark Council Technology and Digital Strategy 2024 - 2026.pdf	Council offices 160 Tooley Street London SE1 2QH	Dionne.lowndes@southwark.gov.uk
Southwark 2030 Appendix 1 - Southwark 2030 strategy.pdf	Council offices 160 Tooley Street London SE1 2QH	Rhona.Cadenhead@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Resident Experience Plan 2025 – 2030
Appendix 2	Resident Experience Action Plan
Appendix 3	Equality & Impact Analysis REP
Appendix 4	Thinks Insight & Strategy Executive Summary
Appendix 5	Resident Experience Plan – Final Design

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance		
Lead Officer	Clive Palfreyman, Strategic Director of Resources		
Report Author	Dominic Cain, Director of Customer & Exchequer		
Version	Final		
Dated	4 September 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			4 September

APPENDIX 1

Foreword

COUNCILLOR STEPHANIE CRYAN

CABINET MEMBER FOR EQUALITIES, DEMOCRACY & FINANCE

This Resident Experience Plan sets out what we will do to improve the experience of residents or businesses who contact the Council to request any service, by any channel.

We have already made significant strides in improving users experience of our services. Residents rate their experience of using our in-sourced libraries and leisure centres very highly. It was gratifying to hear residents describe recent improvements to their experience of reporting a housing repair. This gives us confidence for the future. We can take further confidence from the implementation of a new, modern telephony system for our customer contact centre, and the launch of an improved Southwark Council website for easier access to services. Additionally, we successfully transitioned SMART (Southwark Monitoring and Response Team) telecare devices from analogue to digital ahead of schedule, ensuring our most vulnerable residents continue to get the support they need.

These are all things we can be proud of, but the results of recent independent research carried out on our behalf, including a survey of more than 6,000 residents and businesses highlighted some key reminders for us. It reminds us of just how strongly residents' overall perception of the Council can be influenced by a single experience of requesting a service or speaking with a member of staff. This research also reminds us that residents perceive us as one Council but find that their experience of our services is sometimes more fragmented. Finally, and perhaps most importantly, it reminds us that despite all the progress of recent years, we can still do much better.

Residents told us that their top priorities when requesting a service are clarity on what will happen next and when. They want to know if there is a change or delay without having to contact us again to find out. Younger people want to be able to do more to log and track their request online. Older people prefer the phone but don't want to be passed around from person to person. People with more complex requests want more access to face to face services. Everyone expects to be treated with courtesy and respect, while those contacting us at a time of crisis expect kindness and empathy. By delivering the Resident Experience Plan, we aim to provide a consistently high-quality experience for all. Whichever Council service you contact, whether you do so online, in person or by phone, we will set *common standards* so you know what you should expect.

The Resident Experience Plan builds upon strong foundations. Guided by the progress we've made, it is based on feedback from our borough's residents and businesses who have recently used our services, and the front-line staff who deliver them. The plan aligns with the overarching objectives of Southwark 2030 and the Southwark

Digital Strategy. The principles laid out in this plan will apply to all council interactions, whether you are visiting one of our libraries or calling us to report a repair or attending a ceremony.

This Resident Experience Plan has been developed by you, for you. I would like to personally thank all residents and staff who were involved and contributed to the research. Your feedback has been invaluable and will help ensure a better experience in the future.

Our Vision

For residents contacting the Council to request a service or to report an issue, the quality of the experience matters just as much as the speed of response and often matters more. Our vision is to transform our residents' experience of interaction with the council and its services, moving from internal performance targets driving the strategy, to one with the resident at its heart.

The Resident Experience Plan is a plan for our residents, setting out clearly the measures Southwark Council are taking to improve their resident experience – especially for those journeys that matter most to residents and where they tell us that the need for improvement is greatest. We will make sure that access to all our council services is simpler for all residents, enable self-service where possible and offer alternative options for those who need it the most.

The Plan will serve as the 'golden thread' running through the entire Council, leading to a consistent and high-quality experience for all our residents regardless of how they access our services. Closely aligned with the council wide strategy, Southwark 2030, the Resident Experience Plan will support the three core principles included within the strategy:

- **Reducing Inequality:** The Southwark 2030 strategy states that promoting equality is essential in ensuring that everyone has the opportunities and resources needed to thrive. By creating simple, easy access to our services for all our residents, most notably our most vulnerable residents, we ensure that no one is left behind.
- **Empowering People:** We worked closely with you, our residents, to co-design this Resident Experience Plan to ensure it captures your wants and needs from your council. We will be continuing to engage with our residents throughout the lifespan of this Plan to make sure we get it right.
- **Investing in Prevention:** By engaging with our residents throughout the design process, we encouraged them to consider their expectations and priorities for the future. This will allow the voices of those who directly interact with the council to be captured in the Resident Experience Plan

Your Views

Southwark Council conducted consultation research with over 6,000 residents and businesses, exploring their needs and priorities based on their experience of engaging with Council services in the previous 12 months.

The research was conducted between February and April 2025 to understand and gain insight into the experience of those with recent experience of using Council services. Residents and businesses were engaged using multiple methods including an online and telephone survey, in-person workshops discussions, online focus groups, and 1-on-1 conversations.

The specific objectives of the research were to:

- Understand what it was like for residents to contact and use services they have requested, rather than looking at the service itself or the result of their request.
- Understand recent experiences of engaging with services, both online and offline, through seven resident journeys identified as having potential problems in resident experience. These journeys were:
 - Signing up to the Housing Register (or housing waiting list)
 - Reporting a repair in a council home
 - Enquiring about Leaseholder Service Charge Bills
 - Making a homelessness application
 - Reporting Fly Tipping
 - Reporting Noise
 - Applying for Adult Social Care
- Gain actionable insights – such as identifying barriers to accessing services - that can inform Southwark Council's plan, with recommendations that guide strategy and actions.

Learning from the research tells us that though most residents do not often contact the Council, the majority use at least one non-universal Council service every year, with most having a positive experience when doing so. However, the experience can be less positive when things are not dealt with first time or where there is an unexplained delay. For those who live in Council homes, or who are more reliant on Council services, or whose situation is more complex, the experience is too often less positive. We also know that those that do contact the council often have to contact us multiple times regarding the same issue. Residents do not want to have to make these repeat requests and dealing with such requests is costly for the council. This plan will focus on putting those things right - aiming to reduce the avoidable contacts, with a particular focus on those resident journeys where resident satisfaction with their experience is lowest.

Our Promise

We've developed a series of promises to you, our residents, to make sure you get the quality service you expect. These promises are here to ensure your experience with us is consistent, reliable, and based on trust.

1. When you contact us to request a service, by any channel, we should let you know what you should expect to happen next and when
2. You will be kept up to date on the progress of your request without having to contact us again
3. We will take ownership of your request, ensuring you're either called back, connected to the right service, or guided appropriately if the Council cannot assist.
4. Whenever you reach out to us, for any reason, you can expect a warm and courteous response. We will listen with respect, trust your experience, and respond with understanding.
5. We will be empathetic and understanding of your personal situation – especially when you are contacting us at a moment of crisis
6. We will be clear on how to contact us about an issue and what the Council can and cannot do to help
7. We will make it easier for you to provide feedback after you contact us for any reason or by any channel.
8. Where we fail to live up to our standards we should apologise and put things right quickly

Our Expectations of You

While we endeavour to improve our resident experience delivery, we believe that delivering an excellent resident experience is a shared responsibility. While we are committed to providing clear, timely, and respectful service, we also ask that our residents engage with us in a constructive and polite manner. This includes treating staff with respect, providing accurate information, and using the appropriate channels to raise queries or concerns.

In line with Southwark Stands Together, we are committed to a culture of dignity, inclusion, and respect. We also enforce a Zero Tolerance Policy for violence, aggression, or discriminatory behaviour towards staff. Any form of abuse—verbal, physical, or written—will not be tolerated.

We encourage residents to take an active role in helping us improve. Sharing feedback—both positive and critical—enables us to learn and adapt. We also ask that residents allow us reasonable time to respond, especially during periods of high

demand. By working together with mutual respect and understanding, we can ensure a more consistent and positive experience for everyone.

How are we going to deliver this?

The Resident Experience Plan will be driven by four key pillars:

- Transforming Resident Experience
- Enhanced Digital Experience
- Responsive Resident Experience
- Supporting our Vulnerable Residents

These pillars, along with our key objectives, will ensure that Southwark will provide excellent resident service, accessible to all.

Pillar 1 - Transforming Resident Experience

We aim to provide a seamless and consistently high-quality service across all areas of the Council. Regardless of which service residents contact — be it housing, waste collection, or libraries — they should receive the same standard of care, professionalism, and responsiveness. The new standards are designed to create and uphold consistency, ensuring that every interaction reflects our commitment to deliver good resident experience. External organisations or parties delivering services on the Council's behalf will also be expected to meet these standards and will be held accountable if they fall short. While residents recognise the broader challenges the Council faces, their perceptions are often shaped by their personal experiences—whether using a service or speaking with a member of staff. We will continuously identify opportunities for improvement, using resident feedback to inform and enhance our approach. Transparency and accountability will remain central to our principles, with performance data published openly to build trust and demonstrate our commitment to service excellence.

Objective 1: Launch the council's commitment to improving the resident experience

- We will conduct a series of reviews into the key service areas explored in the research, looking to deliver improvements in resident experience from beginning to end.
- We will review our current training packages, looking to develop a new resident standards-based package for all front-facing staff.

Pillar 2 - Enhanced Digital Experience

We aim to enhance our digital services while ensuring digital inclusion for all Southwark residents. Our decisions will be community-focused, keeping residents at the heart of everything we do. Our Resident Experience Plan will align with the Technology & Digital Strategy (2024-26), striving to make Southwark one of the best-

connected and leading digital boroughs in London. In doing so, we will explore the opportunities to improve resident experience throughout Council services by developing and implementing modern digital and technological solutions where they can support both front-facing and back-office processes.

Objective 2: Improve resident experience by embracing new technology

- Working closely with our Technological & Digital Service, we will map digital engagement and identify opportunities for improvement to enhance the resident experience, prioritising areas where changes will have greatest impact on improving resident experience
- We will review how technology could improve access to services, whilst exploring how technology could improve our internal processes, increase the capacity of our officers and focus our resources on those who need them the most.

Pillar 3 - Responsive Resident Experience

Ensuring this plan enshrines fulfilling promises to residents and ensuring prompt access to services. We will ensure that clear resident communication is in place and progress updates are established for all, particularly regarding significant capital projects occurring in the borough. We will build our resident experience approach through listening and acting on feedback, aiming for a “one council”, seamless service regardless of how residents engage with the council. We aspire to provide consistent experience across all channels and learn from any failings.

Objective 3: Work with the services identified in our research to improve the resident experience

- We will develop more readily available information about the services in Southwark Council and what they do
- We will produce new directories of services to enable faster and easier signposting for getting in touch with relevant services
- We will work with services to deliver on a consistent aftercare process, following residents engaging with services, ensuring enquiries have been successfully resolved and provide an opportunity to give feedback on experiences

Pillar 4 - Supporting Vulnerable Residents

This plan includes actions for Southwark to make its services accessible to all residents, particularly those who are most vulnerable. The plan will ensure that information and communications are tailored to individual needs, and by further training staff to effectively support individuals with diverse requirements. Where appropriate, staff will be empowered to make reasonable adjustments, with particular focus on creating an environment where residents feel valued, respected, and supported.

Residents have made it clear that they value and benefit from face-to-face contact with the Council, particularly where those interactions are more complex and where they may need more support. There are opportunities to explore the potential for co-location within our Libraries and/or Leisure Centres.

Objective 4: Review and pilot our face-to-face offer across key services

- We will conduct a wider review of accessibility to our services in our neighbourhoods through working with our Voluntary Community Sector partners, ensuring those most vulnerable residents have equal access to council services.
- We will explore options for delivering a face-to-face service from multiple sites around the borough and the potential for assisted self-service access points, particularly for those in the borough who need them most. We will work with Libraries and other community-based settings to ensure any face-to-face services can be accessed in all neighbourhoods and support the sharing of information on services.
- We will look to build on our Cost of Living and Neighbourhood Touchdown events, delivered since 2020, to develop a plan for our residents.

Measuring our success

The Resident Experience Plan has been developed so we can measure whether we have been successful in improving the resident experience in Southwark Council.

We will be measuring success across the council with a variety of methods, with some clear improvements using feedback directly from the resident.

18 months after the launch of the Resident Experience Plan, we will conduct a similar piece of research as conducted in Spring 2025, understanding the views of residents engaging in council services and how they have changed. This will then be conducted regularly until 2030.

- **We aim to increase residents' satisfaction with their interactions with the Council by 33%, by 2030**

By improving resident experience, we expect to reduce the number of complaints and enquiries from Members (recognising that Member enquiries take many forms that sometimes include passing on complaints about services on behalf of residents), as residents' needs and expectations are more widely met. We will also be measuring our performance to ensure continuous development in key services.

- **We would aim to see a 30% reduction in the number stage 1 and stage 2 complaints and member enquiries, reducing the frequency with which complaints proceed to Stage 2**

- **We will respond to all stage 1 complaints within 10 working days and stage 2 complaints within 15 working days**
- **We will adhere to the statutory standards we much achieve, by responding to Freedom of Information Requests (FOIs) within 20 working days and Subject Access Requests (SARs) within 1 month.**
- **We will strive for resident satisfaction for those visiting our Service Point to be above 95% and 98% of users seen within 10 minutes**

With the planned improvements, we would expect to see satisfaction increase with the central contact centre, where most resident engagement by phone begins.

- **We would aim to see a 10% increase in satisfaction in the contact centre**
- **We will aim to answer 70% of all your calls within 5 minutes**
- **We will aim to keep avoidable contacts below 25%**

With our targeted approach to the seven key resident journeys, we will consistently review progress on improvement. We will further look to include other potential pain points as they emerge over the course of the plan.

To ensure we are monitoring the success of the plan we will establish a structure of governance around the success criteria. This will ensure that the services report on progress and are held accountable to achieving success in improving resident experience.

Accompanying the Resident Experience Plan will be a detailed action plan, within which there will be specific tasks focused on reviewing progress on a regular basis to ensure the Resident Experience Plan remains live and focused on delivering our key actions.

The Resident Experience Action Plan 2025-2030 **APPENDIX 2**

This Resident Experience Action Plan outlines Southwark Council's approach for enhancing resident experience for those engaging with the Council and its services. The Council prioritizes improving resident experience across all services, and the implementation of the Action Plan will commence immediately. Over the next 12 months, the commitment will be to:

1. Transform the Resident Experience

By autumn 2025, we will have launched the Resident Experience Plan, collaborating with our Communications Team to highlight the council's commitment to enhancing resident experience when engaging with Council Services.

We will review our current training packages, looking to develop a new customer standards-based package for all front-facing staff.

2. Enhance the Digital Experience

We will be working hard to continue our improvements with our customer contact centre, utilising new technological enhancements to do so.

By March 2026, we will have piloted the use of AI with voice recognition and web chats, also implementing a call-back function to help reduce our call-wait times.

3. Create a Responsive Resident Experience

We will be working closely with the services identified in the research to improve the resident experience.

Using resident and staff feedback, we will be identifying the quick wins over the next 12 months to ensure the resident experience is smoother, striving for the joined-up approach residents expect from their council.

4. Support our vulnerable residents

Within the next 12 months, we will be reviewing and piloting our face-to-face offer across all services.

We will review over face to face offer across our neighbourhoods and look at options within the borough to provide support to those who need support accessing our services, exploring options such as assisted self-serve.



APPENDIX 3

Equality Impact and Needs Analysis: Resident Experience Plan 2025-2030

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departamental/service business plans. These will be placed on the

website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering implications arising from socio-economic disadvantage, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a policy commitment to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering impacts/needs arising from socio-economic disadvantage in all equality analyses, not forgetting to include identified potential mitigating actions. **The Council has adopted the Socio-Economic Duty as part of its overall equality, diversity and inclusion policy commitments in the Southwark Equality Framework.** This requires us to ensure we do not make any conditions worse for those experiencing socio-economic disadvantage through our policies and practices.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates		Resident Experience Plan 2025-2030			
Equality analysis author		Lauren Stocks - Strategy & Compliance Team Leader, Customer & Exchequer Services, Resources			
Strategic Director:		Clive Palfreyman			
Department		Resources	Division		Customer & Exchequer Services
Period analysis undertaken		January 2025 – September 2025			
Date of review (if applicable)		16 September 2025			
Sign-off	Dominic Cain	Position	Director of Customer & Exchequer Services	Date	16/09/2025

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

1.1 Brief description of policy/decision/business plan

This Equalities Impact and Needs Analysis (EINA) assesses the impacts (individual and cumulative) of Southwark's Resident Experience Plan 2025-2030 that will provide a framework and plan for improving resident access and the quality of resident service for all resident interacting with Southwark Council.

The intention of this Resident Experience Plan (REP) is to have a positive impact on all protected characteristic groups by improving access and resident service for all residents who interact with the council, no matter how they chose to contact us.

Southwark Council first published its Customer Access Strategy in November 2012. That strategy set out to transform how our customer services operations and took significant steps towards modernizing how customers access services in Southwark.

The latest iteration of that strategy was agreed by Cabinet in December 2020, as part of the council's strategies. The Customer Access Strategy 2020-2024 focused on becoming a digital first council, providing excellent services to residents in a cost-effective way. The EINA was completed in 2020 in line with relevant guidance and was approved alongside the strategy.

While technological innovation continues to be important for providing excellent customer service for our residents, our focus has shifted from being a 'digital-first' council to prioritizing the resident in our approach. Consequently, we have adjusted our approach from 'customer access' to 'resident experience'. Thus, we have developed the Resident Experience Plan.

The aim of the REP is to improve the experience of our residents engaging with council services and that the improved experience is consistent council-wide. The Council wants to transform its residents' experience of interaction with the council and its services, moving from a data/key performance indicator (KPI) driven strategy to one with the resident experience at its heart.

On the back of the research, we have developed the Resident Experience Plan to ensure that residents will have choice in how they interact with the council, but they will have a consistent approach throughout. The Plan seeks to improve access for our residents, making it easier for all who wish to contact the council.

The REP explains detailed what we want to do to ensure the council will provide excellent and accessible resident services. The REP can be summarised as:

- Transforming Resident Experience
- Enhanced Digital Experience
- Responsive Resident Experience
- Supporting Our Vulnerable Residents

The Plan will seek to strengthen resident relationships, enhance the digital offering, whilst strengthening our traditional engagement methods of face-to-face contact for our most vulnerable residents.

The Plan was built on the feedback we received from our residents, businesses and colleagues within the Council. A large component of feedback we received was from the borough-wide survey that was held in late March 2025. Residents and businesses were invited to take part in the survey via email, of which over 5,946 residents took part in the survey. This online survey was supplemented by a telephone survey, aimed at those who are less likely to be using digital council services. Combined, 6,046 residents were

consulted as a part of this research. Thinks Insight & Strategy, the company who carried out the survey, analysed the data and determined that compared to the Census data, the sample skews younger and female. Respondents are also less likely to be employed and more likely to report having a disability. Aside from this, the sample is broadly consistent with data from the 2021 census. Information captured from this research will be featured in this EINA.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	All internal (officers and councillors) and external residents (residents, communities, businesses, partners and visitors to the borough).
Key stakeholders were/are involved in this policy/decision/business plan	The Leader, The Chief Executive, Strategic Director for Resources, Cabinet Member for Equalities, Democracy and Finance, Corporate Management Team, Cabinet, Overview & Scrutiny Committee, Strategy & Policy Board, Directors in all departments, Officers from all departments of the council.

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 disadvantage.

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.

The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages, as the main aim of the REP is to improve access to our services across all channels, telephone, online and face to face.

Southwark is a young borough, according to census data the average age of a Southwark resident is 32-33 years old, lower than the average for London (35 years) and seven years younger than the average for England (40 years).

We know that our younger residents are more likely to access our services online and wish to do so, compared to those aged 55+ who are more likely to contact the council via the telephone. From the REP survey conducted in March 2025, younger residents are much less likely to have contacted the council via telephone channel – 38% of 18-34-year-olds say they have not used this channel compared to 24% of those aged 55+.

Within the REP, there is commitment to improving our resident experience across all channels. In the REP Action Plan, second pillar relates to enhancing our digital offer. Aligned with the Southwark Digital Strategy,

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

We know that people of all ages of those from a lower socioeconomic background use the telephone to contact the council. Within the survey conducted in March 2025, those with a lower socioeconomic background are more likely to have used the channel compared to those who are higher socioeconomic background.

Therefore, the improvement planned across all channels (online, telephone, face to face) will be beneficial for all residents.

approved in March 2024, we will be reviewing how technology could improve access to our services and therefore customer experience via pillar 2: People Powered Digital Experience. This pillar emphasises the empowering residents through self-service, enhancing the website and implementing virtual assistance and chatbots. Whilst we are committing to improve our online services, we are also utilising technology to improve our customer contact centre for those who prefer to use this channel of communication. From the Resident Insight Survey (a survey ran by Southwark Council every 6 months) out of those who contacted the council within the last 12 months, 51% of those did so via telephone. Considering we know that a significant proportion of these residents will be over 55+, the council is committed to improving this channel and would therefore have a positive impact for this age group. This includes piloting the use of a call-back function to help reduce our wait times for those who contact the council this way.	
Equality information on which above analysis is based	Socio-Economic data on which above analysis is based
How life has changed in Southwark: Census 2021 Appendix 2: Equality and Health Impact Assessment Technology and Digital Strategy 2024 - 2026 Southwark Council: Customer Experience Research Report, Thinks Insight & Strategy, April 2025.	Southwark Council: Customer Experience Research Report, Thinks Insight & Strategy, April 2025.
Mitigating and/or improvement actions to be taken	
As Southwark makes improvements to our online services, we will ensure that those in the older age groups are still able to contact the council using traditional methods such as face to face and telephone support. The main objective for the REP is to improve resident experience across all channels. The on-going work to enhance the digital experience for our residents, which will improve the experience for our younger residents, is running simultaneously with improvements to the contact centre, which our older residents are more likely to use. In addition, the REP is committed to reviewing our face to face offer across our neighbourhoods to those who need support.	

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.

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.

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)
The Resident Experience Plan aims to improve the experience of all residents when they contact our council, no matter how they contact us. 8.2% of Southwark residents identified as being disabled. However, we know that according to our Resident Insight Survey, 57% of those who contact the council in the last 12 months identified as having a disability. Therefore, ensuring our council is accessible to all, by every contact method, is essential. The Resident Experience Plan explored seven resident journeys that has a high level of interaction with our residents. One of these journeys was access to Adult Social Care, of which those who completed the survey who indicated they accessed this service, 49% of which stated they were disabled. In light of this feedback, we have worked closely with Adult Social Care and the Digital Inclusion Team to ensure that the Resident Experience Plan and it's accompanying action plan is tackling accessibility. The Plan is aligned with the Southwark Digital Strategy, ensuring that all work towards improvement of Resident Experience will; • adhere to WCAG (Web Content Accessibility Guidelines) standards to ensure digital content is perceivable, operable, and understandable for all users • incorporate features such as alternative text for images and sufficient colour contrast to enhance accessibility • ensure compatibility with assistive technologies such as screen readers, voice recognition software, and magnification tools • provide clear instructions and intuitive navigation to facilitate ease of use for individuals with disabilities We are also working towards ensuring that all methods of contact with the council remain accessible to all. For example, the Resident Experience Plan will capture the improvements made to the Customer Contact Centre, reducing the wait times so that our residents can reach us quickly. We will also be reviewing our face to face offer for our services. Appropriate risk assessments for this method of contact will be in place to ensure any face to face	Disabled people often experience significant socioeconomic inequalities, facing disadvantages in employment, income, education, and access to resources, which can lead to a higher risk of poverty and poorer health outcomes. By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to our disabled residents.

methods of contact between resident and council is completed by the relevant service.	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
How life has changed in Southwark: Census 2021 Southwark Council: Customer Experience Research Report, Thinks Insight & Strategy, April 2025.	Disabled people People's Health Trust
Mitigating and/or improvement actions to be taken	
As Southwark makes improvements to our online services and reviewing our face to face offer, we will ensure that those who have a disability are still able to contact the council using the method that they wish. The main objective for the REP is to improve customer experience across all channels. The on-going work to enhance the digital experience for our residents will be done so with accessibility in mind. This work is running simultaneously with improvements to the contact centre, ensuring those who need to get in touch with us can do so quicker. In addition, the REP is committed to reviewing our face to face offer across our neighbourhoods to those who need support, the appropriate risk assessments will be completed by the lead service.	

Gender reassignment: - The process of transitioning from one gender to another. 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.	
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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aims to review access to our services across all channels, telephone, online and face to face. About 1 in 80 residents of Southwark have a different gender identity from their sex at birth. With improving the Resident Experience of the services our residents access, we don not envisage any negative impact for residents based on their gender identity or those who going through gender reassignment.	By improving resident experience for all our residents, ensuring our contact methods are accessible for those who need additional support, we will to be able to provide more support to all our residents.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based

Southwark Census data 2021 Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, Plus (LGBTQIA+) Health and Wellbeing	Southwark Census data 2021
Mitigating and/or improvement actions to be taken	
None at this point. Will be reviewed as appropriate.	

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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aims to review access to our services across all channels, telephone, online and face to face. With improving the Resident Experience of the services our residents access, we do not envisage any negative impact for those who are married or in a civil partnership.	By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Southwark Census 2021	Southwark Census 2021
Mitigating or improvement actions to be taken	
None at this point. Will be reviewed as appropriate.	

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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aim to review access to our services across all channels, telephone, online and face to face. With improving the Resident Experience of the services our residents access, we don not envisage any negative impact for those who are pregnant or on maternity.	By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will to be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Southwark Census 2021	Southwark Census 2021
Mitigating and/or improvement actions to be taken	
None at this point. Will be reviewed as appropriate.	

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)
Southwark is an incredibly diverse borough. According to Census data, 51.4% of residents identified within the "White" category, while 25.1% identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category. The percentage of people who identified their ethnic group within the "Asian, Asian British or Asian Welsh" was 9.9% in 2021. The research that was carried out for the Resident Experience Plan in March 2025 documented ethnicity of those who responded to the survey and is reflective of the statistics above. With improving the Resident Experience of the services our residents access, we do not envisage any negative impact based on their race.	We know that those in minority ethnic groups who live in low-income households experience worse health prospects in the UK, most of which is caused by socioeconomic factors. Those from minority ethnic groups have higher odds of living in deprivation, living in disadvantaged areas, hold lower paying jobs and higher risk of unemployment. By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
https://www.ons.gov.uk/visualisations/censusareachanges/E09000028	https://www.peopleshealthtrust.org.uk/health-inequalities/communities-of-interest/communities-experiencing-racial-inequity
Mitigating and/or improvement actions to be taken	
The Resident Experience Plan has been created with Southwark 2030 in mind, aligned with its commitment to Reduce Inequality. We will ensure that the deliverables assigned within the REP Action Plan will be guided by Southwark 2030 and its core principles of reducing inequality, empowering people and investing in prevention.	

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.	
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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aims to review access to our services across all channels, telephone, online and face to face. With improving the Resident Experience of the services our residents access, we do not envisage any negative impact for residents based on their religion and belief	By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Southwark Census 2021	Southwark Census 2021
Mitigating and/or improvement actions to be taken	
None at this point. Will be reviewed as appropriate.	

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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aims to review access to our services across all channels, telephone, online and face to face. With improving the Resident Experience of the services our residents access, we do not envisage any negative impact for residents based on their sex.	By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based

Southwark Census 2021	Southwark Census 2021
Mitigating and/or improvement actions to be taken	
None at this point. Will be reviewed as appropriate.	

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; 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)
The Resident Experience Plan 2025-2030 illustrates positive impact for residents of all ages as it aims to review access to our services across all channels, telephone, online and face to face. With improving the Resident Experience of the services our residents access, we do not envisage any negative impact for residents based on their sexual orientation.	By improving resident experience for all of our residents, ensuring our contact methods are accessible for those who need additional support, we will be able to provide more support to all our residents.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Southwark Census 2021 Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, Plus (LGBTQIA+) Health and Wellbeing	Southwark Census 2021
Mitigating and/or improvement actions to be taken	

None at this point. Will be reviewed as appropriate.

Human Rights

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

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

Article 10: Freedom of Expression: Covers the freedom to express oneself, including the right to seek, receive and impart information.

A key component of the Resident Experience Plan that it has been co-designed with our residents, businesses, voluntary and community sector and staff. The REP research was completed in March 2025. The 'opt-in' nature of the survey and the co-design workshop allowed our residents to express their thoughts and opinions on their experience of interacting with the Council. We chose to commission an external consultation company to carry out the research to ensure that it was independent and that respondents would be more inclined to express their views.

The Resident Experience Plan has been written with the resident in mind. We acknowledge that to improve our services for our residents, we need to invite our residents for feedback. We remain committed to ensuring residents can provide feedback on their resident experience.

Information on which above analysis is based

Southwark Council: Customer Experience Research Report, Thinks Insight & Strategy, April 2025.

Mitigating and/or improvement actions to be taken

The Resident Experience Plan is made up of four pillars;

- Transforming Resident Experience
- Enhanced Digital Experience
- Responsive Resident Experience
- Supporting Vulnerable Residents

Within the Responsive Resident Experience pillar, the Resident Experience Plan is committing to using feedback to improve resident experience. We will be working with individual services to

ensure that there is opportunity for feedback regarding their resident experience when interacting with the council.

Within the REP, we will also be ensuring that residents will be able to seek information how they wish. We will be working hard to improve the customer contact centre so that those calling the council receive a higher quality service, signposted in the right direction and get through to a call handler quicker. Internal teams will also be working on the content on the website, ensuring the information is clear and easily accessible. We will also be reviewing our face to face offer, ensuring that those who need additional support accessing our services receive it (?).

Conclusions

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

The main objective of the Resident Experience Plan 2025-2030 is for Southwark Council to provide a high quality, consistent resident experience for those who interact with the council, no matter how they contact us.

We are committed to ensuring that the deliverables within the Resident Experience Action Plan, have been developed with everyone in mind. The contents above have demonstrated how certain groups utilise one contact method over another, or how certain groups need to get in touch with the council more often than others. The REP aims to improve resident access and experience for all residents, with particular emphasis on supporting our most vulnerable residents. The development of one contact method (such improving the digital offer regarding webforms and online portals) will not be at the detriment of another.

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	Measuring the impact of the Resident Experience Plan	We will carry out another survey in 18 months to establish the impact of the REP in relation to this EINA. We will also continue with our twice-yearly Resident Insight Survey.	March 2027
2	Impacts for each protected characteristics	Major projects within the REP will need to carry out a EINA to establish positive/negative impacts and mitigating actions	From September 2025 onwards

5. Equality and socio-economic objectives (for business plans)

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

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

Implementation Equality Impact and Needs Analysis

APPENDIX 4

Southwark Council: Resident Experience Research**THINKS Insight & Strategy - April 2025**Background

As part of the Southwark 2030 strategy, the council is committed to working with people across Southwark in co-creating strategies that aim to best serve the residents and businesses within the borough. As Southwark Council is looking to transform its customers' experience of engaging with the council, Thinks Insight & Strategy (Thinks) were commissioned to conduct research with residents and businesses, exploring their needs and priorities.

The research was designed in line with the three core principles of Southwark 2030:

Reducing inequality: The Southwark 2030 strategy states that promoting equality is essential in ensuring that everyone has the opportunities and resources needed to thrive. To do this, Thinks worked with the council to ensure that a range of different voices across the borough were heard, including those that may be harder to reach (e.g. those with vulnerabilities or those who may otherwise face barriers to participation). This ensures inclusion of these voices in creating a plan that reflects the needs and desires of those who interact with council services, with the aim of maintaining accessibility and not leaving anyone behind.

Empowering people: Thinks worked with Southwark Council to design a series of bespoke workshops and surveys which aimed to maximise conversations around residents' wants and needs from the Resident Experience Plan. As this research included engaging audiences who may face barriers to participation, such as those with additional support needs, those with vulnerabilities or those who do not speak English as a first language, materials were designed to promote inclusivity and accessibility so that all participants felt comfortable, able and empowered to contribute towards the Plan.

Investing in prevention: This research explored people's perceptions and experiences of customer service when accessing services delivered by Southwark Council. By encouraging residents and businesses to consider their expectations and priorities for the future when interacting with the council, this will allow the voices of those who interact directly with services to be captured in the Resident Experience Plan.

Objectives and methodology

Southwark Council wants to transform its customers' experience of engaging with the council and using its services, moving from a data and KPI driven strategy to one with the resident's experience at its heart. To do this, Southwark Council commissioned Thinks Insight & Strategy to conduct research to understand comprehensive insight on customers' views and needs from customer service delivered by the council. We engaged over 6,000 residents and businesses in Southwark through a mixed methods research approach including an online and telephone survey, in-person workshops, online focus groups, and 1-on-1 conversations, with fieldwork taking place between February and April 2025.

The specific objectives of the research have been to:

- Understand customers' recent experiences of engaging with non-universal services, both online and offline.
- Explore the extent residents experiences or attitudes differ based on characteristics and the services being used.
- Understand where council services sit in comparison with other public services such as the NHS, public transport (TFL), Job Centres, and Met Police.
- Gain actionable insights that can inform Southwark Council's plan, with recommendations that guide strategy and actions.

Key findings

Residents are overall quite satisfied with their local area as a place to live, with some local variation. They value the borough's diversity, connectedness, and access to green spaces.

Feelings about the council are even more mixed, with personal experience having the biggest impact on views. While there is an understanding that the council faces a difficult task and is likely overstretched with limited resources, residents tend to judge the council based on personal experience and what they see and hear most closely around them.

Satisfaction with the council's services differs widely between different groups. Across different metrics, younger private renters (potentially a group of more transient young professionals) are most satisfied but also have least to do with the council. Meanwhile, council leaseholders are consistently the least satisfied and least optimistic group.

Service users often assume that services are more joined up than they actually are, which leads to frustrations. Perceptions of the council can be quite 'monolithic', with residents expecting (or hoping for) a one-stop shop, which means they become frustrated when they are being passed around different teams, when they have to repeatedly provide information, or when a customer service agent has to chase

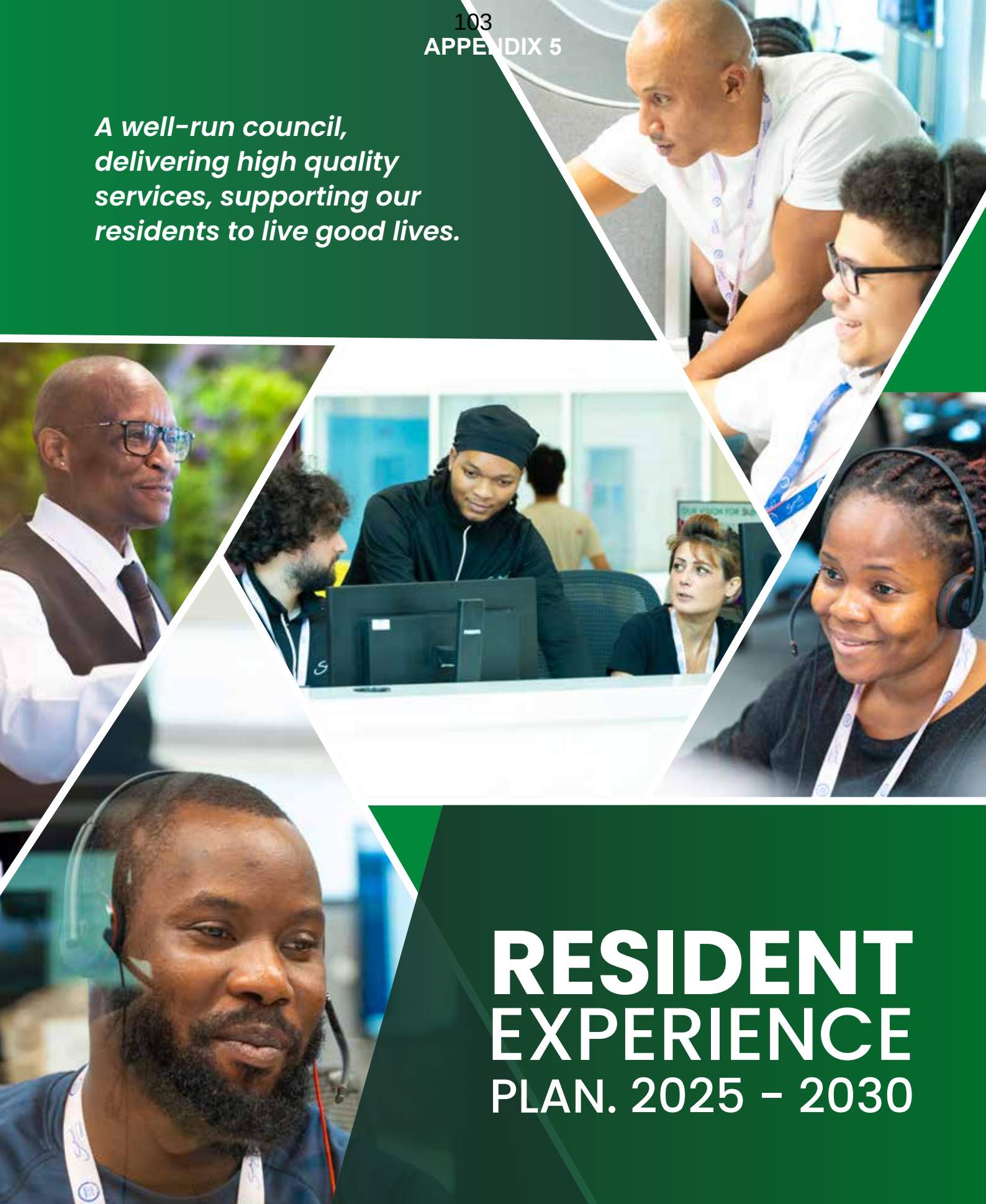
information on their behalf from another team. Staff mirror this frustration, with many feeling there is a lack of linked-up IT systems, and no clear directory of who is responsible for what.

Satisfaction with services is highest for more straightforward interactions, or where a particularly positive experience with staff has left a lasting impression. For simple interactions, residents value the convenience of online. Where they do have to speak to someone directly, individual council staff (as well as contractors) play a big role as 'ambassadors' of the council.

Negative experiences of customer service are more likely on journeys where the stakes are higher or more personal, or where issues cannot be resolved easily. While it can be difficult for residents to separate the experience of the customer service from the outcome, bad news can be exacerbated by seemingly unempathetic customer service.

Like residents, business owners value their local area and enjoy running their business in Southwark, but experiences of support from the council are more mixed. Qualitatively, those who have more positive experiences tend to be the most confident business owners who have a 'direct line' to the council.

*A well-run council,
delivering high quality
services, supporting our
residents to live good lives.*



RESIDENT EXPERIENCE PLAN. 2025 – 2030

Foreword



How we are improving the experience of residents and businesses who contact the Council for services, across all channels.



We’ve already made strong progress. Residents rate our in-sourced libraries and leisure centres highly. Many have praised recent improvements in reporting housing repairs. These successes give us confidence. We’ve also implemented a modern telephony system for our contact centre and launched an improved Southwark Council website for easier service access and to improve the support for vulnerable residents.

While these achievements are encouraging, recent independent research including a survey of over 6,000 residents and businesses tells us we still have room to improve. It highlights that while residents see us as one council, their experience can feel fragmented.

Residents told us they want to be kept up to date with changes to services, without having to chase, being informed what happens next and when. Younger people prefer online tools to log and track requests. Older residents favour phone contact but dislike being passed between staff.

Those with complex needs want more face-to-face support. Everyone expects courtesy and respect, and those in crisis need kindness and empathy.

Through this plan, we aim to deliver a consistently high quality experience for all, no matter where you interact with us. Whether contacting us online, by phone or in person, residents will receive the same standard of resident care.

It’s shaped by feedback from residents, businesses and front-line staff, and aligns with Southwark 2030 and the Southwark Digital Strategy. Many of our staff live in the borough and our passion to improve resident lives runs throughout our services.

This Resident Experience Plan has been developed by you, for you. Thank you to all residents and staff who contributed to the research. Your insights have been invaluable and will help us deliver a better experience for everyone.

Councillor Stephanie Cryan, Cabinet Member For Equalities, Democracy and Finance

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Your views	04
Our promise	05
Our expectations of you	06
How are we going to deliver this?	07
Measuring our success	10
Action plan	11



Our vision

For residents contacting the Council to request a service or to report an issue, the quality of the experience matters just as much as the speed of response and often matters more. Our vision is to transform our residents’ experience of interaction with the council and its services, moving from internal performance targets driving the strategy, to one with the resident at its heart.

The Resident Experience Plan is a plan for our residents, setting out clearly the measures Southwark Council are taking to improve their resident experience – especially for those journeys that matter most to residents and where they tell us that the need for improvement is greatest. We will make sure that access to all our council services is simpler for all residents, enable self-service where possible and offer alternative options for those who need it the most.

The Plan will serve as the ‘golden thread’ running through the entire council, leading to a consistent and high-quality experience for all our residents regardless of how they access our services. Closely aligned with the council wide strategy, Southwark 2030, the

Resident Experience Plan will support the three core principles included within the strategy:

- **Reducing Inequality:** The Southwark 2030 strategy states that promoting equality is essential in ensuring that everyone has the opportunities and resources needed to thrive. By creating simple, easy access to our services for all our residents, most notably our most vulnerable residents, we ensure that no one is left behind.
- **Empowering People:** We worked closely with you, our residents, to co-design this Resident Experience Plan to ensure it captures your wants and needs from your council. We will be continuing to engage with our residents throughout the lifespan of this Plan to make sure we get it right.
- **Investing in Prevention:** By engaging with our residents throughout the design process, we encouraged them to consider their expectations and priorities for the future. This will allow the voices of those who directly interact with the council to be captured in the Resident Experience Plan.

Your views

Southwark Council conducted consultation research with over 6,000 residents and businesses, exploring their needs and priorities based on their experience of engaging with council services in the previous 12 months.

The research was conducted between February and April 2025 to understand and gain insight into the experience of those with recent experience of using council services. Residents and businesses were engaged using multiple methods including an online and telephone survey, in-person "workshop discussions", online focus groups, and 1-on-1 conversations.



The objectives of the research were to:

- Understand the resident experience when contacting the council to request services
- Understand both on and offline experiences through seven resident journeys identified as having potential problems in resident experience. These journeys were:
 - » Signing up to the Housing Register (or housing waiting list)
 - » Reporting a repair in a council home
 - » Enquiring about Leaseholder Service Charge Bills
 - » Making a homelessness application
 - » Reporting Fly Tipping
 - » Reporting Noise
 - » Applying for Adult Social Care
- Identify barriers to accessing services - that can inform Southwark Council's plan, with recommendations that guide strategy and actions.

The research tells us that most residents only contact the service once per year, having a positive experience when they do. However, the experience is less positive when residents have to contact us multiple times for the same issue, or where there is an unexpected delay. For those who live in council homes, or who are more reliant on council services, or whose situation is more complex, the experience is too often less positive. Residents do not want to have to make these repeat requests and dealing with such requests is costly for the council. This plan will focus on putting those things right - aiming to reduce the avoidable contacts, with a particular focus on those resident journeys where resident satisfaction with their experience is lowest.



Our promise

Here are our promises to residents, making sure they receive the quality service they expect. When you contact us, you can expect:

 1. Clear information about what you should expect to happen next and when.	 2. To be kept up to date of the progress of your request, without having to contact us multiple times.
 3. Us to take ownership of your request, making sure you are connected to the right service, signposted to the right partner and someone gets back to you as soon as possible.	 4. Our staff to listen with respect, trust and understanding, always providing a warm and courteous response.
 5. A resident experience delivered with empathy and understanding of your personal situation, especially when you are contacting us in a moment of crisis.	 6. Clear guidance about what we can support you with, and who can support you if we're not able to.
 7. Easy routes for you to provide feedback to us.	 8. Apologies and quick action when we fail to live up to our standards.



Our expectations of you

While we will make sure we improve our resident experience delivery, we believe that delivering an excellent resident experience is a shared responsibility. While we are committed to providing clear, timely, and respectful service, we also ask that our residents engage with us in a constructive and polite manner. This includes treating staff with respect, providing accurate information, and using the appropriate channels to raise queries or concerns.

In line with Southwark Stands Together, we are committed to a culture of dignity, inclusion, and respect.

We also enforce a Zero Tolerance Policy for violence, aggression, or discriminatory behaviour towards staff. Any form of abuse verbal, physical, or written will not be tolerated.

We encourage residents to take an active role in helping us improve. Sharing feedback both positive and critical enables us to learn and adapt. We also ask that residents allow us reasonable time to respond, especially during periods of high demand. By working together with mutual respect and understanding, we can ensure a more consistent and positive experience for everyone.

How are we going to deliver this?

The Resident Experience Plan will be driven by four key pillars:

01

Transforming Resident Experience

02

Enhanced Digital Experience

03

Responsive Resident Experience

04

Supporting our Vulnerable Residents

These pillars, along with our key objectives, will ensure that Southwark will provide excellent resident service, accessible to all.

OBJECTIVE 1:

Launch the council's commitment to improving the resident experience

- We will conduct a series of reviews into the key service areas explored in the research, looking to deliver improvements in resident experience from beginning to end.
- We will review our current training packages, looking to develop a new resident standards-based package for all front-facing staff.

106

01

Pillar 1 Transforming Resident Experience

We aim to provide a seamless and consistently high-quality service across all areas of the Council. Regardless of which service residents contact be it housing, waste collection, or libraries they should receive the same standard of care, professionalism, and responsiveness. The new standards are designed to create and uphold consistency, ensuring that every interaction reflects our



commitment to deliver good resident experience. External organisations or parties delivering services on the Council's behalf will also be expected to meet these standards and will be held accountable if they fall short. While residents recognise the broader challenges the Council faces, their perceptions are often shaped by their personal experiences whether using a service or speaking with a member of staff.

We will continuously identify opportunities for improvement, using resident feedback to inform and enhance our approach. Transparency and accountability will remain central to our principles, with performance data published openly to build trust and demonstrate our commitment to service excellence.

OBJECTIVE 2:

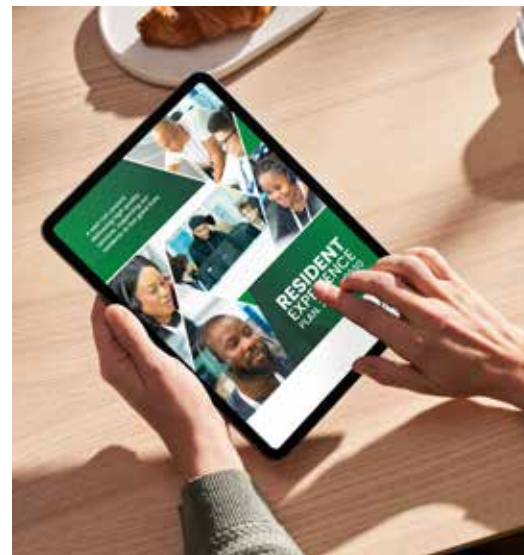
Improve resident experience by embracing new technology

- Working closely with our Technological & Digital Service, we will map digital engagement and identify opportunities for improvement to improve the resident experience, prioritising areas where changes will have greatest impact on improving resident experience
- We will review how technology could improve access to services, whilst exploring how technology could improve our internal processes, increase the capacity of our officers and focus our resources on those who need them the most.

02

Pillar 2 Enhanced Digital Experience

We aim to enhance our digital services while ensuring digital inclusion for all Southwark residents, making sure no one is left behind. Our Resident Experience Plan will align with the Southwark Digital Strategy, striving to make Southwark one of the best connected and leading digital boroughs in London. We know that most of our residents want to do more online when interacting with the council. We will help residents realise that ambition by exploring opportunities to improve resident experience, developing and implementing modern digital and technological solutions throughout the Council.



OBJECTIVE 4:

Review and pilot our face-to-face offer across key services

- We will conduct a wider review of accessibility to our services in our neighbourhoods through working with our Voluntary Community Sector partners, ensuring those most vulnerable residents have equal access to council services.
- We will explore options for delivering a face-to-face service from multiple sites around the borough and the potential for assisted self-service access points, particularly for those in the borough who need them most. We will work with Libraries and other local community spaces to ensure any face-to-face services can be accessed in all neighbourhoods and support the sharing of information on services.
- We will look to build on learning from the popular Cost of Living Roadshows and Neighbourhoods Touchdown events delivered since 2022

04

Pillar 4 Supporting Vulnerable Residents

This plan sets out how we are going to make our services accessible to all residents, particularly those who are most vulnerable. We will make sure that information and communications are tailored to individual needs, and provide further training for staff so they can support residents with diverse requirements. Where appropriate, staff will be empowered to make reasonable adjustments, with particular focus on creating an environment where residents feel valued, respected, and supported. Residents have made it clear that they value and benefit from face-to-face contact with the Council, particularly where those interactions are more complex and where they may need more support. There are opportunities in Libraries or neighbourhood based hubs to explore the potential of offering more services in the same place.

OBJECTIVE 3:

Work with identified services in our research to improve the resident experience

- We will develop more readily available information about the services in Southwark Council and what they do
- We will produce new directories of services to enable faster and easier signposting for getting in touch with relevant services
- We will work with services to deliver a consistent aftercare process, ensuring enquiries have been successfully resolved and provide an opportunity to give feedback on experiences

03



Pillar 3 Responsive Resident Experience

Fulfill our commitment to residents, providing access to the services they need, when they need them. We will make sure we communicate regularly and provide progress updates, particularly regarding significant capital projects occurring in the borough. We will listen and act on feedback, aiming for a "one council", seamless service regardless of how residents engage with the council. We aspire to provide consistent experience across all channels and learn from any failings.



Measuring our success

We aim to increase resident satisfaction by 33% by 2030.

We will be measuring success across the council with a variety of methods, with some clear improvements using feedback directly from the resident.

We will be conducting a follow up piece of research in 18 months time, to understand how we have delivered and if resident experiences have improved. We will continue to conduct regular research until 2030.

By improving resident experience, we expect to reduce the number of complaints and enquiries from Members (recognising that Member enquiries take many forms that sometimes include passing on complaints about services on behalf of residents), as residents' needs and expectations are more widely met. We will also be measuring our performance to ensure continuous development in key services.

- Aim for a 30% reduction in the number stage 1 and stage 2 complaints and member enquiries, reducing the frequency with which complaints proceed to Stage 2
- Respond to all stage 1 complaints within 10 working days and stage 2 complaints within 15 working days
- Adhere to the statutory standards we much achieve, by responding to Freedom of Information Requests (FOIs) within 20 working days and Subject Access Requests (SARs) within 1 month.
- Strive for resident satisfaction for those visiting our Service Point to be above 95% and 98% of users seen within 10 minutes

With the planned improvements, we would expect to see satisfaction increase with the central contact centre, where most resident engagement by phone begins.

- Aim to see a 10% increase in satisfaction in the contact centre
- Aim to answer 70% of all your calls within 5 minutes
- Aim to keep avoidable contacts below 25%

With our targeted approach to the seven key resident journeys, we will consistently review progress on improvements.

To monitor the the success of the plan we will establish a structure of governance around the success criteria. This will ensure that the services report on progress and are held accountable to achieving success in improving resident experience.

Accompanying the Resident Experience Plan will be a detailed action plan, within which there will be specific tasks focused on reviewing progress on a regular basis to ensure the Resident Experience Plan remains live and focused on delivering our key actions.



Resident experience

Action Plan 2025–2030

Southwark Council’s Action Plan enhances resident experience, launching immediately with a 12-month commitment to measurable service improvements.

Transform

Transform the Resident Experience. By autumn 2025, we will have launched the Resident Experience Plan, collaborating with our Communications Team to highlight the council’s commitment to enhancing resident experience when engaging with council services. We will review our current training packages, looking to develop a new customer standards-based package for all front-facing staff.

Enhance

We will be working hard to continue our improvements with our customer contact centre, utilising new technological enhancements to do so. By March 2026, we will have piloted the use of AI with voice recognition and web chats, also implementing a call-back function to help reduce our call-wait times.

Respond

Create a Responsive Resident Experience. We will be working closely with the services identified in the research to improve the resident experience. Using resident and staff feedback, we will be identifying the quick wins over the next 12 months to ensure the resident experience is smoother, striving for the joined-up approach residents expect from their council.

Support

We will be piloting a revamp of our face to face across multiple services. A new neighbourhood-based face to face offer will focus on those who are vulnerable and with complex needs. We will review our face to face offer across our neighbourhoods and look at options within the borough to provide support to those who need support accessing our services, exploring options such as assisted self-serve.

Southwark Council



Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Allocations for Strategic Community Infrastructure Levy funding
Cabinet Member:	Councillor Helen Dennis, New Homes and Sustainable Development
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

I am delighted to be able to make another significant strategic capital investment using funds from Southwark's 'Strategic Community Infrastructure Levy' (SCIL), which is a tax on major development in our borough. As a result of development, we are bringing forward new and upgraded facilities for Southwark residents – a new Leisure Centre in Canada Water, a new Library and Health Centre on the Aylesbury Estate, to name a few. SCIL is one of the main ways that we can deliver transport investment and community infrastructure, and this funding for our ground-breaking 'Women's Safety Centre', will enable us and our partner to provide best in class support for survivors of domestic abuse and women experiencing other forms of violence and harassment, bringing together comprehensive services under one roof. The intention is to transform how support and intervention are provided to victims, survivors, and perpetrators, and I'm thrilled that we have this funding available from SCIL to make it happen.

RECOMMENDATIONS

Recommendations for the Cabinet

1. To agree the allocation of Strategic Community Infrastructure Levy funding of up to £2,500,000 to fit out of the Women's Safety Centre.

BACKGROUND INFORMATION

2. Community Infrastructure Levy (CIL) is the sum of funding collected from major development sites across the Borough to pay for the implementation of new infrastructure to support the growth of communities. CIL is split into strategic CIL (70% of receipts) which is spent on Borough-wide infrastructure projects such as the construction of new tube stations. The remainder is made up of neighbourhood CIL (25% of receipts) and administration CIL (5% of receipts).

3. CIL is used to mitigate the impact of new development, and is a key tool to manage growth arising from increased population on a local area. CIL can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities as set out in section 216(2) of the Planning Act 2008, and regulation 59 Community Infrastructure Levy Regulations 2010 (as amended) ("CIL Regulations"). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives councils the opportunity to choose what infrastructure is needed to deliver their local plan. It should be noted that charging authorities may not use the levy to fund affordable housing.
4. Local authorities must spend the levy on infrastructure needed to support the development of their area. The levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. CIL is for capital expenditure rather than revenue expenditure and any revenue requirements from delivering capital projects must be met from existing budgets.
5. To date the council has opted to use Strategic CIL to support the funding of major transport infrastructure, which is needed to support the targets for new homes and employment in the recently adopted Southwark Plan. The principle investment to date has been a total of £71.5m to provide a new step free tube station at the Elephant & Castle which will integrate the Northern Line with the Bakerloo Line extension. Work on this project is now underway.
6. The council has now received sufficient CIL receipts to meet the costs of its full commitment to the new tube station at Elephant and Castle. Strategic CIL is continuing to be generated from developments across the Borough and a small surplus is now available to support projects. The amounts received are likely to grow significantly over the next few years allowing the council to invest further in transport infrastructure to support growth, including the Bakerloo Line Extension. On an annual basis, the council produces an Annual Infrastructure Funding Statement showing how it is proposed to spend CIL and how CIL has been spent (see Appendix 1 for 23/24 report).
7. In July 2023 Cabinet agreed to allocate £1m of Strategic CIL to the Southwark Pensioners Centre for refurbishment of the property at 201-203 Camberwell Road which includes design, construction and fit-out, with match funding expected from Southwark Pensioners fund raising events.
8. In March 2024, Cabinet agreed a framework for allocating Strategic CIL as follows
 - 50% of the fund to be allocated for investment in the Bakerloo Line Extension
 - Match funding of investment by bodies such as Network Rail and TfL in key transport projects such as Peckham Rye Station and Elephant and

Castle overground station

- Match funding of investment by bodies such as TfL in active travel routes
- Infrastructure as identified in the Council Delivery Plan that meets the legal definition of infrastructure and benefits the community

In addition the report agreed funding for the Elephant and Castle Overground Station and the Bakerloo Line Extension Stations design work. In July 2024 Cabinet agreed funding towards the Peckham Rye Station improvement works. In January 2025 Cabinet agreed funding towards the LGBTQ+ centre, 634-636 Old Kent Road, the Bakerloo Line Extension Funding Study and Nunhead Station. In June 2025 Cabinet agreed funding towards the Pensioners Centre, Harold Moody Health Centre and Bus Priority works.

Since the criteria was agreed in March 2024 the Strategic CIL allocations have been as follows

Scheme	Amount £ (non BLE)	Amount £ (BLE)
Elephant and Castle Overground Station	350,000	
Bakerloo Line Extension Stations design work		250,000
Peckham Rye Station	1,000,000	
LGBTQ+ Centre	1,500,000	
634-636 Old Kent Road		2,373,563
Bakerloo Line Extension Funding Study		30,000
Nunhead Station	50,000	
Pensioners Centre	500,000	
Harold Moody Health Centre	1,250,000	
Bus Priority	1,000,000	
Total	5,650,000	2,653,563

KEY ISSUES FOR CONSIDERATION

9. The current balance of Strategic CIL funds available for allocation is £27,999,831.04.
10. In accordance with the agreed framework, it is proposed to allocate up to £2.5m towards the fit out of the Women's Safety Centre. 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. This project, which is set out in the Council Delivery Plan, was the subject of a report to Cabinet in July 2025. The building, which is currently vacant, is owned by the council and will be leased to a managing organisation.
11. A running total of Strategic CIL allocations will be maintained within Planning and Growth in order to ensure the 50% limits are not exceeded. The current

running total is set out in paragraph 8 and 9 above. The Annual Infrastructure Funding Statement will set out any allocations proposed and those made.

Policy framework implications

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

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

Community impact statement

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

Equalities (including socio-economic) impact statement

14. Section 149 of The Equality Act 2010 imposes a general equality duty on public authorities (the Public Sector Equality Duty) ("PSED") in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

15. For the purposes of the PSED the following are "protected characteristic" considerations:

- Age
- Marriage and civil partnership
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

16. From an equalities perspective, the WSC is designed to meet the needs of a diverse population, including transgender women, and individuals from marginalised or underrepresented groups. Services will be culturally competent, inclusive, and responsive to the specific needs of survivors from different ethnic, linguistic, and socio-economic backgrounds. The centre will also provide virtual and satellite services to ensure accessibility for those who may face barriers to attending in person, such as individuals with disabilities, caring responsibilities, or limited financial means.

17. The socio-economic impact of the WSC is particularly significant as many

survivors of VAWG face economic hardship, housing insecurity, and barriers to employment or education. By offering integrated support - including benefits advice, housing pathways, and mental health services - the WSC will help reduce these inequalities and support individuals in rebuilding their lives. The centre's preventative work with young people and perpetrators will also contribute to long-term reductions in violence and anti-social behaviour, creating safer, more cohesive communities.

18. The council's Violence Against Women and Girls (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.
19. 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.
20. The services delivered from the Women's Safety Centre include 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.

Health impact statement

21. The investment of Strategic CIL is likely to have a positive impact on health through the provision of an enhanced service to women.

Climate change implications

22. The proposed allocation of Strategic CIL will contribute towards the response to the climate emergency through for example investment in sustainability measures in council buildings.

Resource implications

23. The allocation of Strategic CIL is managed by resources in Planning and Growth.
24. The proposal is to allocate up to £2.5m of Strategic CIL to the fitting out of the Women's Safety Centre. Once approved the budget will be allocated to capital

project “Women Safety Centre” on code L-6200-0081 in Environment, Sustainability and Leisure capital programme.

25. This proposal can be accommodated from existing Strategic CIL balances as indicated above.
26. Detailed work and reconciliation will be carried on an on-going basis to ensure that there are sufficient CIL finance available to fund the project against the latest expenditure projections.
27. With its origins in EU law, the Subsidy Control Act 2022 (“2022 Act”) came into force in January 2023. This 2022 Act governs how public sector organisations (like the council) can provide financial assistance to ‘enterprises’. For the purposes of the rules, financial assistance can be provided in several different ways, including direct financial awards. However, these rules do not apply to all types of financial assistance given by public sector organisations. For the rules to apply, the financial assistance must fall under the definition of a ‘subsidy’ under the Act.
28. These rules have been designed to ensure that the ‘subsidies’ awarded by UK’s public sector organisations are fairly and proportionately awarded. Thus, even where applicable there are certain rules that public sector organisations must follow to lawfully award the subsidy.
29. Officers have assessed the proposals set out in this report to ensure compliance with the subsidy control regime. Officers have concluded that the allocation of funding in the way set out in paragraph 1 of this report is in accordance with the regulations. There is no subsidy as the funding is not being awarded to a third party.

Legal Implications

30. See comments from the Assistant Chief Executive Governance and Assurance.

Consultation

31. The allocation has been subject to a proper consultation with relevant Cabinet Members, ward members and lead officers for the Women’s Safety Centre. The consultation has been ongoing from the outset of the project to the present time and the allocation represents the funding required for project delivery.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance SS/290825

32. Cabinet is asked to approve the recommendation set out on page 1 of this report. This recommendation falls within the powers of Cabinet for determination in accordance with Part 3B of the council’s constitution.
33. The council has a statutory duty to get ‘best value’ under s 3(1) of the Local Government Act 1999 and must make arrangements to secure continuous

improvement in the way in which its functions are exercised.

34. The council has the legal power to decide what infrastructure is needed. The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.
35. Regulation 59(1) of the Community Infrastructure Regulations 2010 provides that. "A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area." The relevant definition of infrastructure is at s 216(2) of the Planning Act 2008: "infrastructure" includes: (a) roads and other transport facilities (b) flood defences (c) schools and other educational facilities (d) medical facilities (e) sporting and recreational facilities, and (f) open spaces 35. This is a broad definition as it is an inclusive list, and not exclusive.
36. Under Regulation 59(4), any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person for that person to apply to funding infrastructure.
37. The Planning Practice Guidance provides that the levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. The definition of infrastructure allows CIL to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives Southwark the opportunity to choose what infrastructure is needed to deliver the Southwark Plan 2022 and the London Plan 2021 i.e. the development plan. Though CIL may not be used to fund affordable housing.
38. Under s 216A (1) of the Planning Act 2008, CIL regulations may require that CIL received in respect of development of land in an area is to be passed by the charging authority that charged the CIL to a person other than that authority.
39. Under s 216A (2) of the Planning Act 2008, CIL regulations must contain provision to secure that money passed to a person in discharge of a duty under ss (1) is used to support the development of the area to which the duty relates, or of any part of that area, by funding—
 - (a) the provision, improvement, replacement, operation or maintenance of infrastructure, or
 - (b) anything else that is concerned with addressing demands that development places on an area.
40. Under s 216A (3) of the Planning Act 2008 a duty under ss (1) may relate to—
 - (a) the whole of a charging authority's area or the whole of the combined area of two or more charging authorities, or
 - (b) part only of such an area or combined area.
41. Under 216A (4) of the Planning Act 2008, CIL regulations may make provision

about the persons to whom CIL may or must, or may not, be passed in discharge of a duty under ss (1).

42. Under s 216A (5) of the Planning Act 2008 a duty under ss (1) may relate—
(a) to all CIL (if any) received in respect of the area to which the duty relates, or
(b) such part of that CIL as is specified in, or determined under or in accordance with, CIL regulations.
43. The PSED was introduced by the Equality Act 2010. This 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, sex and sexual orientation, including marriage and civil partnership.
44. In summary, those subject to the PSED, 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.
45. Paragraph 14 – 20 of this report contains the PSED considerations in light of the recommendations set out in paragraph 1 of this report.
46. The 2022 Act, where applicable, contains a set of rules, procedures and processes that allow public sector organisations like the council to award 'subsidies' to achieve public policy objectives.
47. For example, s 52 of the 2022 Act, provides that these bodies must request a report from the Competition and Markets Authority prior to giving certain types of 'subsidies' or establishing applicable 'subsidy schemes'.
48. And under s 12 (1) of the 2022 Act, these bodies (if applicable):
(a) must consider the 'subsidy control principles' before deciding to give a 'subsidy', and
(b) must not give the 'subsidy' unless it is of the view that the subsidy is consistent with those principles.
49. The implications of the 2022 Act as it pertains to the recommendation set out in paragraph 1 of this report are considered in paragraphs 27 – 29 above.

Strategic Director, Resources CAP25/033

50. This report seeks approval to release £2,500,000.00 from various Strategic CIL agreements to deliver the project outlined above in this report.
51. The Strategic Director of Resources notes the resource implications in paragraphs 23 to 29 and confirms that the council has received the related funds and they are available for the purposes outlined in this report

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet Report on Framework for Strategic Community Infrastructure Levy funding 6 March 2024	Sustainable Growth	Neil Kirby 07984 269 587
https://moderngov.southwark.gov.uk/documents/s119055/Report%20Strategic%20CIL.pdf		
Cabinet Report on Peckham Rye Station	Sustainable Growth	Neil Kirby 07984 269 587
https://moderngov.southwark.gov.uk/documents/s121514/Report%20Peckham%20Rye%20station%20upgrade%20-%20CIL%20contribution%20to%20Dovedale%20Court%20entrance.pdf		
Cabinet Report on Women's Safety Centre	Sustainable Growth	Name Phone number Neil Kirby 07984 269 587
https://moderngov.southwark.gov.uk/documents/s127766/Report%20GW2%20V%20AWG%20Support%20Service.pdf		
Southwark Council Delivery Plan 2022-2026	Sustainable Growth	Neil Kirby 07984 269 587
Fairer, greener, safer – Southwark Council Delivery Plan 2022 – 2026		
Title of document(s) Cabinet Report on Strategic CIL allocation January 2025	Sustainable Growth	Neil Kirby 07984 269 587
https://moderngov.southwark.gov.uk/documents/s124111/Report%20Allocation%20for%20Strategic%20Community%20Infrastructure%20Levy%20Funding.pdf		
Cabinet Report on Strategic CIL allocation June 2025	Sustainable Growth	Neil Kirby 07984 269 587
https://moderngov.southwark.gov.uk/documents/s127331/Report%20Allocation%20for%20Strategic%20Community%20Infrastructure%20Levy%20Funding%20June%20Cabinet.pdf		

APPENDICES

No.	Title
Appendix 1 Infrastructure Funding Statement 23/24 (available online)	https://www.southwark.gov.uk/sites/default/files/2024-12/IFS_Report_LondonBoroughofSouthwark_31_03_2023_to_31_03_2024%20%28Final%29.pdf

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, New Homes and Sustainable Development		
Lead Officer	Clive Palfreyman, Strategic Director of Resources		
Report Author	Neil Kirby, Assistant Director Sustainable Growth		
Version	Final		
Dated	4 September 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			4 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Policy and Resources: Capital Monitoring Report 2025-26 and Southwark 2030 strategic alignment
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

This report provides an update on the council's capital programme across the General Fund and the Housing Revenue Account. Last year, we aligned the capital programme to our Southwark 2030 goals to ensure that we continue to meet the ambitions our residents rightly expect, to deliver on their priorities and to help tackle inequality and improve our neighbourhoods.

As an authority we continue to deliver through the capital programme and are demonstrating the real and tangible benefits within the programme. From the newly opened Canada Water Leisure Centre, our commitment to building new children's homes and investing £270m in our existing housing stock over the next three years, the capital programme puts our residents at its heart.

Due to the financial challenges within the programme where planned expenditure currently exceeds our forecasted resources, we do not anticipate any further requests for the current financial year, and any new initiatives need to be contained within existing budgets.

There are no new capital bids to agree within this report.

RECOMMENDATIONS

Recommendations for the Cabinet to note:

1. Notes the month 4 2025-26 forecast spend and resources and future years for both the general fund and housing investment programmes as detailed in Appendices A1 and C.
2. Notes the alignment of the general fund capital programme to the Southwark 2030 priorities at Appendix A2
3. Notes the significant borrowing requirement of £321m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A.
4. Notes the significant borrowing requirement of £359m for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix C.

Recommendation for the Cabinet to approve:

5. The virements and variations to the general fund and housing investment capital programme as detailed in Appendix D.

REASONS FOR RECOMMENDATIONS

6. Cabinet is asked to note the capital programme forecast at month 4, 2025-26 for the general fund and the housing investment programme.
7. Cabinet to approve the virements and variations to the General Fund and Housing Investment Programme.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

8. None considered as this is a capital monitoring report for 2025-26.

POST DECISION IMPLEMENTATION

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

BACKGROUND INFORMATION

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

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

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

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

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

12. The council monitors both capital and revenue spending and reports regularly throughout the year to cabinet. This report details the council's capital programme spend and forecast outturn for 2025-26.
13. In addition, this report shows how the capital programmes align to the six goals set out in the Southwark 2030 Strategy, ensuring that resources remain targeted to key priorities and that the council's long term ambitions are able to be met within existing council resources.
14. Given the scale and complexity of the programme, along with the volume of individual projects, unforeseen delays are inevitable and have led to some deviations from the planned expenditure. Variations in actual resources can also occur, for instance, delays in property sales or slower-than-expected progress on external developments with Section 106 or Community Infrastructure Levy (CIL) obligations. Historically, this has resulted in the capital programme being over-programmed within individual years, while maintaining an overall balance across the full ten-year span.
15. However, the council now faces a significant challenge: planned expenditure exceeds forecasted resources over the life of the programme. In response, a refreshed ten-year capital programme was approved in February 2024. All new capital bids are now subject to rigorous review by the Capital Board to ensure affordability. Furthermore, for the 2025–26 financial year, no new financing

requests for capital projects are anticipated; any new initiatives must be delivered within existing resource allocations. This report does not propose any new capital programmes for approval.

KEY ISSUES FOR CONSIDERATION

16. The capital programme forecast for month 4, 2025-26 is discussed within the report, structured as follows:
 - Housing Investment Programme (HIP) (narrative in main report)
 - General Fund (GF) capital programme (narrative at appendix B)
 - Southwark 2030 goals.
17. The additional detail is contained within the appendices as follows:
 - Appendix A1 provides further detail on the general fund capital programme by department.
 - Appendix A2 details the current general fund capital programme by the goals of Southwark 2030.
 - Appendix B the accompanying departmental narratives.
 - Appendix C sets out the housing investment programme.
 - Appendix D sets out the capital programme budget virements and variations for approval.

HOUSING INVESTMENT PROGRAMME (HIP) Month 4 2025-26

18. The 'Housing Investment Programme' (HIP) is the capital programme for the Housing Revenue Account (HRA). Broadly, there are two major strands: the New Build programme and the Repairs and Maintenance programme. The New Build programme is the commitment to new council homes delivery. The Repairs and Maintenance programme arises from the council's social landlord function, with legal obligations to ensure the upkeep of its council homes, to ensure they are safe, healthy, and free from things that can cause harm.
19. Table 1 summarises the forecast programme expenditure over the period 2025-26 to 2034-35. Forecast spend is £1.16bn, comprising of £464m for new homes, £675m for asset management and £25m for other programmes.
20. The forecast spend for the Housing Investment Programme for 2025-26 is £243m. Of this, £134m relates to the new build programme, £104m is for asset management and £5m for other schemes.
21. A more detailed breakdown of the schemes and budgets within the housing investment programme is included in Appendix C.

Table 1 Housing Investment Programme outturn 2025-26 to 2034-35

Programme	Forecast				
	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29+ Forecast	2025/26- 2034/35 Total Forecast
	£	£	£	£	£
Repairs and Maintenance	104,290,779	102,637,055	76,117,829	391,523,909	674,569,571
New Build and Acquisitions	134,055,524	51,802,135	56,837,194	221,057,169	463,752,023
Other programmes	4,673,877	2,500,000	2,500,000	15,000,000	24,673,877
TOTAL EXPENDITURE	243,020,180	156,939,190	135,455,024	627,581,077	1,162,995,471
FUNDED BY:					
Capital Receipts	36,070,508	15,500,000	-	30,000,000	81,570,508
Major Repairs Reserve and Revenue	65,503,000	79,956,000	78,617,829	350,884,100	574,960,929
Capital grants and external contributions	29,523,820	20,064,251	21,302,620	15,202,002	86,092,693
Section 106 and CIL	10,835,418	10,074,050	10,000,000	20,980,032	51,889,500
Borrowing	101,087,434	31,344,889	25,534,575	210,514,943	368,481,841
TOTAL RESOURCES	243,020,180	156,939,190	135,455,024	627,581,077	1,162,995,471

Repairs and Maintenance Programme

22. Over the next three years, the council plans to invest over £270m in making sure council homes are well-maintained, safe, and meet modern, green, and decent standards. This is one of the most significant investments it has made in its stock, and it plays a vital role in delivering the Good Landlord Plan.

Stock Condition Survey

23. Concurrently, the Council is undertaking a major stock condition survey. A delivery partner has been appointed, and the detailed design phase of the survey project is in development. The council is working to finalise and agree on all the data that we will be collecting, how that data will come back into the council to be stored and analysed, and designing how it will communicate and engage with residents around this very significant piece of work.
24. A pilot will be undertaken at Wyndham and Comber estates, starting at the beginning of August. The council has sent letters to all residents on those estates informing them of the survey.
25. In addition, over the next few weeks, the council will be working with its delivery partner to set out which homes/blocks/estates will be visited first, over the first six months of the project, which will begin in full from September 2025. This first phase will be a representative sample of 20% of council homes across the borough, to ensure data is captured across the varied nature of homes and buildings. £4.2m has been allocated for this first year of the four-year programme.
26. The survey will help the council to understand the condition of its homes across the borough and to prioritise investment accordingly. The information received in the first six months of survey work will be crucial in developing our next investment timetable. The council will engage with residents on this early in the

new year and then prepare a new 5-year investment plan to be ready by late summer 2026.

27. Further information about the survey will be sent to all residents in the next four weeks, using a variety of channels.

Estate-based Planned Maintenance

28. More than £40m will be spent on estate-based planned maintenance schemes, to address health and safety concerns, and improve the quality of our homes. This will include projects at Chilton Grove, Consort Estate, Honiton Gardens, Wyndham/Comber, Crane House, and Surrey Square. Around £12m will be spent in 2025-26. A major £14m refurbishment scheme is currently underway on the Consort Estate.

Building Safety/Fire Safety

29. The council has set aside c.£30m for fire safety and building safety work (c.£10m in 25/26), including a programme of structural surveys and remedial works, works to deal with urgent items emerging from intrusive surveys, as well as the regulatory inspection and any subsequent renewals of non-compliant fire doors across the borough.
30. The council has identified thirty high-rise blocks as priorities for the 2025/26 financial year with officers exploring delivery routes to undertake c.£1m of work. For the wider programme, addressing the findings of the borough-wide Type 4 inspections, procurement of two specialist fire safety contractors is underway with the delivery partners expected to be in place for the start of the 26/27 financial year.
31. The Council is also exploring central government funding streams to support key projects in this area of work.

Electrical Safety

32. The council remains committed to bringing all properties into a compliant position as soon as possible, as regards to an electrical safety certificate and fully functioning and compliant smoke alarms. This work, across c.25,000 homes, will cost more than £30m, with the majority to be spent in this financial year.
33. This programme is largely complete for properties in high-rise blocks and in street conversions, as well as in communal areas, with the focus now on the remaining properties.

Heat Networks

34. The council plans to spend c.£15m (c.£5m in 2025-26) to improve heating and hot water provision at Dighton Court, Gloucester Grove, Setchell and Wyndham Estates. The next tranche of schemes are being prepared to deliver further

investment to improve the reliability of some of the 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.

Capital repairs

35. The Repairs Service will deliver £30m of investment (£10m in 2025-26) in the form of communal and roofing repairs, bringing empty properties back into use and ensuring the homes of vulnerable residents are adapted for their needs.

Other Compliance Work

36. The council will spend a further £10m (c.£3m in 2025-26) to ensure lift, water and asbestos safety is maintained. The council is working closely with the Regulator for Social Housing (RSH) to improve data quality and reporting.
37. The RSH has noted good progress regarding Southwark's compliance work since last year's inspection and this is being supported through the implementation of the True Compliance IT platform, which will be in place across all workstreams later in 2025.

Energy Efficiency

38. Alongside replacing more than 1,000 inefficient non-condensing boilers in 25/26, the council is accessing external energy efficiency funding and has so far received a £1.3m grant through the Warm Homes: Social Housing Fund. Consultants have been appointed to undertake design work, which will be used to establish the best procurement route.
39. The council is also partnering with Eco Approach to undertake an 80-home pilot, using ECO funding. Contracts were signed in Q1, and the list of properties will be finalised in Q2, with resident engagement undertaken. The council expects it to be on site in Q3.

New Build Programme

40. The council's housing delivery programme continues to make considerable progress. As of March 2025, the council has completed a total of 1,444 new homes, with a further 62 completed in the first quarter of this financial year. A further 257 council homes are anticipated over the remainder of the year, along with 29 shared ownership homes and 24 homes for private sale. against the social rent target of 2,500 units. The tenure mix remains weighted towards council homes (82%), with intermediate, private, and temporary accommodation making up the remainder.
41. Key schemes currently on site include Ledbury Towers Phase 1, Tustin Phase 1, and Cator Street Extra Care Phase 2. Procurement for the 2022–2026

programme was launched in February, with updated budget forecasts and resourcing plans underway.

42. The programme remains on track to meet its long-term targets, with continued focus on delivery, risk management, and financial oversight. The next phase includes:
 - Advancing vacant possession actions.
 - Reviewing KM1/2 reports and HRA budget requests.
 - Ongoing dialogue with the GLA on grant rates and portfolio strategy.
 - Workforce development initiatives.

Financing the Housing Investment programme

43. When financing the Housing Investment Programme, the overriding objective is to minimise the call on borrowing as far as is possible, with most of it reserved for the new build programme. Borrowing places an additional burden on the HRA through interest payable. This additional burden places a strain on service delivery and may result in the slowing of the overall Housing Investment Programme, including the New Build programme. New Build Programme.
44. The strain on HRAs has been recognised by the Government, with the Department for Levelling Up, Housing and Communities recently announcing significant reforms to the rules governing the use of Right to Buy (RtB) receipts, effective from 1 April 2026, aimed at simplifying administration and enhancing flexibility for local authorities. The key changes are as follows:

Indefinite Extension of Flexibilities:

- RtB receipts can continue to fund up to 100% of replacement affordable housing costs.
- The council may combine Receipts with Section 106 contributions.
- The cap on acquisitions as a proportion of replacements is permanently removed.

Combination with Grant:

- From 2026–27, the council may combine RtB receipts with grant funding, supporting greater take-up of the new Social and Affordable Homes Programme.
45. These changes provide greater flexibility and longer planning horizons, supporting the council's ability to deliver more complex and strategic housing projects. The ability to combine receipts with grant and extend expenditure deadlines will be particularly beneficial in managing delivery pipelines and financial planning.
 46. Further clarification is needed from the Government before the council can reflect these flexibilities in its financing assumptions.

GENERAL FUND CAPITAL PROGRAMME

Table 2 shows that programmed expenditure over the period 2025-26 to 2033-34 is currently forecast at £418m and that approximately £ 321m will be funded by borrowing. Appendix A1 details the capital programmes by department and Appendix B provides the departmental narratives. Appendix D sets out the budget virements to be approved.

Table 2: General Fund Capital Programme - Month 4 2025-26 to 2034-35

Department	2025/26			Total Programme 2025/26-34/35		
	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Children's (incl SSF) and Adults' Services	59,983	57,589	(2,394)	76,359	76,359	-
Resources	55,549	41,344	(14,205)	97,525	97,525	-
Governance & Assurance	13,736	9,173	(4,563)	52,982	52,982	-
Environment, Neighbourhoods & Growth	43,779	46,360	2,581	140,288	140,288	-
Housing	24,375	24,887	512	50,567	51,079	512
TOTAL EXPENDITURE	197,422	179,353	(18,069)	417,721	418,233	512
FUNDED BY:						
Capital Receipts	5,850	5,850	-	5,850	5,850	-
Major Repairs allowance	-	-	-	-	-	-
Reserves	1,350	1,350	-	2,653	2,653	-
Revenue	-	-	-	-	-	-
Capital Grants	43,425	43,553	128	67,403	67,614	211
Section 106 and CIL	11,233	10,885	(348)	17,880	17,880	-
External Contributions	3,112	3,112	-	3,183	3,183	-
TOTAL RESOURCES	64,970	64,750	(220)	96,969	97,180	211
Prudential Borrowing	132,452	114,603	(17,849)	320,752	321,053	301

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

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

Climate change implications

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

Resource implications

49. This report is the capital outturn report which details the budgetary outcomes in 2025-26.

Consultation

50. No consultation has taken place as this report details the 2025-26 capital monitoring report for month 4.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (CM 18.08.25)

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

on a regular basis.

53. Specific provisions for the approval of virements over £1,000,000 and up to £10,000,000 between capital projects or programme headings as set out in the overall programme approved by council assembly are reserved to cabinet in Part 3C.
54. The capital programme assists the council in complying with the duty under the Local Government Act 1999 which requires it to make arrangement to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.
55. 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.
56. Cabinet needs to take account of this duty in considering this report.
57. The community, equalities (including socio-economic) and health impacts section above indicates that whilst this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities.
58. The public sector equality duty is a continuing duty and will need to be taken account of in any processes to mitigate budget pressures.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A1	General Fund Capital Programme 2025-26 to 2035-36
Appendix A2	General Fund Capital Programme – Southwark 2030
Appendix B	Departmental General Fund Narratives
Appendix C	Housing Investment Programme
Appendix D	Variations and Virements

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance		
Lead Officer	Clive Palfreyman, Strategic Director of Finance		
Report Author	Tim Jones, Director of Corporate Finance.		
Version	Final		
Dated	4 September 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		N/a	N/a
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			4 September 2025

Appendix A1 - General Fund Capital Programme 2025-26 to 2034-35 Month 4

Capital Programme 2025/26 - 2034/35	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2025/26-2034/35		
Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment, Neighbourhoods and Growth													
CIL 2021- CGS	20	0	20	0	40	40	0	0	0	0	60	60	0
Cleaner Greener Safer	1,846	581	1,846	0	2,520	2,520	0	7,312	7,312	0	11,678	11,678	0
Cycle Superhighway 4 Project	100	0	0	(100)	350	350	0	2,439	2,539	100	2,889	2,889	0
Southwark School Streets	311	11	311	0	260	260	0	533	533	0	1,104	1,104	0
CIL 2021- Highways	200	17	200	0	123	123	0	0	0	0	323	323	0
LIP Programme	2,199	495	2,199	0	0	0	0	0	0	0	2,199	2,199	0
Other PR Projects	2,971	963	2,004	(967)	2,859	3,726	867	59	159	100	5,889	5,889	0
StreetCare	14,540	809	18,666	4,126	12,791	8,465	(4,326)	12,778	12,978	200	40,109	40,109	0
Street Lighting	848	0	498	(350)	700	1,050	350	192	192	0	1,741	1,741	0
Street Market	105	10	105	0	0	0	0	0	0	0	105	105	0
Air Quality	469	110	537	67	259	192	(67)	0	0	0	728	728	0
Air Quality Action Plan & Climate Emergency Delivery Projects	157	0	154	(3)	432	435	3	300	300	0	889	889	0
Climate Emergency	1,412	269	1,380	(32)	2,682	2,682	0	150	182	32	4,244	4,244	0
CCTV Cameras	1,500	382	1,250	(250)	1,600	1,850	250	511	511	0	3,611	3,611	0
Carbon Reduction Investment	331	0	331	0	1,000	1,000	0	0	0	0	1,331	1,331	0
Climate Emergency	1,078	22	1,078	0	323	323	0	32	32	0	1,433	1,433	0
Youth Services	1,010	55	1,010	0	350	350	0	39	39	0	1,399	1,399	0
Culture	228	3	318	90	123	133	10	178	78	(100)	528	528	0
Cemetery Burial Strategy	20	3	20	0	0	0	0	0	0	0	20	20	0
Drinking Water Fountains throughout Southwark	0	0	0	0	159	159	0	0	0	0	159	159	0
Food Waste Collection	800	42	800	0	580	580	0	0	0	0	1,380	1,380	0
Tree Planting	1,001	168	1,001	0	1,623	1,623	0	1,000	1,000	0	3,624	3,624	0
CIL 2021- Parks	138	0	138	0	296	296	0	631	631	0	1,064	1,064	0
Parks	5,097	998	5,097	0	8,392	8,392	0	8,075	8,075	0	21,564	21,564	0
South Dock Marina	2,444	252	2,444	0	5,558	5,558	0	0	0	0	8,002	8,002	0
Back Office System	115	0	115	0	430	430	0	30	30	0	575	575	0
Green Building Fund	50	0	50	0	2,550	2,550	0	8,190	8,190	0	10,790	10,790	0
Play Investment Programme	500	8	500	0	1,500	1,500	0	1,000	1,000	0	3,000	3,000	0
Leisure	4,289	1,323	4,289	0	2,359	2,359	0	3,200	3,200	0	9,848	9,848	0
Total Environment, Neighbourhoods and Growth	43,779	6,521	46,360	2,581	49,859	46,946	(2,913)	46,649	46,981	332	140,288	140,288	0
Resources													
Planning & Growth													
Planning	4,246	41	4,246	0	462	462	0	237	237	0	4,945	4,945	0
Walworth Town Hall	56	0	56	0	0	0	0	0	0	0	56	56	0
Canada Water Leisure Centre	65	46	65	0	0	0	0	0	0	0	65	65	0
Revitalising the Blue	2,212	60	587	(1,625)	100	1,725	1,625	0	0	0	2,312	2,312	0
Riverside Walk	50	0	50	0	1,409	1,409	0	0	0	0	1,459	1,459	0
Regeneration North	7,277	362	5,152	(2,125)	352	2,477	2,125	0	0	0	7,629	7,629	0
Revitalising Camberwell	19	0	19	0	0	0	0	0	0	0	19	19	0
Peckham Rye Station Redevelopment	7,865	(1,308)	2,945	(4,920)	2,003	6,947	4,945	100	75	(25)	9,967	9,967	0
The Old Vic	2,000	3	0	(2,000)	1,736	3,736	2,000	0	0	0	3,736	3,736	0
Regeneration South	7,788	519	6,122	(1,667)	500	2,127	1,627	0	40	40	8,288	8,288	0
21-23 Parkhouse Street	670	0	0	(670)	2,291	670	(1,621)	0	2,291	2,291	2,961	2,961	0
Peckham Library Square	4,537	84	2,103	(2,435)	1,814	4,099	2,285	0	150	150	6,352	6,352	0
Regeneration Capital	1,366	342	1,236	(130)	2,987	3,117	130	125	125	0	4,478	4,478	0
Strategic Acquisitions	156	0	156	0	0	0	0	0	0	0	156	156	0
Property Services	4,737	102	2,748	(1,989)	3,047	4,227	1,180	2,400	3,209	809	10,184	10,184	0
Elephant & Castle Regeneration	2,008	0	2,008	0	2,008	2,008	0	2,000	2,000	0	6,016	6,016	0
Total Planning & Growth	45,051	252	27,492	(17,560)	18,710	33,005	14,295	4,862	8,127	3,264	68,623	68,623	0

Appendix A - General Fund Capital Programme 2025-26 to 2034-35 Month 4

Capital Programme 2025/26 - 2034/35	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2025/26-2034/35		
Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Finance													
Public Switched Telephone Network (PSTN) Digitalisation	969	65	400	(569)	0	0	0	0	569	569	969	969	0
Laptop Refresh	6,431	1,243	8,810	2,379	1,091	392	(699)	5,914	4,234	(1,680)	13,436	13,436	0
Digital Strategy	3,098	720	4,642	1,544	2,838	4,146	1,308	8,561	5,709	(2,852)	14,498	14,498	0
Total Finance	10,498	2,029	13,852	3,354	3,929	4,538	609	14,475	10,511	(3,963)	28,902	28,902	0
Total Resources	55,550	2,281	41,344	(14,206)	22,639	37,543	14,905	19,337	18,638	(699)	97,525	97,525	0
Children's and Adults' Services													
Lifecycle Capital Prog- Anchor Homes	2,295	57	1,618	(677)	1,393	1,393	0	2,067	2,744	677	5,755	5,755	0
Lifecycle Capital Prog- ASC properties	1,995	106	1,158	(837)	1,634	1,634	0	1,371	2,208	837	5,001	5,001	0
Mosaic Management Information Development	100	22	100	0	0	0	0	0	0	0	100	100	0
Bed Based Care	1,759	0	894	(866)	0	866	866	0	0	0	1,759	1,759	0
Changing Places Toilet Programme	29	0	15	(14)	15	15	0	0	14	14	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
Primary Schools Refurbishment Programme	2,120	0	2,120	0	0	0	0	0	0	0	2,120	2,120	0
Primary Schools Refurbishment Programme Pre 24/25	625	44	625	0	0	0	0	0	0	0	625	625	0
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	2,686	545	2,686	0	0	0	0	0	0	0	2,686	2,686	0
Primary Schools Refurbishment programme 2025/26	4,324	97	4,324	0	0	0	0	0	0	0	4,324	4,324	0
Childcare Expansion Grant	181	0	181	0	0	0	0	0	0	0	181	181	0
Beornund Primary School Redevelopment	11,849	1,353	11,849	0	5,432	5,432	0	346	346	0	17,626	17,626	0
Ilderton Primary - Air Quality Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Expansion	5,310	965	5,310	0	0	0	0	0	0	0	5,310	5,310	0
Riverside Primary School	1,516	997	1,516	0	28	28	0	0	0	0	1,543	1,543	0
Rotherhithe Primary School Expansion	328	0	328	0	0	0	0	0	0	0	328	328	0
Ivydale	4,149	0	4,149	0	1,591	1,591	0	0	0	0	5,740	5,740	0
SEND and Disabilities Development	15,726	0	15,726	0	2,500	2,500	0	0	0	0	18,226	18,226	0
Southwark Inclusive Learning Service KS4	1,700	0	1,700	0	0	0	0	0	0	0	1,700	1,700	0
Childrens Homes	1,920	243	1,920	0	0	0	0	0	0	0	1,920	1,920	0
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	333	0	333	0	0	0	0	0	0	0	333	333	0
Total Children's and Adults' Services	59,983	4,429	57,589	(2,394)	12,592	13,458	866	3,783	5,311	1,528	76,359	76,359	0
Housing													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	980	512	0	0	0	0	0	0	468	980	512
Housing Renewal	4,507	365	4,507	0	3,608	2,910	(698)	22,585	23,283	698	30,700	30,700	(0)
LAHF Buybacks 50 Programme	19,400	0	19,400	0	0	0	0	0	0	0	19,400	19,400	0
Housing Total	24,375	365	24,887	512	3,608	2,910	(698)	22,585	23,283	698	50,568	51,080	512
Governance & Assurance													
PPM & Compliance Programme (CRP)	400	124	400	0	450	400	(50)	15,493	15,543	50	16,343	16,343	0
Operational Buildings Life Cycle Investment	13,336	349	8,773	(4,564)	6,700	4,376	(2,324)	16,602	23,490	6,888	36,638	36,638	0
Total Governance & Assurance	13,736	473	9,173	(4,564)	7,150	4,776	(2,374)	32,095	39,033	6,938	52,982	52,982	0
Capital Programme 2025/26-2034/35	Total General Fund Programme												
	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2025/26-2034/35		

Appendix A - General Fund Capital Programme 2025-26 to 2034-35 Month 4

Capital Programme 2025/26 - 2034/35	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2025/26-2034/35		
Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	197,423	14,069	179,352	(18,070)	95,848	105,634	9,785	124,450	133,247	8,797	417,721	418,233	512
Total Resources	64,970	35,308	64,750	(220)	11,179	11,609	430	20,820	20,821	1	96,969	97,180	211
Forecast Variation (under)/over.	132,453	(21,239)	114,602	(17,850)	84,669	94,025	9,355	103,630	112,426	8,796	320,752	321,053	301
Cumulative position					217,122	208,627	(8,495)	320,752	321,053	301	320,752	321,053	301

Appendix A2 - General Fund Capital Programme 2025-26 to 2034-35 Month 4

Capital Programme 2025/26 - 2034/35 Southwark 2030 Goals - Description of Programme / Project	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Decent Homes for All													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	980	512	0	0	0	0	0	0	468	980	512
LAHF Buybacks 50 Programme	19,400	0	19,400	0	0	0	0	0	0	0	19,400	19,400	0
Housing Renewal	4,507	365	4,507	0	3,608	2,910	(698)	22,585	23,283	698	30,700	30,700	(0)
Total Decent Homes for All	24,375	365	24,887	512	3,608	2,910	(698)	22,585	23,283	698	50,568	51,080	512
A Good Start in Life													
Youth Services	1,010	55	1,010	0	350	350	0	39	39	0	1,399	1,399	0
Primary Schools Refurbishment Programme	2,120	0	2,120	0	0	0	0	0	0	0	2,120	2,120	0
Primary Schools Refurbishment Programme Pre 24/25	625	44	625	0	0	0	0	0	0	0	625	625	0
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	2,686	545	2,686	0	0	0	0	0	0	0	2,686	2,686	0
Primary Schools Refurbishment Programme 2025/26	4,324	97	4,324	0	0	0	0	0	0	0	4,324	4,324	0
Childcare Expansion Grant	181	0	181	0	0	0	0	0	0	0	181	181	0
Beormund Primary School Redevelopment	11,849	1,353	11,849	0	5,432	5,432	0	346	346	0	17,626	17,626	0
Ilderton Primary - Air Quality Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Expansion	5,310	965	5,310	0	0	0	0	0	0	0	5,310	5,310	0
Riverside Primary School	1,516	997	1,516	0	28	28	0	0	0	0	1,543	1,543	0
Rotherhithe Primary School Expansion	328	0	328	0	0	0	0	0	0	0	328	328	0
Ivydale	4,149	0	4,149	0	1,591	1,591	0	0	0	0	5,740	5,740	0
SEND and Disabilities Development	15,726	0	15,726	0	2,500	2,500	0	0	0	0	18,226	18,226	0
Southwark Inclusive Learning Service KS4	1,700	0	1,700	0	0	0	0	0	0	0	1,700	1,700	0
Childrens Homes	1,920	243	1,920	0	0	0	0	0	0	0	1,920	1,920	0
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	333	0	333	0	0	0	0	0	0	0	333	333	0
Total A Good Start in Life	54,797	4,299	54,797	0	9,900	9,900	0	384	384	0	65,081	65,081	0
A Safer Southwark													
Southwark School Streets	311	11	311	0	260	260	0	533	533	0	1,104	1,104	0
CIL 2021- Highways	200	17	200	0	123	123	0	0	0	0	323	323	0
StreetCare	14,540	809	18,666	4,126	12,791	8,465	(4,326)	12,778	12,978	200	40,109	40,109	0
CCTV Cameras	1,500	382	1,250	(250)	1,600	1,850	250	511	511	0	3,611	3,611	0
Total A Safer Southwark	16,551	1,219	20,427	3,876	14,775	10,699	(4,076)	13,822	14,022	200	45,148	45,148	0
A Strong & Fair Economy													
LIP Programme	2,199	495	2,199	0	0	0	0	0	0	0	2,199	2,199	0
Street Market	105	10	105	0	0	0	0	0	0	0	105	105	0
Culture	228	3	318	90	123	133	10	178	78	(100)	528	528	0
South Dock Marina	2,444	252	2,444	0	5,558	5,558	0	0	0	0	8,002	8,002	0
Planning	4,246	41	4,246	0	462	462	0	237	237	0	4,945	4,945	0
Walworth Town Hall	56	0	56	0	0	0	0	0	0	0	56	56	0
Revitalising the Blue	2,212	60	587	(1,625)	100	1,725	1,625	0	0	0	2,312	2,312	0
Riverside Walk	50	0	50	0	1,409	1,409	0	0	0	0	1,459	1,459	0
Regeneration North	7,277	362	5,152	(2,125)	352	2,477	2,125	0	0	0	7,629	7,629	0
Revitalising Camberwell	19	0	19	0	0	0	0	0	0	0	19	19	0
Peckham Rye Station Redevelopment	7,865	(1,308)	2,945	(4,920)	2,003	6,947	4,945	100	75	(25)	9,967	9,967	0
The Old Vic	2,000	3	0	(2,000)	1,736	3,736	2,000	0	0	0	3,736	3,736	0

Regeneration South	7,788	519	6,122	(1,667)	500	2,127	1,627	0	40	40	8,288	8,288	0
21-23 Parkhouse Street	670	0	0	(670)	2,291	670	(1,621)	0	2,291	2,291	2,961	2,961	0
Peckham Library Square	4,537	84	2,103	(2,435)	1,814	4,099	2,285	0	150	150	6,352	6,352	0
Regeneration Capital	1,366	342	1,236	(130)	2,987	3,117	130	125	125	0	4,478	4,478	0
Strategic Acquisitions	156	0	156	0	0	0	0	0	0	0	156	156	0
Property Services	4,737	102	2,748	(1,989)	3,047	4,227	1,180	2,400	3,209	809	10,184	10,184	0
Elephant & Castle Regeneration	2,008	0	2,008	0	2,008	2,008	0	2,000	2,000	0	6,016	6,016	0
Public Switched Telephone Network (PSTN) Digitalisation	969	65	400	(569)	0	0	0	0	569	569	969	969	0
Digital Strategy	3,098	720	4,642	1,544	2,838	4,146	1,308	8,561	5,709	(2,852)	14,498	14,498	0
Total A Strong & Fair Economy	54,029	1,751	37,534	(16,495)	27,229	42,842	15,614	13,601	14,482	881	94,858	94,858	0
Staying Well													
Drinking Water Fountains throughout Southwark	0	0	0	0	159	159	0	0	0	0	159	159	0
Leisure	4,289	1,323	4,289	0	2,359	2,359	0	3,200	3,200	0	9,848	9,848	0
Play Investment Programme	500	8	500	0	0	0	0	2,500	2,500	0	3,000	3,000	0
Canada Water Leisure Centre	65	46	65	0	0	0	0	0	0	0	65	65	0
Lifecycle Capital Prog- Anchor Homes	2,295	57	1,618	(677)	1,393	1,393	0	2,067	2,744	677	5,755	5,755	0
Lifecycle Capital Prog- ASC properties	1,995	106	1,158	(837)	1,634	1,634	0	1,371	2,208	837	5,001	5,001	0
Mosaic Management Information Development	100	22	100	0	0	0	0	0	0	0	100	100	0
Bed Based Care	1,759	0	894	(866)	0	866	866	0	0	0	1,759	1,759	0
Changing Places Toilet Programme	29	0	15	(14)	15	15	0	0	14	14	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
Total Staying Well	11,050	1,562	8,656	(2,394)	5,561	6,427	866	9,138	10,666	1,528	25,749	25,749	0
A Healthy Environment													
CIL 2021- CGS	20	0	20	0	40	40	0	0	0	0	60	60	0
Cleaner Greener Safer	1,846	581	1,846	0	2,520	2,520	0	7,312	7,312	0	11,678	11,678	0
Cycle Superhighway 4 Project	100	0	0	(100)	350	350	0	2,439	2,539	100	2,889	2,889	0
Other PR Projects	2,971	963	2,004	(967)	2,859	3,726	867	59	159	100	5,889	5,889	0
Street Lighting	848	0	498	(350)	700	1,050	350	192	192	0	1,741	1,741	0
Air Quality	469	110	537	67	259	192	(67)	0	0	0	728	728	0
Air Quality Action Plan & Climate Emergency Delivery Projects	157	0	154	(3)	432	435	3	300	300	0	889	889	0
Climate Emergency	2,490	291	2,458	(32)	3,005	3,005	0	11,980	14,072	2,092	5,677	5,677	0
Carbon Reduction Investment	331	0	331	0	1,000	1,000	0	0	0	0	1,331	1,331	0
Green Building Fund	50	0	50	0	2,550	2,550	0	8,190	8,190	0	10,790	10,790	0
Cemetery Burial Strategy	20	3	20	0	0	0	0	0	0	0	20	20	0
Food Waste Collection	800	42	800	0	580	580	0	0	0	0	1,380	1,380	0
Tree Planting	1,001	168	1,001	0	1,623	1,623	0	1,000	1,000	0	3,624	3,624	0
CIL 2021- Parks	138	0	138	0	296	296	0	631	631	0	1,064	1,064	0
Parks	5,097	998	5,097	0	8,392	8,392	0	8,075	8,075	0	21,564	21,564	0
Total A Healthy Environment	16,339	3,156	14,954	(1,385)	24,606	25,758	1,153	40,178	42,470	2,292	69,325	69,325	0
Corporate Projects													
Laptop Refresh	6,431	1,243	8,810	2,379	1,091	392	(699)	5,914	4,234	(1,680)	13,436	13,436	0
PPM & Compliance Programme (CRP)	400	124	400	0	450	400	(50)	15,493	15,543	50	16,343	16,343	0
Operational Buildings Life Cycle Investment	13,336	349	8,773	(4,564)	6,700	4,376	(2,324)	16,602	23,490	6,888	36,638	36,638	0
Back Office System	115	0	115	0	430	430	0	30	30	0	575	575	0
Total Corporate Projects	20,283	1,716	18,097	(2,185)	8,671	5,598	(3,073)	38,039	43,297	5,258	66,992	66,992	0
Total General Fund Programme													
Capital Programme 2025/26 - 2034/35	2025/26				2026/27			2027/28 - 2034/35			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance

	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	197,423	14,069	179,352	(18,070)	94,348	104,134	9,785	137,748	148,605	10,857	417,721	418,233	512
Total Resources	64,970	35,308	64,750	(220)	11,179	11,609	430	20,820	20,821	1	96,969	97,180	211
Forecast Variation (under)/over.	132,453	(21,239)	114,602	(17,850)	83,169	92,525	9,355	116,928	127,784	10,856	320,752	321,053	301
Cumulative position					215,622	207,127	(8,495)	332,550	334,911	2,361	320,752	321,053	301

APPENDIX B DEPARTMENTAL NARRATIVES

ENVIRONMENT SUSTAINABILITY & LEISURE

1. The total value of the capital programme for the department is currently £140.3m for the 10-year programme. The projected 2025-26 outturn is £46.4m against the revised budget of £43.8m, show an anticipated overspend of £2.6m.
2. The Department has set up a capital programme review board to strengthen the focus on capital projects. The first meeting of the new financial year will take place in August 2025 and focused on performance to date as well as obtaining assurance of delivery by year end and unblocking barriers. One of the key challenges is that of capacity to deliver at pace and the board will be looking to enable more capacity to be brought on board in 2025-26.
3. Table 1 below summarizes the 2025/26 financial position by key schemes and responsible division:

Table 1

	2025/26						
	Agreed Budget	Budget Virements	Budget Variations	Revised Budget	Actuals 31.07.25	Forecast	Variance (Revised budget V Forecast)
	£	£	£	£	£	£	£
Leisure	4,289,012	0	0	4,289,012	1,322,839	4,289,012	0
South Dock Marina	2,443,989	0	0	2,443,989	252,463	2,443,989	0
Parks - Programme and Projects	3,635,449	0	0	3,635,449	400,856	3,635,449	0
Parks - Others	2,921,058	0	200,000	3,121,058	776,183	3,121,058	0
Culture	1,238,173	0	0	1,238,173	57,471	1,327,868	89,695
TOTAL - Leisure & Culture	14,527,681	0	200,000	14,727,681	2,809,812	14,817,376	89,695
Climate Change and Sustainability	2,445,477	375,000	50,000	2,870,477	291,005	2,838,626	(31,851)
TOTAL - Climate Change and Susta	2,445,477	375,000	50,000	2,870,477	291,005	2,838,626	(31,851)
Street Lighting	848,402	0	0	848,402	0	498,402	(350,000)
Regulatory Services	660,363	0	81,360	741,723	109,898	805,571	63,848
StreetCare	14,529,509	0	10,000	14,539,509	809,394	18,665,615	4,126,106
Other PR Projects	3,252,788	0	329,683	3,582,472	990,751	2,515,844	(1,066,628)
LIP PROGRAMME	426,581	0	1,772,000	2,198,581	494,551	2,198,581	0
Cleaner Greener Safer	1,815,837	0	50,000	1,865,837	581,227	1,865,837	0
Street Market	104,515	0	0	104,515	9,965	104,515	0
Waste & Cleaning	800,000	0	0	800,000	42,363	800,000	0
TOTAL - Environment	22,437,995	0	2,243,043	24,681,038	3,038,149	27,454,364	2,773,326
Stronger Neighbourhoods	1,500,000	0	0	1,500,000	381,695	1,250,000	(250,000)
TOTAL - Stronger Neighbourhoods	1,500,000	0	0	1,500,000	381,695	1,250,000	(250,000)
TOTAL	40,911,153	375,000	2,493,043	43,779,196	6,520,661	46,360,366	2,581,170

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

Leisure Directorate

4. The projected 2025-26 outturn is £14.8m against the revised budget of £14.7m.

Parks, Leisure Centres, Youth and Play

5. The parks and play programmes include 29 individual projects. Forecast expenditure in 25/26 includes the following major projects:
 - South Dock Marina H&S Works (£2m)
 - South Dock Marina Greenland Dock (£1.3m)
 - Nunhead Cemetery East Lodge Restoration (£1.5m)
 - Playgrounds & Adventure Playgrounds (£2m)
 - Peckham Rye Adventure Playground (£0.5m)
 - Bethwin Road Adventure Playground (£0.4m)
 - Goose Green, Nursery Row, Little Dorritt, Cossall (£1.1m)
 - Burgess Park Giraffe House Demolition & Club house
 - Sports Pavilions and Pitches at Burgess & Brimington Parks (
6. South Dock Marina (SDM) Health & Safety budget increase. A budget shortfall of £2.975m is forecast for SDM Projects. The total approved budget for the SDM projects is £8m and forecast costs of delivering the schemes is now expected to be £10.975m including contingency.
7. Work is progressing on the South Dock Marina capital scheme, which includes new electrical supply and new pontoons at Greenland Dock, a new boat lifting crane, and significant improvements to the Boatyard. Due to a combination of factors, particularly relating to: increase specification following further consultation and detailed design; temporary accommodation requirements to ensure compliance with the council's affordable workspace strategy; and unavoidable delay (including, a 9 month delay waiting for environment agency permissions, and the need to return to planning committee to discharge Affordable Workspace and business location strategy policies), costs of the South Dock Marina health and safety scheme have increased by £3m.
8. Work is underway to seek to value engineer the scheme, but opportunities will be limited, as planning has now been granted, so the key aspects of the scheme are fixed.
9. Officers are therefore requesting authority to vire underspend from the currently un-utilised cemetery capital budget to cover the budget increases on this project. This approach will ensure that budget pressures are contained without additional pressure being placed on capital borrowing. At the same time, officers are exploring options to replenish the remaining Cemetery budget with additional funds from underspends from other projects with the Departments wider capital programme.
10. The increase has arisen due to several factors impacting on the cost of South Dock Marina works as listed below;

- Extension of scope of design brief to meet stakeholder expectations:
 - Uplift in provision of welfare facilities for berth-holders
 - New welfare provision for businesses with kitchenette provided
 - Additional public WC
 - Events space and terrace
 - Development of lift space
 - Construction inflation, calculated at approximately 8% since June 2024
 - Significant uplift in specification for crane foundation
 - Additional surveys, reports and liaison with the Environment Agency (River Wall)
 - Inclusion of the cost of temporary accommodation and decant of businesses (planning requirement)
 - The impact of programme slippage (prolongation) on consultant fees, other fees, staff salaries and internal recharges
 - Increase in contingency allowance to reflect risk of below ground conditions including potential soil contamination and the engineering of the crane foundation
11. The combined cost impact of the above factors, points to a budget deficit estimated to be in the order of £2.5m-£3m.
12. Various lifecycle maintenance and improvement works are in progress across the Leisure Centres. These includes new e-gym at Camberwell and Peckham Pulse Leisure centres tailored to individual's health needs, solar photovoltaic (PV) panel installation at Dulwich Leisure centre, new CCTV across all the leisure sites, and digital transformation of the leisure booking and customer relationship management (CRM) system. Alongside these improvement works, we have completed the fitting out of the brand-new Canada Water Leisure centre with state-of-the-art facilities and equipment, scheduled to open in September 2025.
- The 2025-26 leisure service capital works budget includes:
- Leisure Centres improvement works - £0.2m
 - Canada Water Leisure Centre fitout - £1.6m
 - Leisure Centre Gym replacements - £0.1m
 - Leisure Centre remedial repairs and improvements - £1.9m
 - Decarbonisation of Leisure centres - £0.2m
 - Leisure Centres digital transformation – £0.2m
13. Included within the Youth and Play Service capital budget (Youth New Deal) is approximately £1.02m remaining for planned capital works, including significant improvements to the Brandon Youth Centre. The project is due to start on site in the winter of this year (2025).

14. Included within the Culture budget for 2025-26 are fit out costs for libraries refurbishment projects at Dulwich and Brandon library. These projects entail revised layouts and designs to improve customer access, new shelving and desking for improved adult and children's and teenage areas in the library, installation of a sensory areas for children, redesigned meeting rooms, new study spaces and meeting pods for customers to use. Funds are held in Libraries Infrastructure Budget. For 2025/26 there is a total of approximately £200k being used for the fit-out projects at both libraries. The contract has been awarded for Dulwich library fit out and layout plans are being finalised. The contract for Brandon fit out will be awarded in the autumn and will cover both library and youth aspects of the project. Both projects are currently due to be completed by end of this financial year with all funds spent. Timescales may change and any changes to forecast will be reflected in the capital monitor in subsequent months. Any remaining capital funds will be used to replenish library furniture and shelving at libraries as required. The forecast also reflects expenditure to date and residuary forecast associated with same.
15. There are also capital funds of £108k allocated to deliver innovative services in libraries. In 2025/26 meeting pod booths are being implemented in 5-6 libraries. These are enclosed, self-contained spaces designed to provide privacy and quiet for focused work, individual tasks, or confidential conversations or meetings. Various designs and sizes are being scoped, to fit library spaces - from 1-2 person single-person phone booth-style pods to larger pods that can accommodate small teams for meetings. Estimated cost is £75k. These meeting pods will be bookable for the local community for a small fee thus providing a small income stream for the library service.

Climate Change & Sustainability Directorate

16. The projected 2025-26 outturn is £2.8m which represents a minor variance.
17. Cabinet agreed an additional £25m capital budget to enable the council to do more, faster, to reduce carbon emissions and deliver the objectives of the council's Climate Change Strategy, and Climate Resilience and Adaptation Strategy. An additional £1.3m has also been added from the Sustainability Fund to increase the total funding allocation to £26.3m. As of the end of 2024-25, £8m has been spent.
18. The remaining funding was fully allocated to project areas Council Assembly in November 2024. However, following successful bids to the Public Sector Decarbonisation Scheme on leisure and schools retrofit, an additional £2m has been freed up for allocation to new projects.
19. The following schemes will be delivered this year:
 - Minor retrofit work to crematorium and cemetery buildings. £0.1m.
 - Continued school retrofit work, focused on the Brunswick Park Primary School sports hall. £0.12m.

- Contribution to retrofit of Tooley Street and installation of new air source heat pump. £0.1m.
- Funding for the borough-wide Cycle Hanger programme. £0.45m
- Continued delivery of upgrades to more efficient LED lighting in parks. £0.19m.
- Improvement to walking facilities in the borough, through capital delivery in Walworth and continued roll-out borough wide of school walking maps. £0.19m.
- Leisure centre retrofit programme and reductions to energy use, including upgraded Building Management Systems, LED lighting and support for successful £9m PSDS bid. £0.17m.
- 23 community energy projects funded across the borough through the Southwark Community Energy Fund Round 1. £0.4m.
- Delivery of the community led Southwark Biodiversity Fund to create new and enhanced green spaces in the borough. £0.375m.
- Delivery of a number of Sustainable Urban Drainage schemes, to reduce local surface water flood risk and improving greening. £0.23m

Environment Directorate

20. The projected 2025-26 outturn is £29.4m against the revised budget of £28.2m

StreetCare

21. The Non-Principal Road (NPR) programme, which delivers major resurfacing of footways and carriageways with eight completions in Q1, and programme delivery planned for the remainder of the year.
22. Repairs to Cox's Walk Footbridge due to storm damage to be carried out in second quarter using remaining capital budget.
23. The Flood Prevention programme continues to deliver a programme of works designed to alleviate flooding concerns before they become problems.

Local Implementation Plan

24. Local Implementation Plans (LIPs) set out how each London borough will meet the objectives of the Mayor's Transport Strategy.
25. The current year programme has commenced on projects including pedestrian improvements in the wider Bermondsey Street area and crossing points at Gibbon Road and Gerridge Street. The cycle programme sees delivery of the first phases of the Peckham to Rotherhithe cycle route, upgrades to Cycleway 4 and delivery of the Tanner Street to Willow Walk cycleway.

26. The cycle hangar programme is currently delivering at pace, and this is due to continue throughout 2025/26 with 1000 expected to have been installed during this political term.

Other Public realm

27. The Streets for People programme commenced in Q1 with significant delivery planned for later in the year. Design and engagement work ongoing.
28. The School Streets programme is due to deliver substantially in 2025-26 with improvements at all primary schools planned before April 2026.

Cleaner Greener Safer, (Including air quality projects)

29. The Cleaner Greener Safer (CGS) programme for 2025/2026 has over 200 live projects. All projects set up with cost codes and on track for completion by latest 31/03/2026. In Q1 we are on target and budget.

The Mayor's Air Quality Fund (MAQF)

30. The current MAQF project to work with schools to raise awareness of asthma, enhance the health and educational experience of students, particularly those with asthma, is behind schedule awaiting approval of contract awards. Delay is mainly owing to procurement and related processes because of the very technical and specialist nature of the project. Procurement of an expert consultant to support the technical aspects of the project is being finalised and the first study cohort is now expected to start mid-late Q3 - 2025/26. The project will be monitoring air quality in selected pupils' homes and their classrooms and promoting awareness and behavioural change that will ensure minimal impact on vulnerable pupils because of poor air quality.
31. The Environmental Protection team continues to promote the project and there are enough candidate participants to start the trial cohort. This will commence as soon as the supplier contracts have been approved, monitoring equipment purchased and prepared for use, and after the school's onboarding process has been completed. The intention is to complete the school's onboarding fully before the end of the autumn term. The grant award proposal for the behaviour change consultancy (Stirling University) has been signed off by the Lead Member and the grant award document is completed, awaiting sign off.
32. The completed Walworth Low Emission Neighbourhood (LEN) project previously funded by the MAQF was shortlisted for an award by the Chartered Institution of Highways and Transportation (CIHT). The project did not win the award for the category but considering these awards aim to identify the best practices, projects, organisations and people in the highways and transportation, making the shortlist was good recognition for the initiative. The project which included the bookable permit holder only loading bays on Walworth Road is listed in the Technology and Digital Transformation award category.

Stronger Neighbourhoods Directorate

33. The projected 2025-26 outturn is £1.25m against the revised budget of £1.5m.
34. The council currently has 541 town centre, open space, housing estate and LBS property cameras with 11 re-deployable cameras. Images return to a central CCTV control room based at Southwark Police Station. The control room is staffed by 11 operators 24/7 and is critical to community safety including to police operations, partnership priorities, crime reduction and protecting the public.
35. A key strand of the Southwark 2030 vision is safety. CCTV is a vital and important contributor to this vision.
36. CCTV is a critical service within the council and is a council plan commitment 2022-26, Safer streets and estates, with a specific commitment to:
 - Invest in CCTV network with improved camera network and upgrade of systems to High Definition.
37. The council has a statutory duty under S.17 of the Crime and Disorder Act 1998, to do all it reasonably can to prevent, crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment).
38. CCTV is an essential component supporting partners in the prevention and detection of Crime and Anti-social behaviour.
39. In February 2023, a £3 million capital bid was approved to upgrade all of the CCTV cameras and transmission systems.
40. The following works are underway as part of the upgrade:
 - Upgrade the CCTV transmission system
 - Upgrade all town centre and public space CCTV cameras to High Definition (HD)
 - Relocation of the server room and central equipment to a Southwark owned building.
41. The works are due to complete in the winter of 2026.
42. A further capital allocation of £1million was made in January 2025 to move the council's system to our own duct and fibre from rented duct and fibre and these works are also now ongoing.

CHILDREN AND ADULTS SERVICES

1. The total value of the department capital programme for the 10-year period, 2025-26 to 2035-36 is £75.4m.

Adult Social Care

2. The Adult Social Care (ASC) capital programme for the period 2025-2035 totals £12.7 million. Key investments include £5.8 million for essential lifecycle works across four residential care homes, £5 million for improvements to existing care settings and other ASC buildings as well £1.8 million to support the development of new bed-based care through a new nursing home within the borough.
3. The Adult Social Care capital programme is strongly aligned to Southwark 2030 and the ASC Capital Board has outlined a set of priorities for 2025-26 and beyond to meet the evolving needs of vulnerable adults. A primary focus is on improving accessibility, which is crucial for enhancing the lives of people with disabilities and their carers.
4. Continued investment in the Adult Social Care property portfolio ensures that buildings remain safe and secure for staff and service users. A proactive approach to asset replacement, coupled with investment in low-carbon, sustainable technologies, is helping to reduce breakdowns and lower maintenance and operational costs. This work also supports carbon reduction commitments of the local authority.
5. The council owns a variety of properties used for residential and nursing care for older adults and supported living for individuals with mental health needs and learning disabilities. A five-year programme, running through to March 2029, will focus on maintain and upgrading the building fabric, as well as mechanical and electrical infrastructure. Projects will also enhance energy efficiency, including the installation of LED lighting, air source heat pumps (ASHP), new double-glazed windows, and solar panels, aligning with the council's low-carbon goals.
6. The programme for the four residential and nursing homes aligns with responsibilities agreed with the new care provider, Agincare, which is now managing the redecoration of residents' en-suite rooms. Key lifecycle works include lift replacements, new lighting, upgraded fire alarms, window replacements, and pipework upgrades. The council will be connecting the heating systems at Bluegrove House Care Home to the SELCHP district heating network, with work to do so commencing this financial year. The window replacement programme at Rose Court Care Home is also expected to commence in 2025-26 alongside other associated works.

7. Ongoing lifecycle works on Adult Social Care buildings and Supported Living accommodations continue to progress. Roof repairs have been carried out at Southwark Resource Centre and internal refurbishment including a new reception area will begin in 2025-26. The Orient Street Adult Respite Unit is planned to be redecorated as part of the lifecycle programme as will the base for the Mental Health service at Castlemead. Refurbishment works are also expected to begin at two Supported Living properties.
8. The Corporate Facilities Management team is currently undertaking condition surveys to assess the feasibility, cost-benefit returns, and prioritisation of additional low-carbon initiatives. These findings will inform a review of projects planned for the later stages of the five-year programme and support the development of an updated capital plan for 2026–2030, leading to further approvals for work during 2026–2028.

Children's Services and Southwark Schools Capital Programme

9. The Children's Services capital programme forecast for 2025-26 to 2035-36 is £63.7m. This consists of £10.6m for the schools maintenance programme and £18.2m for special education needs and disabilities capital strategy. It also includes certain specific projects such as £5.7m for Ivydale Primary School, £17.6m for Beormund Special School, £1.5m for Riverside Primary School, as well as £1.9m for the development of the two children's homes.
10. The overall programme is focused on rightsizing provision, ensuring estate remains fit for purpose. In addition, a key priority is to ensure there is sufficient high needs provision in the borough to meet future need. Rising construction prices affect the capital programme by increasing demands on existing resources. Material costs are beginning to stabilise, but the shortage of labour is now the biggest concern for contractors with wage inflation outstripping the general marketplace.
11. There is some excess capacity in the primary sector (albeit spread unequally across the borough) because of falling rolls caused by a reduced birth rate and a change in the population demographics. The government has set an aspiration to see more of these spaces adapted to provide the expanded child care offer, and there is a dual pressure to increase the availability of targeted special educational needs spaces within our mainstream schools to increase inclusion of these children in mainstream settings, with lower pupil ratios and specialist resources. Opportunities are being explored to maximise the use of existing assets for these and other purposes to ensure the best outcomes for children, continued viability of schools and the efficient use of the council's resources. These proposals may be subject to future capital bids. There is also pressure to develop more standalone special

needs provision to ensure capacity meets the future need for our pupils, which is a national issue for all education authorities.

12. Projects are in progress at present for the development of two new children's homes. The main construction works on the first home are complete, and the home is now open with resident children. For the second, the main contractor is on site. Completion is expected in summer 2025 and will open as a care home for children in 2025-26.

Primary Provision

13. The Primary School maintenance programme delivers an annual programme of planned refurbishment works alongside emergency reactive works where necessary. Under this programme, the decarbonisation strategy for the school estate will be delivered to plan for the move away from using fossil fuels in the heating of schools. This programme also includes work to improve the air quality around schools utilising GLA grant funding for this. This programme is funded from the School Condition Allocation grant, calculated based on pupil numbers, therefore the yearly allocation has been reducing in line with falling rolls. Funding of £1.115m has been secured from the Climate Capital Fund for works at two schools and £0.3m for Air Quality projects is being funded from the Environmental Protection Team. A successful funding bid was awarded by the Public Sector Funding Scheme administered by Salix Finance to decarbonise schools. Crawford School was successful in receiving grant funding for a new Air Source Heat Pump system and additional funding was won from the GLA for energy saving improvements to primary schools.
14. At Riverside Primary School a defective early year's classrooms and a new dining space have been built alongside this a new safe entrance into the school is also being provided. Contractors have completed phase 1 of the scheme, which includes the new classrooms and the dining hall. Phase 2 will cover the new entrance and reception space into the main school building and this contract is due to be completed in September 2025.
15. The children services capital programme also includes a new capital project for the consolidation of the Ivydale primary school onto a single site. This work is underway and is being delivered as a staggered programme of refurbishment which will take place over the summer holidays in 2025 and 2026, and see the school fully consolidated in the 2026 – 27 school year.

Secondary Provision

16. The Charter School East Dulwich is being expanded to address a shortfall in spaces in the local area. The project is in its final stage, with the demolition of the former hospital buildings already completed and construction of a new hall, renovation of the original 'Chateau' building and new play landscaping underway. This work also includes the additional resource base for 20 SEN pupils. The original completion date for the project has been delayed due to the main works contractor withdrawing from the contract. Therefore, new procurement arrangements had to be undertaken. New facilities have been released to the school since the spring of 2025 and will be fully complete by September 2025.

Special Education Needs provision

17. In order to address a growth in the number of pupils with Education Health and Care Plans (EHCPs), options are being explored to redefine the local offer of special education provision from the early years to post-19 in Southwark. This is being done to increase the cost effectiveness of provision and reduce the incidence of pupils being educated out of borough or in high cost independent schools, which do not necessarily provide the best outcomes.
18. Beormund School is being expanded and relocated to Peckham. The new site will provide a purpose-built facility and support modern teaching techniques and learning for the Beormund SEMH School. It will also increase the school capacity to 56 pupils. The contract for the Pre-Construction Services Agreement has completed. The works on site have started with the anticipated completion for the project in Winter 2026.
19. Cabinet approval has been given on two projects to expand specialist provision. These are the expansion of the Highshore Special School into the recently closed Comber Grove Primary school site in line with the re-provision strategic approach, and the creation of a satellite site of the Cherry Garden Special School in vacant space within the Bellenden Primary School.
20. Additional capital projects for the development of specialist provisions include capital investment into the former Riverside Day Centre to create additional post-16 SEND provision in the borough, this project is being jointly funded and delivered in partnership with the Orchard Hill College, and additional capital investment into the development of the SEND Children & Family Hub at site of the former Ann Bernadt nursery, which in addition to

providing a range of specialist multi-agency child and family support services, will also provide specialist early years and other education focused provisions such as short breaks, alternative provision and tutoring space for children facing difficulties accessing education.

21. In addition to repurposing closed maintained school sites for new specialist provision, the government are pressing for greater capital investment into adaptation of mainstream schools to increase their capacity to accommodating children with additional needs. This includes increasing the accessibility of schools, the additional needs specific spaces, and the overall school environments to make them more conducive to educating a diverse range of pupils. The developing capital plans will include arrangements to meet these governmental expectations.

HOUSING – GENERAL FUND CAPITAL

Overview

1. The Housing General Fund capital programme is projected to spend approximately £51.1 million between 2025 and 2034. This consists of £30.7 million allocated to housing renewal schemes, £1.0 million for residual works on traveller sites and £19.4 million for the Local Authority Housing Fund (LAHF) Buyback 50 Programme.
2. The forecast expenditure for 2025–26 is £24.9 million, which is £20.8 million higher than the forecast of £4.1 million reported to Cabinet in the 2024-25 outturn monitoring report. This is mainly due to incorporation of the LAHF Buyback 50 Programme and a pending capital bid for the Travellers sites.

Asset Management – Housing Renewal

3. The Private Sector Housing and Adaptations programme delivers a range of targeted interventions to support residents in private sector housing to live independently. This includes financial and practical assistance for essential repairs, home improvements, and adaptations. The programme also supports the return of vacant properties to active use, contributing to housing supply and reducing homelessness pressures.

Disabled Facilities Grant (DFG) and Adaptations

4. For the financial year 2025-26, the DFG budget is £2.1m. Current commitments total £0.3m, with an additional £0.4m in available resources. A variation of £6.6m is added to the programme to reflect the £2.0m expected grant funding in future years. Funded works include the installation of Level Access Showers, Wet Rooms, Hoists, and Stairlifts.
5. Although demand was initially low, recent collaboration with Adult Social Care has led to an increase in referrals, enabling the team to optimise use of available funding. No expenditure has been made on home repair grants and loans this quarter, as resources have been strategically focused on delivering major adaptations. This has resulted in reduced waiting times and improved outcomes for vulnerable residents.
6. However, rising labour and material costs have rendered current per-applicant funding allocations insufficient. A review and adjustment of funding levels is therefore recommended to ensure continued delivery and full budget utilisation.

Empty Homes and Property Restoration

7. Following Cabinet approval to revamp the loans and grants framework, the Empty Homes Team has utilised the 2025-26 budget to bring seven properties

back into use. Four of these have been allocated to Housing Solutions to support homeless households. Over a three-year period, this intervention is expected to generate significant cost avoidance for the Temporary Accommodation Team. Should the current pipeline progress as anticipated, a budget adjustment may be required within the programme.

8. **Compulsory Purchase Programme**

A budget of £2.0m has been allocated to support the Compulsory Purchase of long-term empty properties. Due to the complexity and extended timelines of the CPO process, initial efforts have focused on voluntary acquisitions. Of the eight properties identified, two have been prioritised for intervention following a detailed assessment.

9. Letters of interest have been issued to the owners of both properties, but no responses have been received. The Council is now compiling a comprehensive record of all actions taken to support potential escalation. If voluntary acquisition is unsuccessful, at least one CPO will be pursued. Should both cases proceed to completion, the full budget is expected to be utilised.

Resident Services – Traveller Sites

10. A comprehensive programme of reconfiguration and improvement works has been initiated to address critical health, safety, and compliance issues—primarily fire safety—across Traveller sites. Further investment is planned to ensure continued progress and compliance.
11. The programme has experienced delays and setbacks, resulting in increased costs. Additionally, the contractor engaged for works at Ilderton Road was found to be operating outside the approved legal framework. Revised cost estimates provided by the Planned Maintenance Team have increased the total projected budget to £0.98m. Of this, £0.45m has been secured through the safeguarding grant funding from the Greater London Authority (GLA), with £0.39m received to date.
12. To retain the secured grant funding, a capital bid is in progress and upon approval a variation £0.5m will be added to capital budget to match the forecast.

The updated programme includes:

- Bringing Springtide Close back into use and occupation.
- Delivering fire safety and modernisation works at Burnhill and Brideale Close.

All planned works are scheduled for completion within the 2025-26 financial year.

LAHF Buyback 50 Programme

13. The LAHF Buyback 50 Programme is part of the UK government's Local Authority Housing Fund (LAHF) initiative, designed to help councils acquire homes to support vulnerable groups—particularly those affected by homelessness and resettlement schemes. The council has secured grant funding of £10.9m for this programme, which will be used towards the purchase and refurbishment of ex-right-to-buy housing for use as temporary accommodation and resettlement homes for refugees. The estimated cost, which is expected to be spent fully in 2025-26, is £19.4m and the remaining balance of £8.5m will be funded from borrowing.
14. This initiative will reduce the reliance on costly nightly paid private accommodation and allow more residents to be housed locally within the borough. Consequently, this will alleviate pressures on the Temporary Accommodation (TA) budget within the general fund. Additionally, this effort aligns with and supports the key council aims outlined in Southwark 2030.

RESOURCES

1. The total value of the finance capital programme for the ten years to 2033-34 is £97m.

Technology and Digital Services (TDS)

2. In 2025-26, Southwark continues to deliver against its digital strategy with a renewed focus on modernising core infrastructure, transforming resident facing services and investing in long term digital resilience. A major investment this year is the replacement of council laptops, with a £6m programme to upgrade end user devices across the organisation, ensuring staff have the tools to work efficiently and securely. This forms part of the council's broader "Well-Run Council" goal to modernise its workplace technology and support staff with reliable, high performing digital environments.
3. In line with its goal to provide more inclusive accessible digital services for residents, the council will also prioritise digital access transformation projects aimed at improving online engagement and service delivery. Approximately £1.2m is allocated to Microsoft 365 enhancements, supporting collaboration, security and user productivity across the organisation. An additional £1.4 million will be allocated to cloud migration, enabling Southwark to transition from outdated on-premise systems to a more flexible and scalable cloud-based infrastructure. An additional £1.2m is earmarked for infrastructure and connectivity improvements, ensuring that the council's systems and services remain resilient, fast and future ready.
4. Alongside this, targeted investments will strengthen how the council engages with residents and manages data. £0.7m is being committed to integrated customer engagement solutions, allowing for more consistent and personalised support across multiple digital channels. A further £1.8m will be spread across key initiatives including building automation, Dynamics (CRM) development, Microsoft Fabric migration and Power BI dashboarding, all aimed at enhancing service intelligence, operational efficiency and data-enabled decision making. Together, these investments reflect Southwark's continued commitment to becoming a digitally inclusive, smart and responsive local authority fit for the future.

Public Switched Telephone Network (PSTN)

5. In November 2017, BT Openreach announced they would be switching off the Public Switched Telephone Network (PSTN) in December 2025. The PSTN allows the delivery of "analogue" telecommunications services via copper lines and is being switched off to be replaced with Voice over Internet Protocol

(VoIP) services delivered over a fibre network. Switching off the PSTN and moving to VoIP is also called the digital switchover.

6. A number of technologies are dependent on PSTN wiring and have needed to be upgraded to deal with this change. For the council, this includes our lift infrastructure and SMART monitor systems.
7. The aim of the programme is to manage all commercial and residential services that will be affected by the Public Switched Telephone Network (PSTN). While the deadline for shutting down PSTN and Integrated Services Digital Network (ISDN) is scheduled for 31 January 2027, BT and other major providers have recommended that the switchover is completed by December 2025 to avoid any disruptions to services. The programme has continued the migration, replacement and implementation of new technologies to limit the effect of this decision upon the residents, services provided and officers within Southwark, spending £0.4m in 2025-26.

Planning and Growth department

8. The total value of the capital programme for the department over the 10 year period is £68.6m. The current projected outturn for 2025-26 is £27.5m compared to a current approved budget for 2025-26 of £45.1m. The remaining budgets for this and future years will be reprofiled accordingly.

Planning

The Planning team has a budget of £4.2 million for 2025–26, with current forecasts indicating full utilisation of this allocation.

Bramcote Park

9. This project focuses on enhancements to Bramcote Park North, located on Verney Road. The improvements are outlined in the Council Delivery plan following extensive public consultation that began in 2019. The contractor procurement process is currently underway, with appointment expected shortly. Completion of the improvement works is forecast for 2025–26, with a total budget of £0.66 million.

634 – 636 Old Kent Road

10. Approved by Cabinet in January 2025, this project involves a grant to Hexagon Housing Association to support the development of 634–636 Old Kent Road. These enabling works are part of the wider Bakerloo Line Extension initiative. The funding agreement is now in place, with forecasted expenditure of £2.2 million in 2025–26 and a further £0.24 million in 2027–28.

No Old Kent Road Linear Park

11. This project will deliver a new cycle crossing over Old Kent Road, facilitated through Transport for London (TfL). Construction is scheduled for completion in November/December 2025, with the forecast including a £1m payment to TfL.

Sustainable Growth

12. The Sustainable Growth team has a combined budget of £33.9 million for 2025–26, with a current forecasted expenditure of £18.3 million for the year.

Elephant and Castle Open Spaces

13. This project was initiated to upgrade eight individual parks within the Elephant & Castle core area. Six schemes have now been completed, with the seventh (Nursery Row) expected to finish in September 2025. The final scheme—Geraldine Mary Harmsworth playground and landscape—is currently underway and forecast to complete in Q2 of 2026–27.

Southwark Pensioners

14. The new Pensioners Centre in Camberwell is at RIBA Stage 4. A Pre-Contract Service Agreement has been in place since Q1 2025–26, with main contract works scheduled to commence in November 2025.

Aylesbury - Plot 18

15. Following the completion of the Health Centre, Library, and Public Square, negotiations are ongoing with Notting Hill Housing Association regarding the final account. These are expected to conclude within 2025–26, including all associated financial settlements.

Holyrood

16. This project involves improvements to the public realm on Holyrood Street. Design work is currently being undertaken by Highways, with construction scheduled to begin in late Q4 2025–26.

Revitalising the Blue

17. This project will deliver a multi-arts space at 223 Southwark Park Road. The planning application was submitted on 15 August, with determination expected by late October 2025. Construction is forecast to begin in December 2025 or January 2026, with completion scheduled for August 2026.

Marlborough Sports Garden

18. The current phase of refurbishment and enhancement at Marlborough Sports Garden has been successfully completed. The next phase of works is scheduled to begin in the Q2 of the 2025–26 financial year.

LGBTQ+ Cultural Centre

19. This project relates to the provision of a Cultural Centre for the LGBTQ+ community. The scheme is being managed by The Trampery with a forecast start on site in Q4 2025-26 and completion expected by August 2026.

Leathermarket

20. This park improvement project includes active community involvement and is scheduled for completion in October 2025.

Gateway to Peckham

21. Following the Compulsory Purchase Order (CPO) issued in June 2020, substantial progress is anticipated in finalising compensation payments to former landowners, property owners, and tenants. These settlements have been ongoing across multiple financial years, with individual cases expected to conclude in late 2025–26 and early 2026–27.

Peckham Rye Station Square

22. This project will convert two vacant Victorian houses into a new Cultural Centre for Peckham Platform and the surrounding area. Phase 2 (the Square) is currently under review and forecast to begin in mid-2026. A Pre-Contract Service Agreement (PCSA) was awarded at the start of 2025–26 to develop the detailed design, which is scheduled to complete by the end of November 2025. Contract works for the conversion are forecast to begin in January 2026.

Peckham Square

23. This project will deliver a new civic square adjacent to Peckham Rye Station, along with five new business units within the railway viaduct. As with the Station Square project, a PCSA was awarded at the beginning of 2025–26. Main contract works are forecast to start in October 2025, with completion expected by October 2026.

Elim House

24. Refurbishment works to Elim House Day Centre are substantially complete and minor residual works forecast to finish within the current financial year.

Livesey Exchange

25. This new community hub on the Old Kent Road, is scheduled for completion the end of September or early in October 2025.

Neighbourhood Community Infrastructure Levy

26. For the 2025–26 financial year, £14.5 million has been allocated to a range of individual projects across the council. A significant proportion of these

schemes—and their associated funding—are expected to reach substantial completion by year-end.

Property

27. The Property team within Planning & Growth has a budget of £6.9m in 2025-26 and with a current forecast for the year of £4.9m.

Elephant & Castle Regeneration

28. This project represents Southwark's financial contribution to the Greater London Authority (GLA) for Transport for London-led works at the Northern Line Ticket Hall and Northern Roundabout at Elephant & Castle. Including the current financial year, five scheduled payments remain, with the final payment due in 2029–30.

Pullens Yard Improvements

29. This is a rolling programme of fire safety compliance works at Pullens Yard. The current phase of works commenced in 2024-25 and will continue throughout the 2025-26 financial year.

Void Shops

30. This project is a rolling programme of health and safety works, including related assessments, for Southwark-owned void shops and retail parades across the borough.

Commercial Property

31. This is a 5 year rolling programme of required works to Southwark owned commercial properties and including London Bridge Portfolio, Sojourners Trust Centre, Tower Workshops, Courage Yard and Copper Row.

GOVERNANCE AND ASSURANCE

Asset Management - Corporate Facilities Management (CFM)

1. The CFM capital programme delivers both Operational Buildings Lifecycle and Compliance-related investment. Southwark is determined to keep its buildings safe, energy efficient and fit for new/modern ways of working. The lifecycle programme supports this aim by focusing on maintaining the fabric of buildings and meeting sustainability targets, through upgrading heating and lighting systems including the installation of air sourced heat pumps and LED lights.
2. In 2025-26 CFM will continue to focus on capital investment that includes an estimated £1.4m for Tooley Street, the council's main administrative hub. This investment will cover the relocation and upgrade of the CCTV suite to match revised floor layouts, together with an internal re-organisation that will introduce additional collaboration zones, flexible touchdown space and improved accessibility. These works keep the building aligned with hybrid-working patterns while protecting critical security infrastructure through replacing security turnstiles and revolving doors, installation of new fire rated curtains and doors and phased renewal of variable refrigerant flow (VRF) systems to improve energy efficiency. In addition, updated audio-visual equipment will be rolled out across core meeting rooms to support hybrid meetings and enhance staff collaboration. Together these measures will improve the building's performance, safety and day-to-day functionality.
3. The CFM capital programme also supports a range of emergency repairs, heating renewals, general refurbishments and workplace-specific adaptations at other key council sites. This includes targeted investment in offices and public facing buildings like Bournemouth Road (£1.8m), Queens Road estate (£1m), Dulwich Library (£1.3m) and £2.3m across other sites to ensure that they remain safe, compliant and responsive to service delivery needs. Whether through urgent structural work, heating renewal or reconfiguration of front of house areas, these investments allow Southwark to maintain a high standard of workplace provision across a diverse estate.
4. The Compliance programme continues to support the council in meeting its statutory responsibilities through a comprehensive inspection and assessment regime. The investment ensures operational buildings are compliant with building standards and health & safety rules and regulations and helps to provide environments that support the wellbeing of both staff and service users.

5. Together CFM investment across compliance, lifecycle and workplace continues to enhance the life of the Council's operational estate and maintain asset value.

HRA Capital Programme-2025/26 Month 04 Monitor- Appendix C									
Programme	Programme Area	Scheme	2025/26 Month 03 Spend	2025/26-2034/35					2025/26-2034/35 Total Forecast
				2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	
Asset Management	Planned Maintenance	Major works	847,046	18,737,984	28,793,473	21,634,749	70,850,098	144,039,664	284,055,968
		District Heating	11,156	-	-	-	-	-	-
		Fire/Building Safety	680	1,000,000	6,500,000	5,800,000	9,116,617	6,274,502	28,691,119
		Security	-	-	-	-	-	-	-
		Stock Condition Survey	-	4,232,420	3,424,148	1,735,000	1,540,852	-	10,932,420
		Emergency structural	-	47,300	1,296,750	43,250	-	-	1,387,300
		Voids	-	4,200,000	-	-	-	-	4,200,000
			858,882	28,217,704	40,014,371	29,212,999	81,507,567	150,314,166	329,266,807
	Engineering	Adaptations eng	-	192,700	192,700	192,700	-	-	578,100
		Asbestos	22,448	1,600,000	1,600,000	1,600,000	1,600,000	6,400,000	12,800,000
		Boiler replacements	395,581	4,000,000	4,000,000	4,000,000	4,000,000	16,000,000	32,000,000
		District Heating eng	1,182,315	9,763,529	18,348,935	17,167,380	18,790,740	6,400,000	70,470,585
		Electrical	5,281,578	32,641,237	14,368,649	4,600,000	4,600,000	4,600,000	60,809,886
		Fire Safety	283,864	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	24,000,000
		Fire/Building Safety eng	34,924	1,400,552	-	-	-	-	1,400,552
		FRA Tasks	27,075	-	-	-	-	-	-
		Ladders	-	130,000	1,300,000	1,188,750	1,160,000	1,120,000	4,898,750
		Lifts	71,008	3,767,806	5,200,000	1,900,000	1,500,000	6,300,000	18,667,806
		Security eng	116,262	500,000	500,000	500,000	500,000	2,000,000	4,000,000
		Ventilation	12,125	500,000	400,000	400,000	400,000	1,300,000	3,000,000
		Water tanks	3,128	750,000	500,000	500,000	500,000	2,000,000	4,250,000
			7,430,308	58,245,824	49,410,284	35,048,830	36,050,740	58,120,000	236,875,679
	Repairs	Adaptations	296,657	2,956,400	2,956,400	1,600,000	1,600,000	6,400,000	15,512,800
		Communal	14,006	3,300,000	3,550,000	3,550,000	3,550,000	13,700,000	27,650,000
		FRA Tasks repairs	988,646	4,156,000	1,456,000	1,456,000	1,456,000	5,824,000	14,348,000
		Health & Safety	-	-	-	-	-	5,751,436	5,751,436
		Major voids	-	534,000	-	-	-	-	534,000
		Major repairs	211,366	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,000,000
		Roofing	485,054	2,250,000	2,250,000	2,250,000	2,250,000	9,000,000	18,000,000
		Taplow voids	21,319	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	16,000,000
			2,017,048	17,196,400	13,212,400	11,856,000	11,856,000	53,675,436	107,796,236
	Building Safety	Fire & Building Safety	29,878	630,850	-	-	-	-	630,850
			29,878	630,850	-	-	-	-	630,850
	Total Asset Management		10,336,116	104,290,779	102,637,055	76,117,829	129,414,307	262,109,602	674,569,571
	Financing								
	Major Repairs Reserve		-	46,691,000	46,691,000	46,691,000	46,691,000	250,339,257	437,103,257
	CERA		-	16,312,000	30,765,000	29,426,829	33,358,000	5,495,843	115,357,672
	Non RTB receipts		-	18,015,056	15,000,000	-	30,000,000	-	63,015,056
	RTB receipts		-	-	-	-	-	-	-
	Grants & external contributions		-	-	-	-	6,000,000	6,274,502	12,274,502
	Green Buildings Fund		-	187,873	-	-	-	-	187,873
	Borrowing		-	23,084,849	10,181,055	-	13,365,307	-	46,631,211

Programme	Programme Area	Scheme	2025/26 Month 03 Spend	2025/26-2034/35					2025/26-2034/35 Total Forecast
				2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	
	Total financing		-	104,290,779	102,637,055	76,117,829	129,414,307	262,109,602	674,569,571
New Build & Acquisitions									
	Acquisitions	Acquired	-	315,313	-	-	-	-	315,313
		Delivered and in defects	-	2,285,558	-	-	-	-	2,285,558
	Total Acquisitions		-	2,600,871	-	-	-	-	2,600,871
	New Build	Delivered	71,232	4,174,455	-	-	-	-	4,174,455
		Delivered and in defects	581,575	4,635,286	1,522,992	-	-	-	6,158,279
		On site - under construction	9,312,979	50,654,183	14,590,940	3,186,059	542,945	1,035,934	70,010,061
		Pre-construction	6,959,444	71,309,985	35,688,203	53,651,135	89,011,648	130,466,641	380,127,613
		Paused	73,157	680,743	-	-	-	-	680,743
	Total New Build		16,998,387	131,454,653	51,802,135	56,837,194	89,554,593	131,502,576	461,151,152
	Total New Build & Acquisitions		16,998,387	134,055,524	51,802,135	56,837,194	89,554,593	131,502,576	463,752,023
	Financing								
	CERA		-	-	-	-	-	-	-
	Non RTB receipts		-	14,743,125	-	-	-	-	14,743,125
	RTB receipts		-	2,000,000	500,000	-	-	-	2,500,000
	Grants & external contributions		-	29,523,820	20,064,251	21,302,620	240,000	2,687,500	73,818,191
	S106 receipts		-	10,647,545	10,074,050	10,000,000	10,000,000	10,980,032	51,701,626
	Borrowing		-	77,141,034	21,163,835	25,534,574	79,314,593	117,835,044	320,989,080
	Total financing		-	134,055,524	51,802,135	56,837,194	89,554,593	131,502,576	463,752,023
Other Programmes									
	Home Purchase Scheme		49,650	862,000	-	-	-	-	862,000
	Regeneration		- 450	- 450	-	-	-	-	- 450
	Marie Curie Acquisitions		3,200	1,312,327	- 0	-	-	-	1,312,327
	Leathermarket JMB consolidation		-	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	22,500,000
	Total Other		52,400	4,673,877	2,500,000	2,500,000	2,500,000	12,500,000	24,673,877
	Financing								
	CERA		-	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	22,500,000
	Non RTB receipts		-	-					-
	RTB receipts		-	1,312,327					1,312,327
	Grants & external contributions		-	-	-	-	-	-	-
	Borrowing		-	861,550	-	-	-	-	861,550
	Total financing		-	4,673,877	2,500,000	2,500,000	2,500,000	12,500,000	24,673,877
Total Housing Investment Programme			27,386,902	243,020,180	156,939,190	135,455,024	221,468,900	406,112,177	1,162,995,471
Financing	Major Repairs Reserve		-	46,691,000	46,691,000	46,691,000	46,691,000	250,339,257	437,103,257
	CERA		-	18,812,000	33,265,000	31,926,829	35,858,000	17,995,843	137,857,672
	Non RTB receipts		-	32,758,181	15,000,000	-	30,000,000	-	77,758,181
	RTB receipts		-	3,312,327	500,000	-	-	-	3,812,327
	Grants & external contributions		-	29,523,820	20,064,251	21,302,620	6,240,000	8,962,002	86,092,693
	S106 receipts		-	10,647,545	10,074,050	10,000,000	10,000,000	10,980,032	51,701,626
	Green Buildings Fund		-	187,873	-	-	-	-	187,873
	Borrowing		-	101,087,434	31,344,890	25,534,575	92,679,900	117,835,043	368,481,842
	Total financing		-	243,020,180	156,939,190	135,455,024	221,468,900	406,112,177	1,162,995,471

Appendix D - Budget Virements and Variations										
Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Neighbourhoods & Growth	Housing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
		£	£	£	£	£	£	£	£	£
AGREED PROGRAMME AT MONTH 4 2025/26		62,691,063	12,676,311	75,367,374	79,446,278	205,437,574	24,562,854	384,814,080		384,814,080
MONTH 4 VIREMENTS TO BE APPROVED										
Children's Services										
Primary Schools refurbishment programme		(2,913,515)		(2,913,515)				(2,913,515)		(2,913,515)
Primary Schools refurbishment programme 2024/25.	E-0000-2024	610,065		610,065				610,065		610,065
P2 - Rye Oak	E-0000-2024.02	(211,500)		(211,500)				(211,500)		(211,500)
P4 - Hollydale	E-0000-2024.06	(166,055)		(166,055)				(166,055)		(166,055)
P5 - Oliver Goldsmiths	E-0000-2024.10	(206,514)		(206,514)				(206,514)		(206,514)
P9 - Hollydale	E-0000-2024.15	(18,354)		(18,354)				(18,354)		(18,354)
P11 - Dulwich Wood Nursery	E-0000-2024.17	(26,493)		(26,493)				(26,493)		(26,493)
P13 - Brunswick	E-0000-2024.21	(273,149)		(273,149)				(273,149)		(273,149)
Crampton Primary School	E-0000-2024.23	(333,500)		(333,500)				(333,500)		(333,500)
Primary Schools refurbishment programme 2025/26.	E-0000-2025	2,813,515		2,813,515				2,813,515		2,813,515
Fees	E-0000-2025.99	100,000		100,000				100,000		100,000
Crawford ASHP	E-0000-2025.15	753,500		753,500				753,500		753,500
SEND Adaptations Programme		(128,000)		(128,000)				(128,000)		(128,000)
				-				-		-
Environment, Neighbourhoods & Growth				-				-		-
Active Southwark Community Investment Fund	L-2340-0424					49,000		49,000		49,000
Outdoor Gyms - Flexible free swim and gym	L-2340-0427					(49,000)		(49,000)		(49,000)
Southwark Biodiversity Fund	L-6200-0090.29					550,000		550,000		550,000
Climate Emergency Unallocated	L-6200-0090.99					(550,000)		(550,000)		(550,000)
Air Quality (School AQ Audits)	L-6200-0060					(75,638)		(75,638)		(75,638)
MAQF Asthma Monitoring	L-6200-0065					75,638		75,638		75,638
								-		-
TOTAL VIREMENTS TO BE APPROVED MONTH 4		-	-	-	-	-	-	-	-	-
MONTH 4 - VARIATIONS TO BE APPROVED										
Children's Services										
Crampton Primary School	E-0000-2024.23	334,500		334,500				334,500		334,500
Crawford ASHP	E-0000-2025.15	656,682		656,682				656,682		656,682
								-		-
Housing General Fund								-		-
DFG - Housing Renewal	G-7791-0090						6,605,045	6,605,045		6,605,045
LAHF Buybacks 50 Programme	G-1694-4000						19,400,000	19,400,000		19,400,000
								-		-
Governance & Assurance								-		-
Compliance	R-4040-0040				(149,627)			(149,627)		(149,627)
Operational Buildings Life Cycle Investment	R-4040-0060				1,615,042			1,615,042		1,615,042
								-		-
Finance								-		-
Laptop Refresh	T-3000-3000				760,578			760,578		760,578
Digital Strategy	T-3500-3500				211,302			211,302		211,302
								-		-
Environment, Neighbourhoods & Growth								-		-
								-		-
Environment								-		-
East Lodge – Lottery	L-2340-0428					250,000		250,000		250,000
LITTLE DORRIT PARK	L-2340-0510					577,523		577,523		577,523
Albion Channel Clearance	L-2340-0435					200,000		200,000		200,000
LAEP Phase 2	L-6200-0095.05					100,000		100,000		100,000
AQ Defra Projects	L-6200-0063					81,360		81,360		81,360
\$106 Druid St Improvement	L-5110-0054					411,177		411,177		411,177
America St Project	L-5110-0073					21,300		21,300		21,300
Monument & Memorial	L-2340-0410					10,000		10,000		10,000
COMMUNITY ZONES	L-2025-0040.01					15,000		15,000		15,000

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Neighbourhoods & Growth	Housing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
COMMUNITY ZONES (GERRIDE St)	L-2025-0040.02					150,000		150,000		150,000
SCHOOL ZONES	L-2025-0040.03					25,000		25,000		25,000
SCHOOL ZONES (BRAMCOTE PARK)	L-2025-0040.04					100,000		100,000		100,000
SFP FARADAY WALKING IMPR	L-2025-0040.05					100,000		100,000		100,000
BERMONDSEY SPA LTN	L-2025-0040.06					150,000		150,000		150,000
BERMONDSEY ST (PHASE TWO)	L-2025-0040.07					100,000		100,000		100,000
GIBBON CROSSING	L-2025-0040.08					50,000		50,000		50,000
CAMBERWELL TRIANGLE	L-2025-0040.09					22,000		22,000		22,000
PECKHAM RYE GYRATORY	L-2025-0060.01					150,000		150,000		150,000
SURREY QUAYS GYRATORY BUS IMPROVEMENTS	L-2025-0060.02					50,000		50,000		50,000
LOWER ROAD - C4 (P4-13)	L-2025-0080.02					220,000		220,000		220,000
ROTHERHITHE TO PECKHAM CYCLEWAY (P4-13)	L-2025-0080.03					500,000		500,000		500,000
C4/C10/C14 (BERMONDSEY STREET AREA)	L-2025-0080.04					40,000		40,000		40,000
TANNER ST TO WILLOW WALK P2	L-2025-0080.05					50,000		50,000		50,000
BOROUGH ROAD	L-2025-0080.06					50,000		50,000		50,000
Camberwell Green ward	L-2403-2010					50,000		50,000		50,000
								-		-
								-		-
TOTAL VARIATIONS TO BE APPROVED AT MONTH 4		991,182	-	991,182	2,437,295	3,473,360	26,005,045	32,906,882	-	32,906,882
TOTAL PROGRAMME BUDGET VIREMENTS & VARIATIONS AT MONTH 4		991,182	-	991,182	2,437,295	3,473,360	26,005,045	32,906,882	-	32,906,882
REVISED BUDGETS		63,682,245	12,676,311	76,358,556	81,883,573	208,910,934	50,567,899	417,720,962	-	417,720,962
VIREMENTS & VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:										
Corporate Resources / Capital Receipt				-				-		-
Major Repairs Allowance				-				-		-
Reserves				-				-		-
Revenue				-				-		-
Capital Grant		991,182		991,182		2,614,537.00	17,505,045	21,110,764		21,110,764
Section 106 and CIL				-		777,523		777,523		777,523
External Contribution				-		81,300		81,300		81,300
Supported Borrowing				-	2,437,295		8,500,000	10,937,295		10,937,295
TOTAL RESOURCES		991,182	-	991,182	2,437,295	3,473,360	26,005,045	32,906,882	-	32,906,882

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Policy and Resources: Revenue Monitoring Report 2025-26
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

This report sets out the month 4 financial position for the General Fund, Housing Revenue Account and the Dedicated Schools Grant for the 2025/2026 financial year.

We are predicting an overspend of £10.1m in the Housing Revenue Account and these pressures are felt most acutely within housing repairs with a forecasted overspend of £6.6m. The demand increase of maintaining an ageing housing stock and the new regulatory requirements for safety and compliance are the largest contributors to the overspend and there is rightly a focus on monitoring and reviewing spend to ensure agreed savings are delivered.

As a result of the forecasted overspend we will be reviewing and refreshing the Housing Revenue Recovery Plan to ensure that we are correctly identifying any further cost reductions and savings to help reduce the gap and balance the budget by the end of this financial year.

The General Fund is forecast to have an overspend of £24.2m after the use of planned reserves. The pressures within the General Fund are mainly driven from the increasing costs and demands for temporary accommodation and this accounts for £14.7m of the overspend. However, we are seeing new pressures within Childrens and Adults social care as a result of rising costs across the sector. Spend within No Recourse to Public Funds is also contributing to the pressures as well as the need to provide additional resources to the contact centre.

All departments are working hard to reduce costs, without impacting on service, to reduce the deficit but it is conceivable that we will need to use

some unplanned reserves to balance the budget at the end of the financial year if the demand and costs for temporary accommodation and social care continues to increase.

RECOMMENDATIONS

Recommendations for the Cabinet to note

1. The Housing Revenue Account (HRA) forecast of an adverse variance of £10.1m
2. The adverse variance of £24.2m forecast for the General Fund (GF) in 2025-26.
3. The key adverse variations and budget pressures and mitigating actions underlying the position:
 - Housing Revenue Account (paragraphs 13-26)
 - General Fund (paragraphs 26-82)
 - Demand pressures in temporary accommodation (TA) (Housing)
 - Increased demand in adult's and children's social care (Children's and Adult's).
4. The update on the 2025-26 and 2026-27 departmental savings and transformational savings (paragraph 83-85)
5. The Dedicated Schools Grant (DSG) in-year favourable variance of £0.075m.

REASONS FOR RECOMMENDATIONS

6. N/a

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

7. None considered as this is a revenue monitoring report for 2025-26.

POST DECISION IMPLEMENTATION

8. N/a

BACKGROUND INFORMATION

9. This report sets out the forecast position at month 4 for the Housing Revenue Account (HRA), General Fund (GF), Departmental and Transformation Savings and the Dedicated Schools Grant (DSG) for the 2025-26 financial year.
10. The council's general fund drew down £5.3m of reserves to balance the outturn in 2024-25. This was the first year in recent history that the council was unable to fully mitigate overspends by year end. The general

fund forecast for 2025-26 is an overspend position of £24.2m after the use of £6.2m of reserves which will need urgent attention to ensure long term financial stability. In 2024-25, the HRA transferred £3.9m to reserves after a number of one-off income windfalls. However, the underlying financial position of the HRA remains under significant pressure with a forecast of an overspend of £10.1m in 2025-26.

11. The council agreed a balanced general fund budget on 25 February 2025 including a 2.99% council tax increase and a contribution from earmarked reserves of £2.5m. The council also approved budget decisions which included efficiencies, savings and additional income generation of £19m within the general fund for 2025-26. Performance on achieving these savings, and significant variances are included in the departmental narratives and at appendix A.
12. Consumer Price Index (CPI) inflation is currently 3.8% in July 2025, but inflation for services provision is higher, at 5.9%, which will continue to impact adversely on council services. The Bank of England base rate is 4%, which has reduced from that reported at outturn of 4.75% but remains relatively high which continues to increase the cost of council borrowing. The cost of borrowing continues to pose a material risk to the sustainability of the Housing Revenue Account (HRA).

KEY ISSUES FOR CONSIDERATION

Housing Revenue Account (HRA)

13. The council manages its housing stock through its ring-fenced landlord account, the Housing Revenue Account (HRA). The final outturn position for 2024-25 showed a favourable variance of £3.9m, which was primarily achieved through a number of income windfalls, lower debt financing charges and short-term cost reductions arising from slippage in both capital and maintenance works programmes. This represented a significant improvement over earlier forecasts and against the backdrop of the overspend incurred in 2023-24, which was the catalyst for the establishment of the HRA Budget Recovery Board and development of the HRA Recovery Plan, to stabilise the financial position and put in place measures to ensure the continued sustainability of the HRA.
14. Notwithstanding this achievement, the underlying financial position of the HRA remains very challenging, requiring in-year savings to achieve the budgeted cash limits set for 2025-26. As previously reported, there are a number of contributory factors that have converged to create the financial turbulence in the HRA, which are largely outside the council's control such as government policy and macro-economic events which include:
 - The cumulative effect of a government imposed 1% rent reduction for four years for the period 2016-17 to 2019-20, running into hundreds of

millions in income foregone over the life of the business plan and significant reduction in the rental income baseline going forward.

- A government imposed 7% cap on rents for 2023-24, when a formula rent increase would have yielded 11.1%; an annual loss of over £9m in-year and a further erosion of the income baseline.
 - Unfunded regulatory burdens arising from the Fire Safety and Building Safety Acts of 2020 and 2021.
 - Unprecedented inflationary pressures, particularly in the construction industry and energy markets.
 - Persistently high interest rates since December 2021, thereby substantially increasing the revenue financing costs of borrowing for the asset management and new homes programmes. This continues to pose a material risk to the sustainability of the HRA.
15. It should be noted that these pressures are not unique to Southwark. The impact of government interventions in rent policy, coupled with rampant inflationary pressures, high interest rates and energy costs have and continue to impact all local authority providers. However, the impact is more pronounced for Southwark given the size, age and nature of its housing stock.

HRA Recovery Plan

16. It continues to be a strategic priority for the council to ensure the financial sustainability of the HRA and the Recovery Plan contains a number of strategic actions/ measures to achieve this, including:
- Setting cash limits within which services are required to operate.
 - Maximising capital receipts through the sale of uneconomic assets and land to reduce the borrowing burden on the HRA.
 - Pausing a small number of new build schemes to limit the council's borrowing and ensure that interest repayments remain affordable.
 - Applying prudent viability criteria to all new build projects to minimise the need for borrowing.
 - Adhering to a plan to maintain HRA reserves to their current level and to increase to a more prudent level over the medium term.
 - Limiting and ultimately repaying any borrowing for the asset management capital programme.
 - Improving procurement practices and continuing to embed more robust contract management to maximise outcomes and achieve value for money.
 - Taking all necessary steps to limit the impact of capital financing on the HRA to an affordable level, considering all other service demands and priorities.

Table 1: 2025-26 Housing Revenue Account Forecast M04

HRA P4 Summary Forecast 2025-26	Outturn 2024-25	Revised Cash Limit 2025-26	P4 Forecast 2025-26	Variance to Budget 2025-26
	£'000	£'000	£'000	£'000
<u>INCOME</u>				
Tenant's Charges	-297,562	-302,837	-295,439	7,398
Voids	9,509	8,023	11,301	3,278
Homeowner Service Charges	-49,907	-42,894	-40,736	2,158
Other Income	-18,671	-17,099	-17,505	-406
Total Income	-356,631	-354,807	-342,379	12,428
<u>EXPENDITURE</u>				
<u>Tenant Facing Services</u>				
Repairs & Maintenance	80,819	79,851	86,480	6,629
Landlord Services (Incl. TMO's)	58,213	59,456	59,069	-387
Housing Needs and Support	13,167	13,084	13,626	542
Customer Services	8,444	8,744	8,737	-7
Southwark Construction	1,173	1,466	2,257	791
Directorate	504	567	569	2
Total Tenant Facing Services	162,320	163,168	170,738	7,570
<u>Other Housing Services</u>				
Exchequer Services	5,341	5,791	6,032	241
Home Ownership	15,267	15,896	15,918	22
Commercial Properties	2,620	2,246	2,258	12
Central Services	46,125	50,461	49,448	-1,013
Total Other Housing Services	69,353	74,394	73,656	-738
<u>Financing</u>				
Debt Financing	34,639	42,344	42,344	0
Capital Financing	86,425	72,203	63,003	-9,200
Contribution to Reserves	3,894	2,698	2,698	0
Total Financing	124,958	117,245	108,045	-9,200
Total HRA	0	0	10,060	10,060

Financial Overview 2025-26

17. In line with the approach set out in the Recovery Plan and first adopted for 2024-25, cash limited service budgets have been set for the current year which maximise the resources available for front-line tenant facing services (£163.2m) and other housing services (£74.4m). The corollary

being there is less capacity retained centrally to dampen one-off financial shocks e.g. demand, volume, policy changes and new commitments, than existed previously, which makes it critical that services operate within their cash limits.

18. As part of budget planning for 2025-26, it was initially assessed that savings would be required to meet the cash limits set. The notional targets are based on the premise that if service spending continued on the same or similar trajectory as previous years, cost reductions would be required, and service plans would need to be modified accordingly to stay within the cash limits.
19. Whilst we are at a relatively early stage of the financial year, the headline position (Table 1) shows an adverse variance of £10.1m (net) against the approved 2025-26 budget, which represents a marginally lower savings requirement than that assumed previously.

2024-25 Tenant Facing Services

20. Within the Tenant Facing Services grouping, achievement against the cash limits (and savings) is mixed and particularly problematic in Repairs and Maintenance, and to a lesser extent Housing Needs and Support and Southwark Construction, giving rise to a cumulative shortfall of £7.6m.
21. Repairs and Maintenance, including Southwark Repairs are currently forecasting an overspend of £6.6m. This is the area subject to the greatest financial pressure given the ever increasing maintenance needs of an ageing housing stock and the more onerous regulatory safety/ compliance requirements introduced post Grenfell. Closer monitoring and review of programme spending is in place and a range of savings options have been identified and are in the process of being actioned. However, risks remain around the achievement of savings sufficient to deliver a neutral budget position by year-end, which may require further action to re-profile, curtail or stop certain activity in order to stay within the cash limit.
22. Housing Needs and Support is forecast to be £0.5m overspent. Implementation of the council's new housing allocations policy requires additional resources (staffing and IT) to ensure the process runs to plan and support residents that are affected by changes to the policy. This is a one-off in-year cost that cannot be avoided or mitigated from within the service. Additionally, savings that were originally predicated against contracted hostel services, i.e. security and catering, will now be realised later than previously planned, along with a potential reduction in the level of funding from Adult Social Care (ASC), which needs to be finalised.

23. Southwark Construction is forecast to be £0.8m overspent. As the existing phases of the new homes programme draw to a conclusion, the scope to capitalise salary expenditure that is not project specific diminishes. Whilst the focus of work moves to the next stages of development, the forward pipeline and feasibility planning, these costs cannot be capitalised and fall to revenue, which is currently unbudgeted for. Notwithstanding Government's recent announcements on funding for new housing provision and relaxation of funding restrictions, current economic conditions are not conducive with development at scale. It would therefore be prudent to review and align staffing requirements with expected programme activity going forward.
24. Additionally, there is a substantial cumulative reduction in the income forecast. This represents a new and unplanned pressure that has arisen post budget setting. The primary driver is the impending reversion to formula rent for HRA estate voids used for temporary accommodation, in accordance with the Rent Standard 2020. The reduction in rental income is estimated at £9.2m in-year with an on-going reduction in the rental base in subsequent years. Whilst measures are being examined to moderate the financial impact, the forecast assumes it will be balanced through a lower revenue contribution to the capital programme.
25. Other contributory factors are higher void loss, arising from increased volumes, overly long turnaround times and delays in the new build stock coming on stream as planned (£3.3m). Homeowner major works service charge billing is currently running below target (£2.2m) reflecting a slowing of the works programme, but completed schemes pending final account approval would bring the position back on budget if billed this year. Conversely, there are some positive income movements (£1.8m), which contribute to the overall net position of £12.4m.
26. In light of the forecast, it is necessary to refresh the Recovery Plan, review the in-year savings requirement and identify further cost reductions and implement savings strategies to ensure the forecast budget gap is closed by year-end to avoid the need to draw on reserves. HRA reserves currently represent around 6% of gross HRA income, which is below the optimal level for the size of Southwark's HRA and HIP. A key component of the Recovery Plan is to rebuild reserves over time to a more prudent and sustainable level and the forecast assumes the budgeted contribution of £2.7m will be achieved as planned.

GENERAL FUND (GF)

27. The forecast outturn position for the general fund is an adverse variance of £24.2m, after the utilisation of reserves, as set out in Table 2. The table shows the projected departmental budget outturn variances and the estimated utilisation of reserves.
28. The June policy and resources cabinet paper stated that outturn position for 2024-25 was overspend of £17.4m before the use of planned reserves and use of the general contingency. After the use of the contingency and £8.1m of planned reserves, there was an overspend of £5.3m.
29. The overspend of £5.3m required a drawdown from council reserves. And it was noted that those demand pressures that are not fully mitigated in 2025-26 posed a significant risk to the Medium Term Financial Strategy (MTFS). The projected variance of £24.2m after the use of £6.2m of reserves will need urgent attention to ensure long term financial stability. Chief Officers hold ultimate responsibility for budget overspends. Mitigations to minimise the impact of areas forecasting demand-led and inflationary pressures, which will impact on the 2025-26 position are reported in the departmental narratives.

Table 2: 2025-26 General Fund Forecast Month 4

Department	(£000's) Net Budget 2025-26	(£000's) Forecast 2025-26	(£000's) Forecast Variance 2025-26	(£000's) Reserve Movement	(£000's) Variance Post Reserve Movement
Children and Adults Services	164,625	173,401	8,776	(4,763)	4,013
Integrated Health and Care	5,083	5,083	0	-	0
Resources	67,558	69,072	1,515	-	1,515
Environment Sustainability & Leisure	109,698	108,221	(1,478)	3,212	1,734
Housing GF	30,613	48,442	17,829	(3,145)	14,684
Governance and Assurance	30,125	31,924	1,800	(214)	1,586
Strategy and Communities	5,361	7,346	1,985	(1,299)	686
Support Costs Re-allocation	(43,370)	(43,370)	(0)	-	(0)
Total	369,693	400,120	30,427	(6,209)	24,218

30. The projected overspend is largely attributed to the following key variances:

- Demand pressures in temporary accommodation (TA) (Housing)
- Children's and Adults' Services is experiencing significant financial pressures as a result of rising costs across the sector, higher levels of need as residents await NHS treatment or procedures, some high-cost placements for children with very complex needs and demand for home to school transport for children with special needs.
- Overspends in 'No Recourse to Public Funds' (NRPF) budgets of £1m, as well as additional pressure resulting from increased activity in the Community safety team £0.9m. (Environment, Sustainability and Leisure)
- Overspends in legal services of £1.2m primarily due to transitioning to new centralised arrangements (Governance and Assurance)
- Additional resources into the contact centre in Customer Exchequer to address capacity issues (Resources).

GENERAL FUND DEPARTMENTAL NARRATIVES

The departmental narratives for month 4 2025-26 are as follows:

- Housing General Fund (paragraphs 31-36)
- Children and Adults Services (paragraphs 37-54)
- Integrated Health and Care (paragraphs 55-58)
- Environment, Sustainability and Leisure (paragraphs 59-66)
- Governance and Assurance (paragraphs 67-71)
- Resources (paragraphs 72-77)
- Strategy and Communities (paragraphs 78-79)
- Departmental Savings (paragraphs 80- 82).

HOUSING – GENERAL FUND

Overview

31. The outturn forecast at month 4 shows an adverse variance of £17.8m (gross), offset by a planned use of £3.1m reserve funding to reduce the forecast to £14.7m (net). The overspend is entirely due to the relentless budget pressure in homelessness.

Housing Needs and Support:

Temporary Accommodation (TA) and Housing Needs

32. Since the beginning of the financial year, the number of homeless approaches and acceptances has remained steady and is at a lower rate than 2024-25, with the cost of accommodation showing similar stability.

Whilst this is encouraging, the situation remains fluid and subject to sudden fluctuations in key cost drivers. On the supply-side, there has been a significant rise in providers exiting the private rental market, driven by declining financial returns. This in turn has led to a shift toward more expensive nightly-paid agreements, over which the council has little control if it wishes to retain supply. As a result, the service is starting the year from a much higher cost base than before and is currently forecast to overspend of £14.7m (net) after the use of reserves.

33. The forecast includes an estimated £1.7m in respect of housing benefit subsidy loss arising from out of borough placements in areas where Local Housing Allowance (LHA) rates are lower than Southwark. Given the scarcity of accommodation in borough, this is to some extent an unavoidable consequence given the unremitting demand for accommodation. This cost has formerly been reflected within Exchequer Services division, but for improved transparency is now included within TA to illustrate the full cost of provision. The service is actively engaged in a widescale review of operations to strengthen early intervention and prevention measures, manage/ reduce demand, renegotiate provider agreements and obtain better rates and explore initiatives to increase local supply, all of which is aimed at containing and reducing the cost of TA provision.

Hostel Accommodation/ Support and Housing Strategy & Partnerships

34. The council in-sourced three hostels previously run by external providers, with the housing needs and support division assuming operational and management responsibility. Assuming full occupation, rents and service charge income would broadly cover the operational running costs, however, void rates are higher than budget, leading to the projected overspend. Adult Social Care (ASC) have underwritten void losses in the past and agreement over funding needs to be finalised for the current year

Asset Management - Private Sector Building Safety

35. This programme was established to undertake safety inspections on high rise private sector residential blocks. Enforcement action taken against landlords for non-compliance is a function that sits separately within Environment, Sustainability and Leisure (ESL). Funding for the inspection regime is through a combination of base budget and grant, with any residual funding not spent in year carried forward as a reserve to meet future programme commitments.

Central Functions

36. This activity contains centrally held budgets that are not service specific, such as corporate overheads and support service recharges. It is currently forecast to be on budget.

CHILDREN'S AND ADULTS' SERVICES

Overview

37. Children's and Adults' Services is experiencing significant financial pressures as a result of rising costs across the sector, higher levels of need as residents await NHS treatment or procedures, some high-cost placements for children with very complex needs and demand for home to school transport for children with special needs. This is compounded by grant funding not rising sufficiently to meet need, and some grants ceasing or being merged but without an increase in funding to reflect inflationary pressures. If left unchecked this could result in a c.£7m deficit that would become a structural deficit going forward so action is being taken in-year to address the pressures directly. Children's and Adults' Services has departmental resilience reserves but to use these (only) and not deal with the pressures would be to leave the risk unaddressed going forward so management action is being taken, and the use of some reserves will mitigate impact and aid safe transition.
38. The line of sight is very clear thanks to comprehensive and well-developed budget monitoring, complemented by detailed concurrents from each service area. The Children's and Adults' Board (CAB) is driving forward management actions, and this board includes Finance and HR senior officers. For transparency and accountability, the use of departmental reserves will be reported. Cabinet Members will be updated as management action progresses and will provide political oversight.
39. The Dedicated School Grant (DSG) also continues to experience increasing demand to meet the needs of children with special education needs. The Safety Valve Agreement with the Department of Education remains on track and investment in more provision (specialist and mainstream) in-borough is progressing at pace.

Adult Social Care

40. The service is experiencing significant financial pressures in year-on-year costs especially in older people and physical disabilities services. The increased expenditure is driven by higher levels and complexity of client need, as well as higher than expected inflationary increases as a result of rising price and wage inflation (London Living Wage). The service is actively mitigating these pressures through early help

initiatives, reablement, maximising the use of block contracts and reviews of care packages.

41. Adult Social Care has been working closely with NHS partners to deliver better health and social care outcomes for the residents of Southwark, as well as achieving better value for money through joint commissioning. Changes to the NHS in 2025 will have to be handled very carefully to ensure we can continue to work together effectively, efficiently and in the best interests of our residents.
42. Adult Social Care works very closely with Finance, HR and Integrated Commissioning colleagues and the strength and depth of these well-developed professional relationships is a key aspect of our success. We will navigate the road ahead with great care and attention, awaiting the Government's review of the sector and what a National Care Service will mean in practice.

Children's Services

43. The key areas of pressure are placements costs for children in care and home to school transport for children with education, health and care plans (EHCPs).
44. In Children's Social Care the key risk area is residential care due to young people with very complex needs (including mental health needs), and the shortage of suitable placements. The service is working hard to address the lack of sufficient placements through opening two children's homes and increasing the capacity of commissioned semi-independent accommodation providers within the borough.
45. While a significant shortage in the supply of children's social workers is still a major challenge, across London and the country, our recruitment and retention initiatives have helped mitigate this position, to some extent. The Council's plans for key-worker housing will, we believe, have a very positive impact and we look forward to seeing that materialise.
46. In Education Services the area of concern is home to school transport, which has seen a year-on-year increase in spend related to the increasing number of children with EHCPs.
47. The service continues to implement initiatives such as increasing the use of personal budgets for both in-borough and out-of-borough placements, this led to reduced costs per child. Nevertheless, these measures have not fully offset the overall increase in out-of-borough placements, therefore further development of in-borough Special Education Needs and Disability (SEND) provision is needed and actively being commissioned, at pace.

Dedicated School Grant

48. The ring-fenced Dedicated Schools Grant (DSG) is forecast to achieve a favourable outturn of £0.075m. Despite this the High Needs Block of the DSG remains the main risk area as this has seen average increased expenditure of 6% annually over the last 5 years mainly due to increased demand of EHCPs.
49. 2025-26 is the third year of the Council's Safety Valve Agreement with the Department of Education (DfE). The Council is expected to receive total of £2.77m additional contribution from the DfE upon successful achievement the agreed milestones/outcomes. The key aim of the agreement is to create a sustainable service with better outcomes for children as well as an in year balanced position for the DSG.
50. The borough is still affected by the falling school rolls. The scale has been dramatic across inner London with no sign of recovery. The Council is supporting schools as best we can and working with them to right size capacity with demand, sensitively and respectfully. Our focus is on ensuring all children in our borough have access to high quality education to enable them to achieve their full potential. In addition to the co-produced strategy there are clear protocols and procedures that we use to support schools in financial difficulty.

Public Health

51. The Public Health grant is a ring-fenced grant paid to Local Authorities from the Department of Health and Social Care (DHSC). It is used to provide preventative public health services to improve health and wellbeing, and to reduce health inequalities, through evidence-based interventions.
52. This includes commissioning drug and alcohol services, children's health services, sexual health services, smoking cessation, preventive cardiovascular health checks, exercise on referral and weight management services as well as gathering, analysing and interpreting information that influences the decisions made by Public Health, the wider Council and the NHS.
53. The grant also covers delivery of a policy portfolio, providing strategic advice and guidance on matters relating to health and wellbeing, from suicide prevention through to sexual & reproductive health, mental health and wellbeing, tobacco control, immunisation and screening, health protection and healthy places (regeneration, transport systems, urban planning, culture & leisure).
54. The on-going cost of living crisis is having wide-ranging negative impacts on mental and physical health, and Public Health plays a vital role in mitigating these effects. Initiatives include free targeted secondary school meals building on the very impactful free healthy primary school

meal offer, and outreach health promotion activities including cancer screening and vaccinations. Targeted outreach to directly address health inequalities across some of our communities is also a key mission.

INTEGRATED HEALTH AND CARE

55. Integrated Health and Care is forecasting a balanced financial position for 2025-26.
56. The department, the leadership of which is shared with Partnership Southwark and the South East London Integrated Care Board, commissions health and social care services for Southwark's population. The joint commissioning team is funded by both the council and the ICB and works across health and care enabling greater integration between NHS and local authority services to achieve better care outcomes as well as better value for money.
57. The Integrated commissioning unit works across the local authority and the ICB and it's organised around populations and pathways, with teams structured and commissioners holding portfolios aligned to these principles. These portfolios are as follows: Start Well, Live well, Age Well and Public Health.
58. The Quality, Performance and Transformation Unit encompasses contract monitoring, procurement, strategic programmes, and systems teams. It supports the monitoring of contracts for both children's and adults' social care providers and offers procurement guidance and assistance to commissioning teams across these services. Additionally, the unit includes systems teams responsible for managing various ICT applications used by the Children's and Adults Services department. This team is due to transfer to Technology and Digital Services during 2025-26.

ENVIRONMENT SUSTAINABILITY AND LEISURE

Overview

59. The forecast outturn for the Environment, Sustainability and Leisure department as at Month 4 is an adverse variance of £1.7m (after a net transfer to reserves of £3.2m). This is due to the following:
 - Various departmental underspends against operational budgets
 - Additional income from various services within the department.
 - These are offset by overspends in 'No Recourse to Public Funds' (NRPF) budgets of £1m, as well as additional pressure resulting from increased activity in the Community safety team £0.9m. Some of the costs are expected to be offset by grant funding, as well as underspends within the directorate. The wider department may need to introduce additional cost control measures.

60. The departmental savings target for 2025-26 totalled £5.1m of which 78% are progressing towards delivery, and 22% is expected will be mitigated from additional income and/or other mitigation measures.

Environment

61. The directorate is forecasting a favourable variance of £0.268m as at Month 4. This is due to additional income in some of its divisions, partially offset by additional costs. The directorate is anticipating additional costs from ill-health retirement and will use provisions to offset these. The position is after net transfers to reserves parking income which has restrictions on spending).

Leisure

62. The directorate is forecasting an adverse variance of £0.9m as at month 4 (£53k adverse variance after drawdown from reserves). This is due to delayed opening of the New Canada water centre, as well as shortfalls to events and arts income.
63. Budget virements were made to add the new Canada Water Leisure centre opening in September. This will ensure that there are appropriate budgets to run the new centre. The expenditure budget has been set at £2.95m, while the income budget is set at £2.5m. The centre is expected to break even from 2026-27.

Stronger Neighbourhoods

64. The directorate is forecasting an adverse variance of £2m as at month 4. This is due to forecast overspends in 'No Recourse to Public Funds' (NRPF) budgets of £1m, as well as additional pressure resulting from increased activity in the Community safety team of £0.9m. While the NRPF overspend is a national trend, officers are working on several mitigation actions that they hope will result in reduced pressure for 2025-26 and a focus on eliminating the pressure over a few years (this includes utilising grant funding where appropriate).

Climate Change & Sustainability

65. The directorate is reporting a small underspend after a drawdown from reserves.

Planned movement in Reserves

66. The main movements in reserves include a drawdown of £1.8m from earmarked reserves and £5m of top up to the 'Highways Transformation' reserve to ensure adequate provisions are built up to deliver the council's transport related strategies, including "streets for people".

GOVERNANCE AND ASSURANCE

Overview

67. Governance and Assurance are showing an adverse variance of £1.6m (after planned £0.2m drawdown from the HR transformation reserve).
68. HR, OD and Health and Safety are showing a combined gross overspend of £0.2m before the planned application of reserves. While moving forward the service will look to align its activity across these areas within the allocated ongoing budget, there remain at present some employee transitional costs, including specific project related expenditure predicated against reserves. The forecast also reflects an expectation that the service will exceed income targets for the provision of corporate training courses.
69. Corporate Facilities Management (CFM) ensures council buildings are safe, compliant, and fit for purpose. The service is mostly outsourced, except for cleaning at Tooley Street and Queen's Road offices which remains in-house.
70. CFM projects a £0.480m unfavourable variance in 2025-26. This is because a number of building closures will not occur until the final quarter of this financial year, when the service budget assumed a full year effect resulting in a £0.270m budget pressure. Additional pressure from rising utility costs and business rates and contract inflation will be addressed through corporate funding. The budget assumes neutral fees for capital project delivery, though this may change as project timing and scope evolves.
71. Legal Services is currently forecasting an overspend for 2025-26. Mitigating actions are being implemented, including reducing reliance on expensive external providers by maximising internal capacity and refining processes to ensure external legal advice is only sought when necessary.

RESOURCES

Overview

72. The resources department comprises of strategic and professional finance services, pensions and treasury, digital and technology services, planning and growth and customer and exchequer services. Overall, the department is projecting an adverse variance of £1.5m.
73. The main cost pressure in the Resources department is in the Customer and Exchequer services department (£0.8m). This is mainly due to a £1m unfavourable variance in Customer services due to staffing pressures and agency spend in the contact centre and complaints team.

74. There are high call volumes in the customer services department and additional resources have been put in place to address severe capacity shortfalls. This is being actively managed however there are dependencies on other Directorates to help reduce demand for front facing services. Interim measures are being reviewed within the contact centre to help reduce expenditure. The resident services plan due to be launched will focus on reducing expenditure through digital transformation and agency staff have been transferred to fixed term contracts to ease cost pressures. The move to a new telephony platform in April has already seen improvement in the workforce management and is expected to assist through peak pressures during winter months. There is also work underway to help offset overspends through income generation in other areas.
75. The Planning and Growth directorate is projected to breakeven over the financial year, with any underspend through the over achievement of income target to be transferred to a reserve to facilitate the smoothing of property and planning income from year to year.
76. TDS is forecasting a pressure of £0.318m for 2025–26 which is due to an expected increase in ICT and maintenance costs that include Microsoft licensing and azure costs, cyber security and network costs delivered through the share technology service (STS). However, this pressure may be partially mitigated by the future allocation of additional budget for contract inflation currently held corporately and the final level of the corporate technology recharge for services where the budget is held by departments. The service will continue to monitor its financial position closely and take proactive steps where possible to manage emerging risks and ensure resources are deployed effectively.
77. PFS is currently forecast to overspend by circa £0.4m due to the cost of agency covering long-term sickness and other vacant posts in the finance teams. The Treasury team is currently forecast to overspend by £0.116m. This relates to agreed agency spend during the transition to the new treasury system and related training costs for the team.

STRATEGY AND COMMUNITIES

Overview

78. The Strategy & Communities Department is currently forecasting an overspend of £0.378m against its BAU activities, and £1.6m mainly planned spend against the Future Southwark Transformation activities. The net position is £0.686m, adverse variance after a £1.3m drawdown from reserves.
79. The department will be funding the planned spend from a drawdown from earmarked reserves. The new Assistant Chief Executive is also

embarking on a restructure of existing resources which aims to ensure a balanced budget for 2026-27.

COUNCIL SAVINGS 2025-26 and 2026-27

Departmental Savings

80. The July 2025 MTFS cabinet report, 'RAG rated' the departmental savings for 2025-26 and 2026-27. For those that were deemed at risk, commentary was given as to mitigating actions or replacement savings to ensure that agreed savings remained in place. The departmental narratives in Appendix A report on the overall projected variances, which include the agreed savings for 2025-26.

Transformation Savings

81. 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.
82. The 2025-26 budget is predicated on the ability to save £3m through cross council transformation programmes, together with a further £7m in 2026-27. An assessment of the achievement of £3m of savings in 2025-26, and £7m in 2026-27 is detailed in Table 3.

Table 3: Transformation Savings 2025-26 and 2026-27

Programme Area	Savings forecast to be achieved in 2025-26 £m	Notes	Savings forecast to be achieved in 2026-27 £m	Notes
Corporate Real Estate	£0.720M	There is significant opportunity within the council's real estate (CRE) portfolio to rationalise and reduce operational / revenue costs both within the GF and the HRA. A CRE programme is in delivery with a robust approach to the delivery of the targeted savings. At month 4 of 25/26 the delivery of the programme savings is rated as AMBER with risks highlighted regarding engagement with services and accuracy of data.	£1.440M	Work underway to identify / test opportunities with no current risks identified
Procurement and third Party spend	£1.100M	The delivery of savings related to Procurement & 3 rd Party spend is rated as RED due to delays in resourcing / capacity for mobilisation. Programme is actively implementing mitigations to ensure programme is brought back on track.	£3.900M	Work to commence in August to identify / test opportunities with no current significant risks identified
Redesign of Business Resource, RBR (parts I & II)	£0.250M	The delivery of savings for RBR (Part 1) is rated as GREEN . The programme is currently reviewing the targeted / identified savings with the objective of identifying additional savings following an option appraisal by CMT.	£1.350M	See notes column to 2025/26 for delivery of RBR Part 1. Work to commence in October for RBR. Part 2 to identify / test opportunities with no current significant risks identified
Subtotal	£2.070M		£6.690M	
Income Maximisation	TBC	The delivery of savings related to Income Maximisation is rated as RED due to delays in resourcing / capacity for mobilisation. Programme is actively implementing mitigations to ensure programme is brought back on track.	TBC	Work to commence in August to identify / test opportunities with no current significant risks identified
Technology and Digital	TBC		TBC	
Total	£3.000M		£7.000M	

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

83. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2025, and HRA budget agreed in January 2025. Although as a monitoring report, this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

Climate change implications

84. There are no climate change implications arising directly from this report, which provides an update on the revenue outturn for 2025-26

Resource implications

85. This report is the revenue outturn report which details the budgetary outcomes in 2025-26.

Consultation

86. No consultation has taken place as this report details the 2025-26 revenue monitoring report for month 4.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Departmental Savings

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities Democracy and Finance	
Lead officer	Clive Palfreyman, Strategic Director of Resources	
Report author	Tim Jones, Director of Corporate Finance	
Version	Final	
Dated	4 September 2025	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Assistant Chief Executive, Governance and Assurance	N/a	N/a
Strategic Director for Resources	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		4 September 2025

Appendix A - M04 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)	Green	(1,000)	Amber	(2,500)	
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)	Delays in delivery to achieve 2025-26 full target of £500k therefore it is expected that £250k will be achieved next financial year.
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	105	Telecare transformation	(250)	Amber			(250)	Delay in transformation but progress is now being made to achieve savings.
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)	Delivery shifted back one year due to delivery of co-location delays. Savings dependent on delivery by corporate facilities management.
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)	Delay in development of enhanced pathway expect to achieve £200k in 2025-26 and £602k in 2026-27
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)	Amber	(2,980)	Achievement of this saving is affected by high cost placement despite lower number of children in care.
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)	
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)	Restructure currently progressing for alternative savings.

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)	
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)	

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 Fa	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	Insourc 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)	Savings not expected to be achieved therefore replaced by alternative saving
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)	
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)	Amber/Green			(90)	Team are still working on it's delivery, may not be delivered in full, but is expected to be mitigated if there is a shortfall.
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:	16 September 2025
Report title:	Cash Incentive Scheme (Home Purchase Grant) Amendment to Policy
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	Borough wide
Classification:	Open
Reason for lateness (if applicable):	Not applicable

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

The council's Home Purchase Grant Cash Incentive Policy has been operating for the past twenty years and has provided tenants in our council homes the opportunity to move into home ownership without exercising their Right to Buy option and helps to retain our housing stock.

Since its inception there have been no changes to the eligibility and the scheme has excluded tenants living in one bedroom properties. Given the demand for one bedroom properties for households on the council's housing allocations list, it is right that we amend the Home Purchase Grant Cash Incentive Policy and to also increase the amount of grant available for households in two or more bedroom properties to take into account the current property market and amounts needed for a deposit.

This report asks cabinet to agree these changes to the current policy.

RECOMMENDATIONS

1. To approve changes to the Home Purchase Grant, Cash Incentive Policy for the inclusion of the purchase of one-bedroom properties in the scheme.
2. To approve the increase in the amount of grant offered per property ensuring that the Home Purchase Grant remains an attractive option to assist tenants to move into homeownership whilst retaining Council Housing stock for much needed future use.
3. To approve the consecutive removal of the £3000 grant payment made to tenants for additional property features which simplifies and standardises the approach to grant assessments.

REASONS FOR RECOMMENDATIONS

4. Given recent changes to legislation there is a need to review the policy to ensure it remains an attractive option to tenants when looking to move into homeownership. The home purchase grant remains the most cost effective way of making tenanted properties available to those on the housing waiting list.
5. There is a demand from tenants in one bedroom properties to be included within the scheme. However, this option has not been available under the current policy.

POST DECISION IMPLEMENTATION

6. It is intended that the policy change be implemented as soon as possible after Cabinet's decision.

Key Activity	Target completion date
Implement policy change	1 October 2025

BACKGROUND INFORMATION

7. The scheme was approved by cabinet in 2005 and amended in 2007, 2009, 2014, 2015, 2018 and, last amended in 2022 (Appendix 1: [Cabinet report 2022 Home Purchase Grant funding](#)).
8. The scheme provides a cash grant incentive to assist eligible tenants to purchase a home on the open market. The tenanted property is then returned to the London Borough of Southwark for re-letting to applicants on the housing waiting list or to those in temporary accommodation. The average cost of the grant incentive is £33k, a fraction of what it would have cost to acquire or build identical units.
9. Below is a breakdown of completed grant applications on property size during the last three financial years:

Completions				
	2 bed	3 bed	4 bed	5 bed
2022/23	9	0	0	3
2021/22	10	2	1	0
2020/21	9	1	4	0

10. A breakdown of how the grant is currently distributed is set out on the table below:

Current Southwark Cash Incentive Scheme Grants				
Beds	Basic Incentive	Moving costs assistance	Desirable features (if applicable)	Maximum Total Grant
2 Beds	£30,000	£3,000	£3,000	£36,000
3 Beds	£35,000	£3,000	£3,000	£41,000

Current Southwark Cash Incentive Scheme Grants				
Beds	Basic Incentive	Moving costs assistance	Desirable features (if applicable)	Maximum Total Grant
4 Beds	£40,000	£3,000	£3,000	£46,000
5+ Beds	£45,000	£3,000	£3,000	£51,000

KEY ISSUES FOR CONSIDERATION

11. The Cash Incentive Scheme will contribute to delivering priorities of Southwark 2030 most notably, Cash Incentive Schemes contribute to conserving the supply of affordable rented housing for future lettings. in contrast to Right to Buy and Social Homebuy. This is a major consideration in Southwark where demand for affordable housing will far outstrip supply for the foreseeable future.
12. Although the Cash Incentive Scheme grant has been successful, there has been barriers to greater levels of take-up, most notably the high level of the discount that was available for right to buy and social homebuy. With the reduction to the right to buy discount that was announced in the Autumn budget, the Cash Incentive Scheme grant now becomes a more favorable option to tenants who require assistance to move into homeownership, without the negative impact to the council of the loss of stock for affordable housing.
13. It is the most cost-effective method for the council to assist tenants in moving into homeownership and surrendering their tenancies, and will compliment the commitment to building new council homes.
14. Benchmarking across London Councils identified Lambeth and Wandsworth operate a Cash Incentive Scheme. It was not possible to confirm whether any other London Boroughs offer similar Cash Incentive schemes. The grants for the councils identified with schemes for 2022/23 were as follows:

Grant Comparison				
	Southwark (Up to)	Lambeth		Wandsworth
		House	Flat	
1 bed	N/A	£30,000	£25,000	£50,000
2 bed	£36,000	£35,000	£30,000	£70,000
3 bed	£41,000	£40,000	£35,000	£70,000
4 bed	£46,000	£44,000	£40,000	£100,000
5+ bed	£51,000			

15. The Council's scheme currently excludes one bedroom properties and we are now asking for them to be included in the scheme. Housing Solutions have reported a shortage of one bedroom units in the Borough. The number of households on the Housing Register waiting list requiring a one bed property need is as follows (as at 30 July 2025):

Housing Register Waiting List						
Bed Need	Total Band 1	Total Band 2	Total Band 3	Total Band 4	Band TBC	No. of Households
1	333	589	2824	6329	0	10075

16. The Council's Cash Incentive Scheme grants currently include an additional £3000 payment for additional 'desirable' features. In practice this can often relate to additional space such as a garden. This subjective clause can cause unnecessary complications in assessing applications and it is therefore recommended that this payment is removed.
17. There has been no increase to the grants since 2014. However, it remains a popular scheme and with the proposed uplift in grant payments, it will be more attractive than the reduced Right to Buy discount and therefore, it was considered that there would be no need to match the benchmarked grant amounts offered by Lambeth and Wandsworth Councils at this time.
18. In order to attract more applications, the new proposed uplifts in the grant are as follows:

Proposed Cash Incentive Scheme Grants 2025/26			
Beds	Basic Incentive	Moving costs assistance	Maximum Total Grant
1 Bed	£20,000	£3,000	£23,000
2 Beds	£37,000	£3,000	£40,000
3 Beds	£45,000	£3,000	£48,000
4 Beds	£55,000	£3,000	£58,000
5+ Beds	£60,000	£3,000	£63,000

Policy implications

19. The proposed changes make the scheme less restrictive and more attractive to any tenants in houses. Including one bedroom units will allow growing families to move into larger properties in the private sector while increasing the number of one bed properties available.

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

Community impact statement

20. The proposed amendments to the policy would have a beneficial impact on tenants as it would increase the opportunity for tenants to purchase their own home without purchasing through the Right to Buy Scheme and without the Council losing a property for re-letting.

Equalities (including socio-economic) impact statement

21. As outlined in the July 2025 Good Landlord Plan report to Cabinet the Regulator for Social Housing found 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.

22. In line with those requirements changes to the policy will be monitored as part of ongoing equalities monitoring of the impact of the Home Incentive Grant Scheme.

Health impact statement

23. The Council recognises the findings of the Build Back Fairer: COVID-19 Marmot Review (2020) by the UCL institute of Health Equity and the Health Foundation. The Council will always work to ensure that the processes in regard to the home purchase grant do not contribute to or exacerbate any existing health inequalities.

Climate change implications

24. The Council demonstrates commitment to the climate emergency and there are no specific implications resulting from a change to this policy.

Resource implications

25. There are no additional staff resources required to enhance the scheme and there are no additional financial resources required.

Neighbourhoods

26. The proposed amendments to the policy will ensure that we retain our stock which contributes to our commitment to make available social housing stock to those in housing need.

Narrowing the Gap

27. This Cash Incentive Scheme assists residents to purchase on the open market whilst increasing our tenanted stock allowing more people on the housing waiting list to secure social housing, including those in temporary accommodation.

People Power

28. Requests have been received in the past to expand the scheme to include one bedroom properties which have historically been turned away. By including one bedroom properties into the Cash Incentive Scheme, we are actively listening to our residents' requirements.

Legal implications (and when to seek supplementary advice)

29. The power to put in place schemes for payments to assist local housing authority tenants to obtain other accommodation is provided by Section 129 of the Housing Act 1988 as amended by the Regulatory Reform (Schemes under Section 129 of the Housing Act 1988) (England) Order 2003. S129 of the Act enables a local housing authority to put in place a scheme to make grants to or for the benefit of qualifying tenants or licensees of the authority to assist them to buy a dwelling house. The local authority has the power to impose such conditions, as it feels appropriate.

30. The report confirms that such a scheme has been in place since 2005 [Appendix 1], with various revisions specified in Paragraph 7, which sets out the arrangements for funding the scheme. The report seeks authority for the extension of the scheme to include further properties and for funding for the reasons set out in the report.

Financial implications

31. There are no financial implications arising directly from the recommendations proposed in this report. While the aim of the policy change is to make the scheme more attractive to tenants, expenditure will need to be contained within agreed the budget set for the scheme. With the reduction in the Right to Buy discount, it is expected the scheme will attract further interest. This is likely to be from 2026/27 onwards once the final influx of Right to Buy applications have been processed. The scheme will be constantly monitored to assess this impact of these changes which will inform future budgetary decisions.

Consultation

32. Not applicable.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

33. Section 129 of the Housing Act 1988 (“the 1988 Act”) enables a local housing authority in England and Wales, with the approval of the Secretary of State, to make a scheme to pay grants to certain tenants or licensees of the authority to assist them to buy a dwelling-house or to carry out works to a dwelling-house. The Secretary of State may require a scheme to contain particular provisions as a condition of his approval. However, the Regulatory Reform (Schemes under Section 129 of the Housing Act 1988) (England) Order 2003, which came into force on 1 April 2003, amended Section 129 of the 1988 Act by removing the requirement for the approval of the Secretary of State to a scheme which is made by a local housing authority in England. Therefore, the Council has the power to implement the scheme and impose such conditions as it considers appropriate.

Strategic Director of Resources

34. This report seeks Cabinet approval to amend the Cash Incentive Scheme policy, primarily by expanding its eligibility criteria to include the purchase of one-bedroom properties and by increasing the grant amounts available for each property size, as detailed within this report.
35. These proposed changes are intended to enhance the scheme’s appeal to tenants and better align it with current housing demand pressures. By broadening the scope and increasing the financial support offered, the scheme is expected to contribute more effectively to the Council’s strategic housing objectives.

36. As outlined in the Financial Implications section, all proposed amendments will be delivered within the existing annual budgetary provisions allocated to the scheme, ensuring no additional pressure on HRA finances.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1 (available online)	Link: Cabinet report 2022 Home Purchase Grant funding

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance		
Lead Officer	Trish Hadden, Sales & Acquisitions Manager, Homeownership		
Report Author	Trish Hadden, Sales & Acquisitions Manager, Homeownership		
Version	Final		
Dated	4 September 2025		
Key Decision?	Yes		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance & Assurance		Yes	Yes
Strategic Director of Resources		Yes	Yes
List other officers here		No	No
Cabinet Member		Yes	None
Date final report sent to Constitutional Team			4 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Response to Education and Local Economy Scrutiny Commission Recommendations: Review of Education and Health Care Plan (EHCP), Special Educational Needs and Disabilities (SEND) provisions and Inclusions in Schools.
Cabinet Member:	Councillor Jasmine Ali, Deputy Leader & Cabinet Member for Children, Education and Refugees
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

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

I welcome this timely and important report from the Education and Local Economy Scrutiny Commission on Education, Health and Care Plans (EHCPs), Special Educational Needs and Disabilities (SEND) provision, and inclusion in our schools. Supporting children with special educational needs and disabilities remains one of our highest priorities in Southwark. With around 10,000 children and young people identified as having SEND, the Council is committed to ensuring they and their families receive the best possible services and support. Our ambition is clear: to deliver excellent educational outcomes and inclusive opportunities for every child.

I would like to thank the Scrutiny Commission for their thorough review and constructive recommendations, which have already helped us improve the way we work. In particular, I want to recognise Cllr Cass Brown for her dedication in observing the EHCP process and providing valuable insight into the lived experiences of our families.

Our education services and health partners have carefully considered each of the 16 recommendations from the review. I am pleased to confirm that:

- 7 recommendations have been fully accepted
- 2 recommendations have been partially accepted
- 7 recommendations have not been accepted

Where we have been unable to accept certain proposals, this has been due to resource constraints or because alternative approaches are already being implemented to achieve the same aims.

The full details of each recommendation, along with our formal response, are set out in the following report. I am confident that the actions we are taking will strengthen our SEND services and help us deliver on our commitment to make Southwark an

inclusive borough where every child can thrive.

RECOMMENDATION

1. That the cabinet approves the responses to the Education and Local Economy Scrutiny Commission recommendations on the review of Education and Health Care Plan (EHCP), Special Educational Needs and Disabilities (SEND) provisions and Inclusions in Schools.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Report of the Education and Local Economy Scrutiny Commission: Review of Education and Health Care Plan (EHCP), Special Educational Needs and Disabilities (SEND) provisions and Inclusions in School.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. None – the council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

BACKGROUND INFORMATION

4. The Education and Local Economy Scrutiny Commission report – 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, was received by Cabinet on 17 June 2025. Sixteen recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

COMMISSION'S RECOMMENDATION 1 TO CABINET	
1.	That the Cabinet allocates capital funding to in-borough SEND provision within the council year 2025-26, to avoid hundreds of children leaving the borough to achieve appropriate support and education. Therefore, increasing the SEND provisions in schools within the borough so that children with the highest needs such as Autism Spectrum Disorder (ASD) can be educated locally. It is well documented and noted by the Education & Local Economy Scrutiny Commission that out-of-borough placements are more costly for local authorities in the long term and place added burden on parents and carers.
RESPONSE TO RECOMMENDATION 1	
1.	The council receives dedicated funding from the government in the form of the High Needs Provision Capital Allocation (HNPCA). The funding is for investment in increasing provision for children with education, health and care plans or with special educational needs more broadly, across the 0-25 age range. At the time of writing the Children & Adults Department has sufficient capital funds within its allocation to deliver its agreed projects for

	expansion of SEND provision in the borough. If further capital funding is required outside the HNPCA to develop provision, this will be considered using the established capital bid process and submitted for a decision to the Cabinet. The Cabinet will review any future funding needs should a relevant scheme be brought forward in the year.
RECOMMENDATION 1: ACCEPTED	

COMMISSION'S RECOMMENDATION 2 TO CABINET	
2.	That the Cabinet commission officers to produce and develop a training program by working with schools (SENCOs'), and Health departments on Autism and ADHD for training parents and carers who need help with managing the needs of their SEND children. This is to be included as a part of the overall SEND strategy and implemented within the upcoming council year.
RESPONSE TO RECOMMENDATION 2	
2.	The council's Education Psychology and Autism Support Teams deliver training to parents in understanding and managing the needs and behaviour of their children. In addition, joint work across services to develop the SEND Children & Family Hub at the recently closed Ann Bernadt Nursery school is intended to increase the availability of appropriate spaces in the borough for parents of children with Autism and ADHD. This centre will offer support and training to parents to manage the needs of their children. A key aspect of these developments is to better link the support and parental training offer from existing council services with the wider offer from key partners such as health services. The exact design of the training and support offer will be iteratively developed in partnership with parents and carers, and partnership services and will include the development of peer-to-peer training and support. This recommendation is accepted and is within existing planned activity.
RECOMMENDATION 2: ACCEPTED	

COMMISSION'S RECOMMENDATION 3 TO CABINET	
3.	That the Cabinet devises a plan to further promote and encourage the health service and schools to work in closer partnership to tackle the challenges faced in supporting children with SEND. This covers mainly areas of early diagnosis, the type of SEND support needed and length and frequency of SEND sessions during the school year. Better governance and accountability is also required of health organisations involved in this landscape – to support the aforementioned plan, and officers devise an improved service level agreement between Southwark Council and their organisations, to meet and manage expectations around communication.

RESPONSE TO RECOMMENDATION 3

3. In the last year the council and its partners have re-established the SEND & Alternative Provision Strategic Partnership Board. The Cabinet Member for Children, Education and Refugees is a member of this Board. It brings together parent and carer representatives with council, health, school and other key stakeholders to improve joint work across the SEND system.

Revisions to the Health & Wellbeing Strategy Action Plan and Partnership Southwark Health & Care Plan, published recently, have recognised the need for a greater focus on system wide SEND improvement. These revised plans, together with the Partnership Board, are ensuring greater scrutiny and accountability for all services in delivering improvements for children with SEND and their families.

In May 2025 the CQC and Ofsted undertook a joint thematic visit in Southwark which received feedback from parents and schools that, whilst challenges still remain, the coordination of partnership working and communication across the system has significantly improved in the last 12 – 18 months.

The thematic review visit did highlight some areas that are already known and under discussion with partnership leaders. Specifically in relation to a more coordinated partnership offer to schools to address gaps in support provided, and improve the timeliness of communications between agencies.

These actions already form key workstreams in the partnership's improvement programme.

This recommendation is partially accepted as it is not proposed to develop a standalone plan, or service level agreement. However, existing activity will continue to be monitored to ensure it is delivering against the broader intention within this recommendation.

RECOMMENDATION 3: PARTIALLY ACCEPTED**COMMISSION'S RECOMMENDATION 4 TO CABINET**

4. That the Cabinet lobby the health service and the central government in extending SEND services such as at Sunshine House, from a one-time diagnosis to a more comprehensive, on-going and lifelong service.

RESPONSE TO RECOMMENDATION 4

4. Sunshine House is the base of operations for a range of community health services, including occupational therapy, community pediatricians, health visiting, speech and language therapy, and child and adolescent mental health services. All of the above provide ongoing support to children.

Many of the same services provide continuing support for adults with learning disabilities over the age of 25.

This recommendation is not accepted as services are already in place.

RECOMMENDATION 4: NOT ACCEPTED**COMMISSION'S RECOMMENDATION 5 TO CABINET**

5. That the Cabinet investigates the reasons behind the slow appeals process of EHCPs' and makes changes to expedite the process. Furthermore, ensure with immediate effect that the parents are privy of the school responses and details of declined placement offers. The council should also seek further clarifications from the school when the reasons given for declining are arbitrary.

RESPONSE TO RECOMMENDATION 5

5. Delays in the SEND appeals and tribunals processes are a nationally recognised issue due to a significant backlog in requests and capacity issues nationally.

The council's SEND services already share correspondence from schools with parents. However, in some instances these may not be shared immediately if there is ongoing dialogue between the service and the decision on the school is being challenged by the local authority. Once all final information and the position is understood these are shared with parents.

Under the SEND Code of Practice it would be illegal for a provider to decline a place for arbitrary reasons, and this would be challenged by the local authority in all instances. Schools can only decline a placement if they are unable to meet a child's needs or if their arrangements are not suitable to providing proper care for a child with SEND. This could include not being able to manage certain physical disabilities due to the access issues within any particular setting.

This recommendation is not accepted as the issues with the national appeals process are already well known and activity to ensure compliance and challenge in line with the SEND Code of Practice are already embedded within service delivery.

RECOMMENDATION 5: NOT ACCEPTED**COMMISSION'S RECOMMENDATION 6 TO CABINET**

6. That the Cabinet, through Southwark Information Advice and Support (SIAS) offer for SEND, ensures that parents and carers receive one-to-one support from officers in filling the long and complex EHCP forms to decrease delays in getting help. Especially, but not limited to parents from different cultures and spoken languages, ensuring that the information filled in on SEND forms is current and relevant. Furthermore, the council lobby the government to reduce the length and complexity of the EHCP forms.

RESPONSE TO RECOMMENDATION 6

6. Where necessary SIAS already provides advice and support to parents, including those from diverse backgrounds, to complete EHCP forms. Within capacity restrictions this can also include one-to-one support on a case-by-case basis. There is insufficient capacity within the team to provide one-to-one support to all families. The majority of requests are submitted by schools and these should be completed in

	partnership with parents. SEND Teams and SIAS already provide guidance to schools on completing applications for EHCPs and how they should do so in collaboration with parents. EHCP request forms are devised locally following relevant guidelines. These have been recently reviewed in partnership with parents, and Southwark Independent Voice, our Parent Carer Forum. Southwark SEND leaders are represented on the Association of Directors of Children's Services SEND Steering Group which provides a collective voice in discussion with government on reforms. This recommendation is not accepted, as proportionate support is already offered.
RECOMMENDATION 6: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 7 TO CABINET	
7.	That the Cabinet reassesses and lobbies the government in making changes to 20-week deadlines for EHCP, this currently leads to children not receiving the much-needed therapy for speech and language during the waiting period, thus leaving the child 1-2 years behind on learning needs. There is also some miscommunication between schools and parents on the need for a Health Service (medical) SEND diagnosis before applying for an EHCP, which is incorrect. The council should urgently communicate and clarify the proper requirements for an EHCP application to schools.
RESPONSE TO RECOMMENDATION 7	
7.	It is recognised that there is misunderstanding in the local system about requirements for diagnosis prior to applying for an EHCP. Revised guidance for schools and partners has been developed and distributed, and there are plans in place to continue to promote the guidance to remove any confusion in the system This recommendation is accepted and is already in progress.
RECOMMENDATION 7: ACCEPTED	

COMMISSION'S RECOMMENDATION 8 TO CABINET	
8.	That the Cabinet allocates funding imminently for schools to be able to undertake EHCP needs assessments within the schools with SEND children. Furthermore, the council also ensures the need for accurate representation of the length and number of sessions, term time periods of coverage in SEND, also ensuring annual review of EHCP plans, wherein provisions can be readdressed and increased if needed.
RESPONSE TO RECOMMENDATION 8	
8.	EHC needs assessments are undertaken by the local authority, with input from relevant professionals working with children. EHC needs assessments are not undertaken by schools, as such no specific funding will be provided.

	EHCP templates have recently been reviewed to make the expectations on provision for children clearer and more easily understood. Timeliness of Annual Reviews is a cross agency performance indicator and remains a key priority for the SEND Services, schools training and health services. This recommendation is not accepted as it does not align with statutory roles and responsibilities, and activity in response has already been delivered. Furthermore it is noted that there is an anticipated government Schools White Paper in autumn 2025 that will set out proposals for reform of the SEND system which may well recommend changes to the way the current system operates.
RECOMMENDATION 8: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 9 TO CABINET	
9.	That the Cabinet devise processes to ensure that nurseries with SEND children are providing details of their SEND provisions to primary schools, to avoid the child being put on a reduced timetable by schools thus reducing the likelihood of a 20 week wait for an EHCP which in some cases can take up to 18 months in schools.
RESPONSE TO RECOMMENDATION 9	
9.	The council is not in the position to compel private providers to provide information on those who attend settings. The council works in partnership with the early years sector to improve joint working on key areas including transition into primary school. This recommendation is not accepted as it is outside of the council's authority to deliver.
RECOMMENDATION 9: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 10 TO CABINET	
10	That the Cabinet allocates funding on an urgent basis to pre-school and nurseries through SEND Inclusion Funding for Early Years Help for 3–4-year-olds including funding for more Occupational Therapists (OT) to be appointed in the borough.
RESPONSE TO RECOMMENDATION 10	
10	The Early Years Inclusion Fund (formerly SEND Inclusion Fund) is available to all early years settings in the Borough. In the last 12-months the EYIF budget was doubled to £1.25m. Funding can be used to commission occupational therapy if that is required to meet the relevant child's needs. This recommendation is not accepted as funding is already provided and has been recently increased.
RECOMMENDATION 10: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 11 TO CABINET

11	That the Council urgently revises its communication processes for disseminating SEND information from Early Years Intervention (SEND Inclusion Funding) on children with SEND to support mainstream schools in applying for an EHCP. Furthermore, the Cabinet allocates funding for training of Teaching Assistants to support SEND children in mainstream schools and fill the current gap of up to £20k a year in mainstream schools SEND funding.
RESPONSE TO RECOMMENDATION 11	
11	Where an early years setting has been in receipt of Early Years Inclusion Funding those settings are expected to share details on the support provided to schools as part of the transition from nursery provision to primary school. Where funding has been provided for a child, the incoming primary school will be notified. The council will continue to work with all early years settings to promote understanding of this for more effective communication. The council's work to review the funding arrangements for SEND children takes into consideration the total cost of providing support for children and seeks to address any gaps in funding provided. This work is being completed in partnership with schools. This recommendation is partially accepted as work is in progress collaboratively with schools to apply a new an agreed model of funding for schools, and is due for implementation in September 2026. The funding for this is through the High Needs Block of the Dedicated Schools Grant for which decision making forum for this is the Southwark Schools Forum which has representation from all schools.
RECOMMENDATION 11: PARTIALLY ACCEPTED	

COMMISSION'S RECOMMENDATION 12 TO CABINET	
12	That the Cabinet clarifies the process for providing EHCP funding either directly to nurseries and schools or indirectly commissioned through Occupational Therapists to avoid any contention between parents, nurseries, academies, schools and OT that might cause delays in children receiving SEND support. Furthermore, that the Cabinet streamlines the process for providing EHCP funding throughout the borough and that the process for EHCP funding and SEND provision is clearly reflected on the Southwark Council website.
RESPONSE TO RECOMMENDATION 12	
12	Considerable work has been undertaken over the last 12-months on the arrangements for EHCP funding, in partnership with schools. This work will implement a new Banding system for pupil funding with a schedule to be fully implemented by September 2026, following a testing period in the next academic year. This will include providing clear guidance on the council website. This recommendation is accepted. This is work currently underway but not yet completed.
RECOMMENDATION 12: ACCEPTED	

COMMISSION'S RECOMMENDATION 13 TO CABINET

- 13 That the Cabinet allocates appropriate SEND funding to mainstream schools, especially the schools that struggle to provide taught SEND classes, working with SENCos'. Furthermore, the Cabinet also allocates funding for specialist settings in schools considering the needs of SEND children to access therapy rooms, sensory rooms, messy playrooms and outdoor play areas.

RESPONSE TO RECOMMENDATION 13

- 13 In line with recommendation 12, the council has been working closely with all schools to co-design a new more needs-led arrangement for providing high needs funding to schools.

As a part of the programme to invest in the rights spaces for pupils with SEND the council has allocated a proportion of the High Needs Provision Capital Allocation to be available to all schools via an expression of interest. This funding allows schools to bid for additional capital money to adapt settings and create SEND spaces such as therapy and sensory rooms.

This recommendation is accepted and is work already in delivery.

RECOMMENDATION 13: ACCEPTED**COMMISSION'S RECOMMENDATION 14 TO CABINET**

- 14 That the Cabinet ensures that during appeals on EHCP decisions, Southwark council's legal team ensures that the legal counsel and solicitors advocating for the council are understanding and compassionate rather than hostile and adversarial, assessing the child's needs objectively. It is important for the local authority to build trust with families in need of SEND support. The commission understands that the legal and solicitor team are due to initiate the transition to come in-house within Southwark Council by February 2025, however the commission asks that this transition be completed within the first quarter of the 2025-26 council year, July 2025, if not completed already.

RESPONSE TO RECOMMENDATION 14

- 14 The council has recently established a Mediation and Tribunal Team embedded within the SEND service, reducing the need for outside counsel. In some small instances it may remain necessary for outside counsel to be commissioned. Where this occurs any providers will be expected to adhere to Southwark's child and family centred principles and relationship-based approach to practice.

This recommendation is accepted. Noting that this work has been completed.

RECOMMENDATION 14: ACCEPTED**COMMISSION'S RECOMMENDATION 15 TO CABINET**

- 15 That the Cabinet commission officers work with schools to develop and carry out awareness campaigns to protect school children and improve

	inclusion numbers. This is mainly in areas - use of fireworks and possession of zombie knives. Furthermore, the Cabinet asks officers to research and explore the impact of on-screen time on children's learning and development and its correlation with SEND.
RESPONSE TO RECOMMENDATION 15	
15	The council delivers local campaigns and work with police on the annual Operation Sceptre response to knife crime, which includes delivery to schools. Locally schools can access the 'Playing Safe' programme for Year 6 children or the Trauma informed weapons awareness programme (TIWAP) delivered by the Youth Justice Service. Schools have a duty to deliver Relationships and Sex Education work with a curriculum which includes safety issues, including exploitation and weapons, and online/social media safety. Southwark schools have recently amended their behaviour policies to reduce the use of mobile phones in school time. Officers can include research into the impact of screen time on children in our continuing improvement work.
RECOMMENDATION 15: ACCEPTED	

COMMISSION'S RECOMMENDATION 16 TO CABINET	
16	That the Cabinet commission works with schools to formulate a set of recommendations and/or guidance for schools to consider when developing absence strategies and handling persistent absences, especially for newly appointed head teachers and newly formed schools.
RESPONSE TO RECOMMENDATION 16	
16	The council's Education Inclusion Team provides guidance through the Education Inclusion Handbook and a weekly consultation offer on how to respond to attendance and implement the 3-stage approach (Education Inclusion Handbook - Southwark Council). Termly 'Keeping Children in Education' forums facilitate the sharing of good practice between schools and promote the Working Together to Improve School Attendance duties. FEH attend new heads meetings termly. Schools use of data from the DfE View Your Education Data platform is encouraged. New functionality of the individual reports can now be used by schools to target particular cohorts and impact on overall attendance as well as PA. Duties to ensure schools have a plan to improve attendance for all severely absent pupils is implemented through targeting support meetings and team around the school meetings. Southwark has a secondary school headteacher within the London Regional Improvement in Standards and Excellence (RISE) team to disseminate best practice, though no Southwark schools have been identified as needing RISE support.
RECOMMENDATION 16: NOT ACCEPTED	

Policy framework implications

17. There are no policy framework implications from the recommendations or proposed responses set out above.

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

Community impact statement

18. The responses to the recommendations set out above will support positive impacts in the community where relevant.

Equalities (including socio-economic) impact statement

19. There are no specific equalities implications from the recommendations or proposed responses set out above.

Health impact statement

20. There are no specific health implications from the recommendations or proposed responses set out above.

Climate change implications

21. There are no specific climate change implications from the recommendations or proposed responses set out above.

Resource implications

22. There are no specific resource implications from the recommendations or proposed responses set out above.

Legal/Financial implications

23. There are no specific legal or financial implications from the recommendations or proposed responses set out above.

Consultation

24. No consultation is necessary in proposing responses to the recommendations made.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive (Governance and Assurance) (SB040925)

25. This report seeks approval of the responses to the Education and Local Economy Scrutiny Commission recommendations on the review of Education and Health Care Plan (EHCP), Special Educational Needs and Disabilities (SEND) provisions and Inclusions in Schools, in line with the requirement in the council Constitution that such response is made to cabinet within two months of the recommendations.
26. The recommendation of this report is consistent with the council's statutory duty (under section 44 of the Children and Families Act 2014) to review its maintained Education and Health Care Plans at least every 12 months. Schools and their governing bodies have a legal duty to review their provisions for pupils with Special Educational Needs and Disabilities, both

under the 2014 Act and the Equality Act 2010. This duty requires them to use their best endeavours to meet the particular educational needs of those children, ensure inclusion and access to activities for disabled pupils, and make reasonable adjustments to remove disadvantages for disabled individuals. Regular review and consultation are also required as part of a continuous improvement process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
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	Constitutional Office 160 Tooley Street	Paula Thornton 0207 525 4395

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Deputy Leader & Cabinet Member for Children, Education and Refugees	
Lead Officer	David Quirke-Thornton, Strategic Director Children and Adults' Services	
Report Author	Michael Crowe, Assistant Director for Transformation and Operations	
Version	Final	
Dated	4 September 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, Resources	No	No
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		4 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Response to Housing Scrutiny Commission recommendations on the Draft Resident Engagement Strategy
Cabinet Member:	Councillor Michael Situ, Council Homes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD - COUNCILLOR MICHAEL SITU, CABINET MEMBER FOR COUNCIL HOMES

We recognise that our residents are true experts on their homes, their estates, and the neighbourhoods they help shape every day. Our Good Landlord Plan made a clear promise: to place residents' needs and aspirations at the center of everything we do. We are committed to creating transparent systems that allow residents to hold us to account, challenge our performance, and help us improve. Whether through formal panels, feedback forums, or open data, we will ensure residents have the tools and access they need to evaluate how well we are delivering on our promises.

The Draft Resident Engagement Strategy builds on that commitment. It sets out our vision for the next four years, offering inclusive, flexible and meaningful opportunities for residents to get involved in shaping the services that matter most to them, through estate-based decision-making, digital engagement, or face-to-face conversations, we want every resident to feel empowered to contribute in ways that suit their lifestyle and availability. We are determined to ensure that our landlord service remains responsive, effective and good value for money, now and into the future.

RECOMMENDATIONS

Recommendations for the Cabinet

1. Accept all recommendations made by Housing Scrutiny as set out in the report.

REASONS FOR RECOMMENDATIONS

2. Scrutiny Recommendations: These recommendations will enhance the clarity and purpose of the strategy document and provide an opportunity for review of

any changes. The recommendations will also ensure the strategy is firmly aligned with the regulatory framework and reflects the broader engagement context within Southwark.

3. These measures demonstrate our ongoing commitment to deepening resident engagement in service delivery, the strategy will be shaped by a broad and representative range of voices ensuring it remains grounded in the lived experiences of Southwark's diverse communities.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. None.

POST DECISION IMPLEMENTATION

- 5.

Key Activity	Target Completion Date
Redraft the Engagement Strategy in response to the engagement feedback	September 2025
Housing Scrutiny Panel	October 2025
Cabinet approval and adoption of the new Resident Engagement Strategy	December 2025
Launch the Resident Engagement Strategy	January 2026

6. The agreed formal consultation mechanisms as well as other informal structures will be used to ensure the views of residents are firmly embedded in the final resident engagement strategy.

BACKGROUND INFORMATION

7. On 24 November 2024, the Strategic Director of Housing and the Head of Governance and Tenant Management attended the Housing, Community Safety and Community Engagement Scrutiny Commission to present the draft Resident Engagement Strategy.
8. The Council is committed to being a good landlord, which includes strengthening the voice of residents in the design and delivery of landlord and housing management services.
9. The aim of the draft resident engagement strategy is to put residents at the heart of everything we do as a landlord, empowering communities to shape the places they live in and make decisions about the issues that affect their lives.
10. The strategy is built around four key draft strategic priorities:
 - **Giving power to you to shape your neighbourhoods and estates**
 - **A wide range of ways to get involved and have your say**

- **Making it easier for you to hold our services to account**
- **Embracing and embedding equality and diversity in all we do**

11. The draft strategy was informed by a literature review and insights gathered from over 500 council tenants and leaseholders regarding their appetite for engagement.
12. The main engagement phase on the draft strategy has now concluded. The final strategy will be scheduled to be presented to Cabinet for approval in December 2025.

KEY ISSUES FOR CONSIDERATION

COMMISSION'S RECOMMENDATION 1 TO CABINET	
1.	That Cabinet ensures that the evolving design of the Draft Resident Engagement Strategy incorporates the guidance from the Regulator of Social Housing and that resulting strategy documents evidence from those sources.
RESPONSE TO RECOMMENDATION 1	
1.	The final strategy document will incorporate guidance from the Regulator of Social Housing. This will support the council in demonstrating compliance and clearly show how the strategy meets our statutory duties.
RECOMMENDATION 1: ACCEPTED	

COMMISSION'S RECOMMENDATION 2 TO CABINET	
2.	That Cabinet provide the Commission with the opportunity to scrutinise the Draft Resident Engagement Strategy, post-consultation, before it goes to Cabinet for final approval.
RESPONSE TO RECOMMENDATION 2	
2.	The draft strategy, following consultation, will be presented to the Housing Scrutiny Committee in October 2025. The accompanying report will include feedback and insights gathered through our formal engagement structures, targeted resident workshops, and the public survey. The report will include: - An updated version of the strategy, refined in response to feedback - A preliminary outline of how key elements will be implemented - An independent analysis from Social Life (independent resident advisor), summarising resident feedback
RECOMMENDATION 2: ACCEPTED	

COMMISSION'S RECOMMENDATION 3 TO CABINET

3.	That Cabinet note the Commission's intention to form a Task and Finish Group to collate knowledge and experience of tenant structures and feed these into the emerging Draft Resident Engagement Strategy.
RESPONSE TO RECOMMENDATION 3	
3.	The engagement undertaken to date collates the knowledge and experience of the tenant structures. It included an online survey, discussions at Tenant, Homeowner, and Local Area Forums, consultation with the Southwark Tenant Management Organization Committee, and six independently facilitated workshops carefully designed to capture residents' insights, including those with significant experience of involvement. This insight will influence the final strategy. This inclusive approach ensures that resident knowledge and lived experience meaningfully inform the development of the final strategy. The council considers that, through these activities, we have addressed the engagement gaps identified in the recommendations. In addition, we have scheduled an additional session with our key representative bodies to review the redrafted Resident Engagement Strategy. We remain committed to ongoing collaboration with tenants and leaseholders to shape how we deliver on the strategy's commitments.
RECOMMENDATION 3: ACCEPTED	

COMMISSION'S RECOMMENDATION 4 TO CABINET	
4.	That Cabinet extend Stages 2 and 3 of the Strategy.
RESPONSE TO RECOMMENDATION 4	
4.	The Scrutiny Commission concluded that extending the Strategy's consultation period (Stage 2: January to February 2025) and subsequent development phase (Stage 3: March to April 2025) would enhance the overall effectiveness of both the Strategy and Recommendation 3. The engagement period formally commenced on 22 May 2025 and concluded on 24 July 2025, spanning a longer period than set out in the original document reviewed by Scrutiny to ensure that we were able to consult more widely. The insights from these conversations and 328 survey responses, building on feedback already received from 533 tenants and leaseholders, will shape the final version of the Strategy. During August September and October, the engagement outcomes (stage 3) will be independently assessed, with the final Strategy directly addressing the recommendations emerging from that independent scrutiny. As part of this stage, we will convene a joint meeting with the Tenant and Homeowners' Forums on 24 September 2025 to share the findings and outline our response.

	Overall stages two and three will take place over five months, longer than the months originally set out.
RECOMMENDATION 4: ACCEPTED	

COMMISSION'S RECOMMENDATION 5 TO CABINET	
5.	That the Draft Resident Engagement Strategy includes a definition of accountability.
RESPONSE TO RECOMMENDATION 5	
5.	We will include a clear definition of accountability in the final Resident Engagement Strategy.
RECOMMENDATION 5: ACCEPTED	

COMMISSION'S RECOMMENDATION 6 TO CABINET	
6.	That the Draft Resident Engagement Strategy illustrates the structures that will incorporate residents' views into council decision-making.
RESPONSE TO RECOMMENDATION 6	
6.	The final strategy will include examples to illustrate the structural changes we expect as a result of its implementation. These examples will show how residents' views will be incorporated into our decision-making processes.
Recommendation 6: ACCEPTED	

COMMISSION'S RECOMMENDATION 7 TO CABINET	
7.	That the Draft Resident Engagement Strategy includes a wider range of protected characteristics when describing its equality measures.
RESPONSE TO RECOMMENDATION 7	
7.	We will make clearer how the strategy meets our duties in relation to a wider range of protected characteristics. The final report will be accompanied by an Equality Impact and Needs Assessment. Additionally, the views of our Disability Forum and Youth Parliament have been incorporated into the engagement process.
Recommendation 7: ACCEPTED	

COMMISSION'S RECOMMENDATION 8 TO CABINET	
8.	That the Strategy's "Outcome (b)" is reframed to show service improvements as the direct, desired outcome with evidence of improvement (and the <i>extent</i> of improvement) acting as a measure of success.
RESPONSE TO RECOMMENDATION 8	
8.	We will reframe the outcome to indicate service improvement as the desired outcome of engagement.

Recommendation 8: ACCEPTED	

COMMISSION'S RECOMMENDATION 9 TO CABINET	
9.	That the Cabinet approve adding a section to the Strategy explaining how the consultation work in this Strategy connects with the next cycle of Resident Engagement and with Annual Reviews.
RESPONSE TO RECOMMENDATION 9	
9.	Agreed, it is important that each cycle of the strategy is informed by learning from previous work and demonstrates clear links to the broader context of council and housing engagement, including future cycles of resident engagement and annual reviews.
Recommendation 9: ACCEPTED	

COMMISSION'S RECOMMENDATION 10 TO CABINET	
10	That Cabinet shares the outcomes of Annual Reviews with the Commission.
RESPONSE TO RECOMMENDATION 10	
10	Agreed, we will share the outcomes of the Annual Reviews with the Commission.
Recommendation 10: ACCEPTED	

Policy framework implications

13. The redevelopment of the Resident Engagement Strategy directly supports the goal of giving tenants a stronger voice, one of the key pillars of the Good Landlord Plan, approved by Cabinet in July 2025. Successful delivery of this element will ensure that residents have meaningful influence over what happens in their local areas.
14. The Good Landlord Plan is a key mechanism for delivering the Council's Southwark 2030 goals, providing a clear framework for improving the quality and standards of council homes.
15. Both the Council Plan and the Housing Strategy include a firm commitment to empowering residents to make local decisions, reinforcing the importance of this strategy in achieving broader corporate objectives.

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

Community impact statement

16. The delivery of the Resident Engagement Strategy will help bring communities together, advance equality of opportunity, and foster good relations between individuals who share protected characteristics. It will embed the principles of community cohesion throughout its implementation.
17. The strategy will empower communities by strengthening the meaningfulness of their engagement and enhancing the impact of their participation in shaping services and decision-making.
18. Empowered residents are the bedrock for the communities they serve, and the draft resident engagement strategy would help to amplify the accountable structures that give residents the opportunity to hold the council as a landlord to account for the standard and quality of all landlord services.

Equalities (including socio-economic) impact statement

19. The council has a public sector equality duty under Section 149 of the Equality Act 2010. In addition, Section 20 of the Act requires decision-makers to make reasonable adjustments to support disabled residents who may otherwise face substantial disadvantage in the decision-making process, particularly in matters affecting the design and delivery of landlord services. We are committed to embedding equality in all aspects of our work; this draft strategy prioritises that commitment. It also recognises that many of our residents are disadvantaged and aims to ensure their voices are heard and their needs reflected in service design and delivery.

Health impact statement

20. The March 2021 Census highlighted multiple levels of deprivation across the borough, including issues related to housing conditions. The

draft Resident Engagement Strategy is a key tool in addressing these challenges. By empowering local residents to influence spending priorities for the Housing Revenue Account (HRA), the strategy supports the delivery of a good landlord service and helps ensure that every council home is safe, secure, and well-maintained.

21. This strategy is designed to place residents at the heart of everything we do. When people feel they have genuine influence over the issues that affect their lives and when they feel respected, heard, and valued, it has a demonstrable positive impact on their overall wellbeing. By embedding this principle throughout our landlord services, we aim to build stronger, more empowered communities.

Climate change implications

22. There are no adverse climate change implications associated with the draft Resident engagement Strategy.

Resource implications

23. The tenants' and leaseholders led landlord service improvement boards in the draft resident engagement strategy will be serviced by council's teams.

Note: Legal/Financial implications

24. Any costs associated with the changes introduced by the implementation of the strategy will be met by the existing resident engagement budget.
25. The cost of servicing the meetings and the remuneration payments for board members will be from the annual circa £900K resident participation fund.

Consultation

26. All tenants and homeowners were consulted through a wide range of in-person and online methods. These included direct email contact, leaflets delivered to every council home, information on the council's website, consultation hubs, and other outreach channels. This comprehensive approach ensured broad awareness and opportunities for participation across the borough.
27. The draft strategy has been shaped by outreach involving over 533 residents. It draws on insights from the Regulator of Social Housing, including discussions with key stakeholders, and has been reviewed by TPAS. Further engagement will take place across three key strands:
 - Formal tenant and homeowner bodies and local area forums
 - Estate-based workshops
 - An online survey targeting less-involved residents
28. Feedback from this engagement will be independently reviewed and presented back to the council to inform the final strategy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

29. None.

Head of Procurement

30. Not applicable.

Assistant Chief Executive, Governance and Assurance (ref: DG- 02/09/2025)

31. This report seeks Cabinet's approval of the council's response to the Housing Scrutiny Commission's recommendations on the Draft Resident Engagement Strategy. This report is being considered by Cabinet in line with the requirement contained in paragraph 15.3 of the Overview and Scrutiny Procedure Rules in the council's Constitution.
32. There are no significant legal implications arising from the recommendations in this report, and as noted in paragraph 13, the final strategy will be scheduled to be presented to Cabinet for approval in December 2025.
33. When considering this report, Cabinet must take account of the Public Sector Equality Duty imposed by section 149 of the Equality Act 2010 which requires the council to have due regard to the needs of those individuals and groups having a protected characteristic under the Act. Cabinet is referred to the community, equalities and health impact statements contained in paragraphs 19 to 22 of the report.

Strategic Director, Resources (H&M 25/042)

34. The Strategic Director, Resources, notes the Housing Scrutiny Commission's recommendations and any costs associated with implementing these recommendations and the servicing of the meetings will be contained within existing resident engagement budgets within the Housing Revenue Account.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Housing, Community Safety and Community Engagement Scrutiny Commission: Scrutiny review of Tenant Structures (Draft Resident Engagement Strategy) Agenda for Housing, Community Safety and Community Engagement Scrutiny Commission on Monday 25 November 2024, 7.00 pm - Southwark Council (item 5)	Scrutiny Team Governance and Assurance 160 Tooley Street	Adam.Wood@southwark.gov.uk 0207 525 0265

Background Papers	Held At	Contact
Draft Resident Engagement Strategy (93) Project: Resident Engagement Strategy London Borough of Southwark	Resident Engagement Landlord Services 160 Tooley Street	Jessica.leech@southwark.gov.uk 0207 525 5853

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Michael Situ, Council Homes		
Lead Officer	Abi Oguntokun Director of landlord Services		
Report Author	Jessica Leech		
Version	Final		
Dated	5 September 2025		
Key Decision?	Non-key		
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			5 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Response to the Education and Local Economy Scrutiny Commission: Review of the Draft Town Centre Action Plan, Youth Employment support and East Street Traders
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

I welcome the recommendations made by the Education and Local Economy Scrutiny Commission relating to town centres, youth employment support and East Street Market.

Town centres across the borough are vital to our local communities and play a central role in shaping how people feel about where they live. They are also home to a diverse and thriving business community, yet we recognise the significant challenges they have faced in recent years. We have committed to deliver improvements to major town centres in Southwark and presenting the draft Town Centre Action Plans (TCAPs) to the Commission last September was a valuable step in shaping the final versions, which were approved by Cabinet in March 2025. Robust monitoring and reporting structures have now been established for Town Centre Leads, ensuring a coordinated, council-wide approach to supporting cleaner, safer and more vibrant town centres across the borough.

The TCAPs are grounded in existing council commitments and include actions with secured budgets for delivery. Improvements such as upgraded street lighting and CCTV to address crime and antisocial behaviour have already been implemented and plans are underway to install Wi-Fi infrastructure in areas including East Street. We will continue to engage with local communities, including residents and businesses, to identify priorities for each town centre and explore opportunities to secure funding for their delivery.

The Commission has rightly highlighted the additional barriers faced by care leavers and young people with special educational needs and disabilities (SEND) when transitioning from education into employment. Significant work is already underway across the council to address these challenges. The Education Business Alliance (EBA) team supports schools and colleges in building connections with local

businesses, while the council's SEND Improvement Programme includes a dedicated workstream focused on enhancing employment pathways for young people with SEND.

We acknowledge the need to expand this support further through strengthened collaboration with partners and local employers. The council's Connect to Work programme, funded by the Department for Work and Pensions (DWP), will launch in October 2025 and provide tailored support for individuals facing complex barriers to employment. Additionally, we are implementing a new initiative under the Central London Youth Trailblazer scheme, also funded by DWP, to increase employment opportunities for care-experienced young people. This programme will create new pathways into employment within the council and include targeted communications and support around external job opportunities. The approach has been co-produced with Speakerbox and will be overseen by the Corporate Parenting Committee.

East Street is a vibrant and bustling market where traders have been operating for well over a century. We recognise its unique character and importance to the local community. The market traders have set up a new organisation, East Street Market Traders Association (ESMTA), and the council will maintain regular engagement with them to ensure traders are informed and involved in future improvements. The council's Markets and Street Trading Manager will continue to serve as the single point of contact for traders. Proposed enhancements to the market, such as the installation of solar panels and the creation of a market entrepreneur hub, will undergo feasibility assessments to determine their viability before ward Community Infrastructure Levy (CIL) funding allocations are confirmed.

I am proud of the progress already being made to revitalise our town centres and expand opportunities for young people. I look forward to continued delivery in these areas over the coming year as we work towards a local economy in Southwark that everyone can benefit from.

RECOMMENDATION

Recommendation for the Cabinet

1. That the cabinet approves the responses to the Education and Local Economy Scrutiny Commission recommendations on the review of the draft Town Centre Action Plans, Youth Employment support and East Street Traders.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Report of the Education and Local Economy Scrutiny Commission: Review of the Draft Town Centre Action Plan, Youth Employment support and East Street Traders.
3. The commission's recommendations impact various departments of the council. As such, Parking Services & Network Management, Children & Adults Services, Local Economy and Sustainable Growth have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

POST DECISION IMPLEMENTATION

Key Activity	Target completion date
Town Centre Action Plan (TCAP) updates agreed with delivery leads	30 September 2025
Connect to Work programme launch	1 October 2025
Updated TCAPs published	31 October 2025
Review and consultation of changes to parking restrictions	Spring 2026
East Street pedestrian crossing improvements	Autumn 2026

BACKGROUND INFORMATION

5. **The Education and Local Economy Scrutiny Commission report – Review of the Draft Town Centre Action Plan, Youth Employment support and East Street Traders**, was received by Cabinet on 17 June 2025 (agenda item # 24). Seven recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

COMMISSION'S RECOMMENDATION 1 TO CABINET	
1.	That the Cabinet asks officers to devise a robust reporting structure for Town Centre Leads and provide details on how they would fit into and complement existing services provided by the council.
RESPONSE TO RECOMMENDATION 1	
1.	Reporting Structure In line with the recommendation from the Scrutiny Commission, the council has developed a governance and reporting structure for Town Centre Leads, which aims to ensure a council-wide joined-up approach to supporting thriving town centres across the borough. The sections below outline the governance structure and includes details of how progress is reported and managed. Reporting Structure Overview: 1. Lead Member Briefings 2. Quarterly Senior Officer Group oversight 3. Quarterly Town Centres Programme Manager meeting with service level leads.

4. Regular Town Centre Lead meetings with programme or project leads across the council and updates of internal Town Centre Action Plans (TCAPs).

Lead Member Briefings

The cabinet lead with responsibility for town centres (Cabinet Member for Climate Emergency, Jobs and Business) receives quarterly and as required updates at LMBs on progress with town centre action plans. Key related Council Plan deliverables (e.g. Thriving High Streets Fund) are reported through the council's quarterly corporate performance process.

Senior Officers Group

A Senior Officers Group meets quarterly to oversee the Town Centres Programme. The group is comprised of the following:

- Assistant Director of Economy
- Town Centres Principal Strategy Officer
- Director of Planning and Growth
- Director of Environment
- Director of Leisure
- Director of Stronger Neighbourhoods
- Director of Communications, Engagement and Change

Senior officers provide updates from each service area and make connections between departments at a strategic level. The Town Centre Programme Manager disseminates actions to the Town Centre Leads who manage tasks and monitor progress using the processes set out below.

Town Centre Programme Manager

The Town Centres Programme Manager meets quarterly with service delivery leads from across the council to share information on upcoming opportunities such as new projects, consultations, and community events. Necessary updates are disseminated to the Town Centre Leads.

Town Centre Leads

Internal versions of the TCAPs are used to collate detailed updates on town centre actions from across the council. The internal TCAPs include details of key officers and other critical information such as timelines, next steps and any issues which could affect the delivery of town centre services and projects. Many actions sit with other teams, so it is essential that the Town Centres Team receive timely and accurate updates to maintain oversight and support delivery. Whilst each service takes responsibility for delivery and monitoring progress, the internal TCAPs allow the town centre leads to stay abreast of progress. This enables coordination across council departments and helps to ensure a joined-up approach.

Town centre leads also collect feedback from the community through multiple channels, including an online form on the TCAP web page, local events, and direct conversations. Responses are stored in a monitored database. Town centre leads are responsible for sharing feedback with relevant departments using the information sharing processes outlined above. Town Centre Leads meet regularly with colleagues responsible for delivering local services to pass on this feedback, provide responses to residents, and identify ways to address the issues raised.

	RECOMMENDATION 1: ACCEPTED
	COMMISSION'S RECOMMENDATION 2 TO CABINET
2.	That the Cabinet in its consideration of Town Centre Action Plans include additional street lighting, CCTV, Wi-Fi, benches and toilets, to build the infrastructure for increasing footfall and safety.
	RESPONSE TO RECOMMENDATION 2
2.	The draft versions of the TCAPs that were reviewed by the Scrutiny Commission in September 2024 did not fully consider the infrastructure issues highlighted in this recommendation. The updated TCAPs approved by Cabinet on 11th March 2025 include more up-to-date information on street lighting, CCTV and Wi-Fi, they do not include benches or toilets in the current iterations. They can be found here: Town Centre Action Plans. The town centres programme does not come with dedicated funding to deliver specific additional infrastructure improvements above and beyond what is already planned. However, the town centres team works with service leads to identify opportunities for infrastructure improvements and funding opportunities in response to community feedback. Where improvements are identified and can be delivered, the TCAPs will reflect this. The following sections detail which recommended infrastructure improvements are covered within the existing TCAPs and the plans to incorporate additional improvements in future TCAP iterations. Street Lighting and CCTV Environmental Visual Audits (EVAs) have taken place in three town centres identified as crime and ASB hotspots that are covered by TCAPs (Canada Water, Elephant & Castle and Peckham). This included working with partner organisations such as the police to review street lighting and CCTV assessments to tackle crime and antisocial behaviour (ASB). Broken street lighting was identified and fixed, with a regular maintenance schedule agreed. CCTV cameras found to be outdated have been flagged for upgrade by 2026. The Council's five-year programme of upgrading street lighting across Southwark to LEDs was completed in July 2025. In addition to long-term environmental and cost saving benefits, LEDs are brighter and produce a type of light that enhances visibility. This aims to help prevent and deter crime and help residents feel safer in our town centres. Details of actions from the EVAs to improve town centre infrastructure are included in the Peckham, Elephant & Castle and Walworth and Canada Water TCAPs and will be updated to reflect new programmes of improvements. The LED programme was not included in the current iteration of the TCAPs. Where relevant updates are identified in relation to lighting, these will be included as appropriate in future iterations of the TCAPs Safety Initiatives

The TCAPs outline Community Safety initiatives, including partnerships with Southwark Young Advisors and commitments like the Women's Night Safety Charter.

In partnership with the Safer Business Network, the council delivered VAWG awareness workshops and information to around identifying counterfeit notes and ASB prevention were delivered to local business networks. TCAPs provide contact information and encourage residents and businesses to report crime and ASB as well as issues such as broken lighting or pavement defects.

These initiatives are captured in current TCAPs, and future updates will reflect ongoing safety work. We aim to include the right level of detail to ensure relevance for the public.

Wi-Fi

The Elephant & Castle and Walworth TCAP highlights Wi-Fi installation planned for delivery along East Street Market. There are currently no further plans to install Wi-Fi in other town centres.

Benches

Public seating is recognised as essential for inclusive access to town centres. The initial Streets for People consultation received requests for additional seating across Southwark's town centres and high streets. Due to engagement and consultation timescales, there are no schemes due to implementation before June 2026.

Where relevant updates are identified in relation to seating, these will be included as appropriate in the TCAPs.

Toilets

Currently, TCAPs do not mention toilets in town centres. It is recognised that many people plan trips to our high streets around toilet availability. This includes those with medical conditions, disabilities, older residents, and families with young children.

The next iteration of the TCAPs will include reference to Community Toilets. This will include work to encourage businesses to make their toilets available to all regardless of being a paying customer and that businesses register with toiletmap.org.uk. This is a mapping website that enables residents to better plan their trips to town centres. This also includes details of the public toilets available across Southwark.

East Street Market public toilets have been approved for upgrade works, scheduled for completion in 2026. These works have been prioritised for funding by ward councillors through Neighbourhood CIL. This project will be added to the next iteration of the Elephant & Castle and Walworth TCAP.

RECOMMENDATION 2: PARTIALLY ACCEPTED

COMMISSION'S RECOMMENDATION 3 TO CABINET

3.	That the Cabinet in its consideration of Town Centre Action Plans includes consideration of transport links including active travel and public transport, as well as consideration of parking for deliveries, businesses and customers.
RESPONSE TO RECOMMENDATION 3	
3.	As set out in the response to recommendation 2, TCAPs have developed significantly since the draft versions were reviewed by the Scrutiny Commission in September 2024, and they now include the suggestions made by the Commission. TCAPs are updated every 6 months, and the next iteration will include up-to-date information on active travel, transport projects, parking, and loading. For example, Town Centre Leads will review the inclusion of the council's cycling initiatives, such as the four e-cargo bikes for hire located in specific town centres. Active Travel and Public Transport Improvements The published versions of the TCAPs include details of Streets for People initiatives which deliver the council's aims to promote active travel and improvements to public transport, such as addressing congestion on Lower Road and working with TfL to review bus journey times through the Peckham Rye Gyratory scheme. The Rye Lane Street Plan Phase 1 is included as an action in the Peckham TCAP with details of the consultation. Town Centre Leads regularly meet with officers working on active travel and transport improvements and share any relevant feedback gathered through engagement with the TCAPs. Parking and Loading for Businesses and Residents It is recognised that parking and loading in town centres are issues regularly raised by businesses and residents, such as the current plans for a review around East Street. Town Centre Leads work closely with colleagues in Parking and Highways and are exploring the expansion of bookable loading bays in other town centres following a successful pilot in Walworth.
RECOMMENDATION 3: ACCEPTED	

COMMISSION'S RECOMMENDATION 4 TO CABINET	
4.	That the Cabinet explores the ways in which the council could work with the Youth Parliament and organisations such as schools, colleges and youth centres to advertise and promote new job opportunities and employers coming to the Borough for young people The commission recognises that young people with SEND leaving education face a lot of challenges in the jobs sector, the commission also feels that more could be done to match the skillsets of youth with SEND to job opportunities. The council in working with businesses and partner organisations explore options on how to support employers in hiring young people with SEND. The commission notes that this recommendation would involve cross-departmental working such as education support and training for SEND in schools.

	RESPONSE TO RECOMMENDATION 4
4.	The council's Children's Services department houses the Education Business Alliance (EBA) Team which supports schools and colleges to make connections with local business. The EBA has an established reputation for building partnership connections across local private sector organisations and the family of schools. This function helps deliver work experience opportunities and creates connections between business and schools to support curriculum delivery and pastoral support. It is recognised that there is an opportunity to enhance and better coordinate the work of the EBA. Proposals have recently been developed to deepen the connectivity between the EBA and wider council teams and functions to further cement these relationships and expand the linked support offered from local business into schools, this will include the promotion of job opportunities and pathways into employment. Under the Council's existing SEND Improvement Programme a dedicated workstream is focused on improvement pathways into adulthood for young people with SEND. This includes work to support and develop new employment opportunities for these young people, and a cross departmental approach to stimulating opportunities within and outside the council through a new SEND Employment Forum, as well as working with education providers to improve employment readiness for young people with SEND Supporting the SEND Improvement Programme, the Southwark Skills Partnership is committed to improving access to good careers advice by developing a more joined-up approach to delivery within our schools and colleges. Work is underway through the partnership to establish a pan-borough network of careers leads as well as to improve the availability of careers information and resources across key council platforms, with a focus on young residents at greatest risk of becoming NEET including young people with SEND. Work experience, training and employment opportunities for young people in Southwark are also promoted via the Southwark OneHub. Launched in 2022, the OneHub is a digital hub for young people and families to help navigate the activities and youth services available in their local area. Jobs, training and careers opportunities are kept regularly updated at Jobs, training and career opportunities OneHub Southwark. The council's post-16 service creates a weekly opportunities bulletin that includes the latest events, jobs, training and apprenticeship opportunities both locally and beyond. This is then shared via the youth opportunities newsletter and the OneHub platform. OneHub was re-launched in May 2025 following a redesign process to ensure the OneHub is interactive, engaging and remains a hub for information sharing, which includes job and training opportunities. Young people, including those from the Youth Parliament, contributed to the redesign process and will continue to be engaged to ensure the changes reflect the needs of the user group.

RECOMMENDATION 4: ACCEPTED

COMMISSION'S RECOMMENDATION 5 TO CABINET

5.	That the Cabinet lobby local businesses and partner organisations to increase the recruitment of young people with SEND who possess the desired skill sets, thus ensuring that recruitments practices have an inclusive approach. The commission also asks that the council explore options on how to support employers with hiring and sustaining the employment of young people with SEND who have recently completed their education.

The commission understands that children in foster care also face a lot of challenges in the job sectors due to previous unstable family situations and circumstances. The Corporate Parenting Committee and the Speakerbox initiative within the council working together could help match care- leavers with local employers based on their interests, education and skillsets.

RESPONSE TO RECOMMENDATION 5

5.	The council is working to increase the availability of supported pathways into employment for children with SEND, including within the council itself. This also includes working to support employers to sustain the employment of young people with SEND.

Whilst plans are in place and some early activity is being carried out, there is significant space for increasing this offer locally through more joint work with partners and local employers.

Additional resources will be made available through the council's delivery of the DWP Connect to Work programme commencing in October 2025 and running until March 2030. This programme will support up to 2,000 residents facing complex barriers to employment, adding to the existing capacity of programmes such as Southwark Works. The support model for people with SEND is based on the Supported Employment Quality Framework (SEQF), a tested model that includes extensive employer engagement and support to adapt roles and recruitment practices so that they are more accessible. It also includes support for employers and residents to help sustain employment for people with long-term health conditions and disabilities. Young people with SEND who are of working age and who want to find employment will be eligible for support under the programme

The council's senior leadership and leadership network have very recently agreed a new programme to support care leavers into employment within the council, including mentoring, work experience and job opportunities. The programme is being enhanced by additional funding from the DWP Youth Guarantee Trailblazer, which Southwark is delivering as part of a central London network of local authorities trialing new approaches to supporting care leavers into good quality employment.

RECOMMENDATION 5: ACCEPTED	

COMMISSION'S RECOMMENDATION 6 TO CABINET	
6.	That the Cabinet works closely with Speakerbox and the Corporate Parenting Committee to support the career aspirations of care-leavers with local employers, wherein due consideration is given to previous circumstances, interests, education and skillsets.
RESPONSE TO RECOMMENDATION 6	
6.	The council has developed a pathway to employment for care leavers and is in the process of implementing this approach within the council. This includes a training offer for managers about how to support and understand the circumstances for care leavers. The pathway will be aligned with the central London Youth Guarantee Trailblazer funded by DWP developing new offers for care experienced young people. Agreed actions include: • The implementation of an employability pathway for care experienced young people within the council, including: ○ Skills workshops and career conversations ○ Work experience ○ Supported internships ○ Ring-fenced apprenticeships ○ Ring-fenced entry level positions • The design and implementation of a training module 'supporting care experienced young people' for managers and teams, building locally on the Care Leaver Covenant 'Inclusive Employment Toolkit'. • To set minimum expectations on council departments for engagement in the above plans. • That each department will appoint a care experienced young person's champion who will support implementation and delivery in each department, and act in a convening role with peers in other departments. • To implement revised approaches to entry level job criteria, and recruitment procedures. Including targeted communications with care experienced young people on job opportunities. • To receive twice yearly reporting at the corporate management team and the Corporate Parenting Committee on the implementation and delivery of the pathway.

This approach has been co-produced with Speakerbox and will be overseen by the Corporate Parenting Committee. Subsequent to successful implementation within the council itself, the approach will be explored with local employers and partner organisations.

RECOMMENDATION 6: ACCEPTED

COMMISSION'S RECOMMENDATION 7 TO CABINET

7. That the Cabinet provides improved support to small local businesses and markets like the East Street Market Traders:
- Effective marketing management with points of contact (council staff) and governance by traders in the community
 - Single appointed Manager to provide leadership across shops, traders, waste management, the streetscape etc.
 - Address communication issues between market management and traders.
 - Establish a joint communications protocol to restore trust, clarify roles and support transparent collaboration.
 - Ensure better financial oversight and value for money around market spending (product costs).
 - Murals, market branding and mystery shopping as a means of surveying customer satisfaction levels
 - Address Health and Safety issues (safer pedestrian crossing within East Street market (at Brandon Street/Portland place crossroads), street resurfacing and removing trip hazards and wastewater accumulation. In addition, provide public toilets to increase market facilities for traders and customers
 - Impact assessment of recent parking changes on the East Street market and other markets across the borough and explore options for more business-friendly parking arrangements (e.g. 2 hours for cars, and more secure bicycle parking) to increase footfall.
 - Solar panel rollout for traders and shopfronts including for refrigeration, to reduce emissions and energy costs. In addition, provide more infrastructure for waste, such as waste compactors and more food recycle bins.
 - Support East Street market and other markets with digitisation to attract a more diverse customer demographic
 - Mobile payment devices
 - Development of a market app to promote products and online shopping by linking in with delivery partners
 - Establish a market entrepreneur hub at Portland place, repurposing storage units into affordable workspaces, retail incubation areas and digital access points. Like the business hub in Poplar developed in

	partnership with University of Arts, London (UAL) which included enterprise development, creative production and training. Furthermore, adopt best practices from Poplar Hub and East Street Traders to other markets and commercial centres such as the Blue Marketplace.
RESPONSE TO RECOMMENDATION 7	
7.	Effective marketing management with points of contact The council's Markets and Street Trading Manager is the single point of contact for the management of markets and street trading across the borough including the management of East Street Market. This post is responsible for liaising with all key services including waste and cleaning, property services, regulatory services, and highways to ensure the management of safe, accessible and thriving markets and street trading services. The market traders have set-up a new organisation, East Street Market Traders Association (ESMTA), that represents the majority of market traders and their associated interests, which sits separate to the shops on East Street itself. The Council's Markets and Street Trading team have held a positive meeting with ESMTA and will continue to meet frequently with a view to working collaboratively to deliver further shared improvements to the market. The Markets and Street Trading Manager is accountable for the markets and street trading budget which has financial oversight through the Council's corporate financial processes and policies. A brand has been developed for East Street Market by East Street Community CIC and is being implemented through the purchase of branded gazebos, painted light columns, and banners. Customer feedback will be communicated to the markets and street trading service through ESTMA. Health and Safety issues Work has commenced developing schemes at key junctions with East Street including Brandon and Portland Street. Subject to consultation, it is anticipated that these changes will be implemented in early 2026. An options appraisal is being undertaken about the public toilets to understand the scale of work required and the associated costs. There is currently no funding to deliver these improvements. Impact assessment of recent parking changes The council will undertake a localised review of parking restrictions and carry out a consultation near to where changes are needed. Following an informal consultation to understand the needs of the area, a decision will be taken by the council through Southwark's decision-making process, and design amendments will be made based on the needs of the area. Following this a second, statutory consultation will be undertaken proposing the changes highlighted in the informal consultation. A further decision will need to be taken if any objections are received during the statutory consultation. It is good practice to assume that this further decision will be required when programming these changes.

Timescales for the above, from preparing the consultation material to the final implementation of the amendments (assuming changes are needed) will take between 9 to 12 months, possibly longer should there be significant challenge to the proposals.

Solar panel rollout for traders and shopfronts

The council's adopted Climate Change Action Plan sets out a corporate action to support community energy projects within the borough. Specifically, action point N.2.i requires the council to 'Support community energy projects where a demonstrable carbon saving can be made'. Therefore, the council supports exploring the option of a solar PV array in the East Street area, subject to feasibility, which will help to reduce emissions and energy costs for the local community.

Waste and cleaning colleagues have confirmed the current provision of food recycling bins and waste compactors is sufficient to deliver an effective waste and cleaning service. The current focus is on enforcement with regard to littering and fly tipping which has been enhanced through increased enforcement resources.

Support East Street market and other markets with digitisation

Wi-Fi has been installed on East Street. Once the internet connection has been implemented, this will provide the option for those traders who currently do not use mobile payment devices to do so. Development of a market app to promote products and online shopping was suggested, but the development and marketing of such a system in competition with well established brands already open to traders such as Amazon, Shopify or Ebay is seen as too difficult to progress.

Establish a market entrepreneur hub at Portland Place

A market entrepreneur hub at Portland St is being considered for North Walworth Capital Infrastructure Levy (CIL) which is currently going through the decision-making process. If this project receives funding, there will need to be a procurement for both the construction and management of the space. In addition, a business plan would also need to be developed to demonstrate viability.

Cabinet partially accepts this recommendation, subject to formal processes and budgetary considerations.

RECOMMENDATION 7: PARTIALLY ACCEPTED

Policy framework implications

6. The Council Delivery Plan 2025-26 has the following related commitments and milestones:
 - Deliver free support for people who face the most barriers to get a job, including young people, people with disabilities, people with long term health conditions, and parents and carers returning to work.
 - Create 250 paid internships for young people from disadvantaged backgrounds over the lifetime of the administration.

- Complete the delivery of 2,000 apprenticeships for local people.
 - Help more residents access jobs within the council and with Southwark's big employers.
 - Complete our work to double the number of Southwark employers who pay at least the London Living Wage to all their staff.
 - Provide free, accessible English, maths and digital skills courses which meet the needs of local people.
 - Provide localised support to Southwark residents who want to start businesses, cooperatives and social enterprises, with a focus on entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic, and disabled people.
 - Deliver a programme of major town centre improvements, including new town centres at Canada Water and Elephant and Castle, a new arts centre in The Blue, improvements to East Street Market and major upgrades to Peckham Library square and Station squares.
 - Support business on our high streets, including through our Thriving High Street Fund.
 - Work with Southwark's diverse communities to ensure they have vibrant community and cultural spaces run by and for the communities they serve, including a new LGBTQ+ cultural space, Latin American cultural space, modern Black African and Caribbean elders centre and Southwark Pensioners Centre.
7. The Southwark Economic Strategy 2023-2030 sets out how we will work with partners to achieve a fairer, greener and more resilient Southwark economy that benefits everyone.
8. The strategy sets out our vision for Southwark's economy:
- A high growth, low emission economy
 - An economy with opportunity for all
 - An economy of good work.
9. The Economic Strategy includes the following related ambitions:
- Put local communities and businesses at the heart of town centre improvements by co-creating individual town centre action plans
 - Promote safer high streets and encourage businesses to sign up to good practice such as the Women's Night Safety Charter
 - Encourage businesses to switch to zero-pollution delivery vehicles, especially in town centres with poor air quality
 - More opportunities for local people to secure good jobs and apprenticeships with leading employers and fewer barriers for the most disadvantaged.
 - Southwark's largest employers invest in local services and talent, creating social value across all of our communities.
 - Young people have every opportunity to build a successful career, whatever their background.
 - Reduced ethnicity, gender and disability pay gaps, with equal participation and progression in the workforce and an end to discrimination in the workplace.

- A secure and thriving foundational economy of essential goods and services that residents and businesses rely on every day.
- More businesses and jobs in Southwark's town centres, supporting healthy neighbourhood-based economies.

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

Community impact statement

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

Equalities (including socio-economic) impact statement

11. The Scrutiny Commission's recommendations 1 to 7 are acknowledged as providing a valuable foundation for advancing inclusive, equitable outcomes through the Town Centre Action Plans, employment support for younger residents with SEND and infrastructure support for East Street Market. The council remains committed to embedding equalities and tackling socio-economic disadvantage through joined-up town centre governance, inclusive infrastructure development, and accessible employment pathways.
12. Recommendations 1 to 3 highlight the importance of a joined-up approach to the delivery of town centre services and interventions. The council's appointment of Town Centre Leads, and the formation of a cross-departmental Senior Officer Group ensures strategic oversight, stronger accountability, and improved service accessibility for residents and businesses. Community engagement is embedded throughout the process to ensure that the voices of all groups, including those who are often underrepresented, are heard and acted upon. Feedback from residents is used to shape services that are responsive to local needs and designed to tackle inequalities across town centres.
13. These measures are designed to benefit residents with protected characteristics and those experiencing digital or social exclusion. Engagement through the TCAPs seeks to ensure town centre interventions are co-developed with local communities to ensure relevance and impact. These interventions include public realm improvements that enhance access to amenities through improved lighting, CCTV, public toilets, and accessible seating. By creating safer, more welcoming space for all residents, particularly those with mobility challenges or other accessibility needs, the Town Centres team contributes towards the goals of Southwark 2030.
14. Recommendations 4 to 6 recognise the structural barriers faced by young people, particularly those with SEND or care experience, in accessing skills and employment. The council is working in partnership with schools, the Youth Parliament and employers to promote opportunities and highlight inclusive pathways via OneHub and the Education Business Alliance. Planned delivery of the DWP Connect to Work programme will provide tailored support for young people with disabilities and health conditions, while the Youth Guarantee for care-experienced young people will ensure co-designed access to progression pathways.

15. Recommendation 7 recognises the role of local markets, such as East Street, in supporting inclusive local economies. In response, the council's Markets and Street Trading Manager is working in partnership with the East Street Market Traders Association to improve operations, safety and visibility. Planned improvements, such as free Wi-Fi, branded public realm upgrades and ongoing consultation on parking and climate resilience, respond to the needs of low-income and ethnically diverse communities, while supporting accessible trading environments.
16. These recommendations reinforce the council's approach to embedding equalities within support for youth employment and the revitalisation of our town centres and markets.

Health impact statement

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

Climate change implications

18. Recommendations 1 to 3, highlight how the Town Centres team use TCAPs, underpinned by strong reporting structures and ongoing resident feedback to guide improvements in the public realm to mitigate the negative impacts of climate change and promote active travel. By using local insights to steer changes that enhance accessibility and reduce car dependency, the council is embedding climate resilience and supporting wider efforts to cut emissions.
19. Under recommendation 7, the council supports exploring the option of a solar PV array in the East Street area, subject to feasibility, which will help to reduce emissions and energy costs for the local community.

Resource implications

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

Note: Financial implications (and when to seek supplementary advice)

21. All existing activities, except where explicitly stated, are currently funded. Where improvements to East Street currently do not have a budget, they will be subject to the consultations and decision-making processes as set out above.
22. Should the implementation of any activities or recommendations outlined in this report require additional funds, these will be subject to further decision reports setting out the cost and funding mechanisms.

Consultation

23. The TCAPs have been informed by engagement with residents and businesses such as through town centre walkabouts, resident groups and business forums. The feedback received has driven the priorities for each action plan.

24. The TCAPs have also been informed by engagement with key delivery teams including:
- Sustainable Growth, Planning and Conservation
 - Community Safety and Protection
 - Waste and Cleansing
 - Transport and Highways
 - Regulatory Services and Enforcement
 - Parking and Network Management
 - Traded Services
 - Public Health
 - Culture
25. The published TCAPs reflect community members' feedback and provide a platform for further engagement. Business networks and other stakeholders will be invited to participate in the ongoing development of action plans. Community engagement will be continuous throughout the town centres programme and the TCAPs will be updated every six months to reflect progress and respond to stakeholder priorities.
26. Where the TCAPs highlight issues or propose improvements which could be taken forward as a distinct project, further consultation will be undertaken as appropriate.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (CM 26.08.25)

27. This report seeks Cabinet's approval of the council's response to the 7 recommendations put forward by the Education and Local Economy Scrutiny Commission's Review of the Draft Town Centre Action Plan, Youth Employment support and East Street Traders.
28. The council has the authority to carry out the accepted or partially accepted recommendations in accordance with the powers of general competence in section 1 of the Localism Act 2011.
29. The council has the general duty to prevent or delay needs arising under section 2 of the Care Act 2014. In performance of this duty the Cabinet will need to have regard to: the importance of identifying services, facilities and resources already available in the authority's area and the extent to which the authority could involve or make use of them in performing that duty; the importance of identifying adults in the authority's area with needs for care and support which are not being met (by the authority or otherwise); the importance of identifying carers in the authority's area with needs for support which are not being met (by the authority or otherwise).
30. The cabinet will need to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others in accordance with the public sector equality duty in section 149 Equality Act 2010. Reference is made to this in the "Community, equalities (including socio-economic) and health impacts" section above.

31. This report is being considered by Cabinet in line with the requirement contained in paragraph 15.3 of the Overview and Scrutiny Procedure Rules contained within the council Constitution.

Strategic Director, Resources (CF25 – 108)

32. This report seeks cabinet to approve responses to the Education and Local Economy Scrutiny Commission recommendations on the review of the draft Town Centre Action Plans, Youth Employment support and East Street Traders.
33. The strategic director of resources notes that there are no direct financial implications arising from this report.
34. It is similarly noted that any future possible works will be subject to normal council evaluation and decision-making processes and having regards for current approved budgets.
35. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Education and Local Economy Scrutiny Commission: Review of the Draft Town Centre Action Plan, Youth Employment support and East Street Traders https://moderngov.southwark.gov.uk/documents/s127350/Report%20Education%20scrutiny%20review%20Town%20Centre%20Action%20Plan.pdf	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Cabinet Member for Climate Emergency, Jobs and Business		
Lead Officer	Danny Edwards, Assistant Director of Economy		
Report Author	Tom Rogers, Senior Strategy Officer		
Version	Final		
Dated	4 September 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, Resources	Yes	Yes	
Director of Planning and Growth	Yes	Yes	
Director, Children and Families	Yes	Yes	
Assistant Director of Economy	Yes	Yes	
Assistant Director of Children's Services	Yes	Yes	
Assistant Director for SEND	Yes	Yes	
Assistant Director of Sustainable Growth	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		4 September 2025	

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Response to the Health and Social Care Scrutiny Commission: Nursing Care Home Delivery Scrutiny Review report
Cabinet Member:	Councillor Helen Dennis, New Homes and Sustainable Development
Ward(s) or groups affected:	Nunhead and Queens Road
Classification:	Open
Reason for lateness (if applicable):	Not applicable

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

I want to thank the Health and Social Care Scrutiny Commission for their thorough work and engagement on our plans to facilitate the delivery of a further Nursing Home in the borough. The Council shares their commitment to expanding provision in response to the needs assessment undertaken by Adult Social Care, and to securing excellent quality of care for residents, exemplified by our Southwark Residential Care Charter. Over recent years, we have enabled the delivery of a new nursing home in Camberwell and we also now own Tower Bridge Nursing Home, having invested significant capital expenditure in its purchase. Our wider work on Older People's Housing is helping us set strategic direction for the future, taking account of flexi-care options and the exceptional alms-house provision that we benefit from in Southwark. Whilst we do not currently have any additional capital available to invest in an additional Nursing Home, we have been seeking to make the most of suitable council land at Asylum Road in Peckham, and to explore what could be delivered here in partnership with reputable providers. We have not wanted to be too prescriptive, hence pursuing a land transaction rather than a procurement, but I am confident that all options have been explored and explained, and that this route will offer the council and our residents the best outcome given the available resources.

RECOMMENDATIONS

Recommendation for Cabinet

1. That the Cabinet thanks the Health and Social Care Scrutiny Commission (HSCSC) for its work on the *Nursing Care Home Delivery Scrutiny Review Report*.
2. That the Cabinet approves the officer response to the recommendations within the *Nursing Care Home Delivery Scrutiny Review Report*, as set out in the 'Key

issues for consideration' section of this report.

REASONS FOR RECOMMENDATION

3. The reasons for this recommendation are set out under the Key Considerations section of the report. Each of the five HSCSC recommendations is addressed separately.
4. The five HSCSC recommendations were presented to Cabinet on 17 June 2025, Agenda item 26, Appendix 1: *Nursing Care Home Delivery Scrutiny Review Report, dated May 2025*, p. 9 (see Background Papers).

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. None – the council's constitution requires that a response to scrutiny recommendations is made to the Cabinet.

POST DECISION IMPLEMENTATION

6. Post decision implementation would be as follows:

Key Activity	Target completion date
Continue with the current land transaction	ongoing
Briefing paper to HSCSC regarding the bid outcome	September 2025
Seek Cabinet approval for the land transaction outcome. (This report will include the relevant timeline details.)	October 2025

BACKGROUND INFORMATION

7. **Update Paper regarding Asylum Road Nursing home, submitted to HSCSC April 2025** (see Background Papers): This report sets out the approach and rationale to deliver a care home by means of a land-transaction and that this process has commenced. The paper includes consideration of other delivery models and why these were discounted.
8. **Cabinet Agenda Pack, June 2025, Agenda item 26, Appendix 1** (see Background Papers): The report by the HSCSC sets out acknowledgement of the update paper (at paragraph 7) but that the Commission is not convinced and requests further review of delivery options, by way of a Gateway 0, for the consideration of the Cabinet; the HSCSC report provides five recommendations to the Cabinet.
9. Other relevant reports, by way of background information, are:
 - **128-148 Asylum Road site, IDM report, April 2024** (see Background Papers): This report identifies the Asylum Road as a suitable location for a new nursing home and why.
 - **Adult Social Care Needs Assessment report, August 2024** (see Appendix 1): This report sets out the care demand in the borough, concluding that there is significant demand for care home bedspaces, which is anticipated to rise as the population continues to age and health needs become more complex.

KEY ISSUES FOR CONSIDERATION

COMMISSION'S RECOMMENDATION 1 TO CABINET	
1.	That a Gateway 0 options appraisal report be produced for Cabinet to ensure a more thorough process is followed, and that all the delivery options are fully considered.
RESPONSE TO RECOMMENDATION 1	
1.	A Gateway 0 options appraisal report, in this instance, would not enable all the delivery options to be more fully considered. The council has no further capital funding for another nursing home and therefore options, such as direct delivery, or part-funding through a partnership arrangement, are not available. The capital budget allocated in 2022 for the delivery of a new Nursing Home in line with the Council Delivery Plan (CDP) 2022-26 commitments, has now been expended with the acquisition of Tower Bridge Nursing Home (TBNH). This acquisition used up most of the monies and the remainder was expended over the course of 2024 for necessary upgrades to the building. Accordingly, the council has progressed with a land transaction approach, as both a suitable route for delivery of a care home. Relevant Lead Members were briefed with a paper setting out a consideration of delivery models: • Direct delivery model: As no capital funding is available, this option was discounted • Partner-delivery model by procurement: Typically, procurement is a longer and more costly process than a land transaction. A procurement route is suitable where specific, or tailored, output requirements are sought that are beyond the requirements of statutory bodies. This is not the case in this instance, so this option was discounted. • Partner-delivery model by Land Transaction: The process enables the sector to step forward with its proposals to the council. Quality standards are secured via Planning, Building Control and, in this case, the Care Quality Commission (CQC). The council has the opportunity through the selection process to choose the best offer in line with its residents' care needs, its values and its standards. If no suitable or satisfactory offer comes forward, the council has recourse not to proceed at all. This is the approach proposed. This information was provided to the Commission with a report in April 2025 (see Background Papers). Present at that meeting was the Strategic Director, Children's and Adults' Services, the Cabinet Member for Health & Wellbeing and the Head of Sustainable Growth North to answer questions. The HSCSC welcomed the discussion.

The land transaction bid process commenced in February 2025. So far, there has been good interest from the sector. A report with a recommendation to Cabinet is on the Forward Plan for October 2025.

RECOMMENDATION 1: NOT ACCEPTED

COMMISSION'S RECOMMENDATION 2 TO CABINET

2. The Gateway 0 ought to include consideration of a Direct Delivery approach; in order to investigate and consider all possible sources of capital (Community Infrastructure Levy, Section 106 etc.) plus a loan. The commission would encourage the cabinet to adopt a similar principle towards infrastructure provision for older people in the same way we deliver schools, libraries and leisure centres. In addition, the commission would urge that Cabinet consider low interest loan opportunities from the Public Works Loan Board.

RESPONSE TO RECOMMENDATION 2

2. The Direct Delivery approach has been considered and discounted (as set out in the response to Recommendation 1).

With regards to other infrastructure provision delivered by the council through direct delivery:

- The schools' build programme is not a relevant comparator as this is funded by central government through the Department of Education.

Previous investment in libraries and leisure centres has only taken place where the scale of funding required was manageable within the council's capital programme and aligned with agreed priorities in the CDP. The scale of investment needed for a new nursing home, estimated at £25–30m would be significantly higher, and cannot be met within the Council's current financial position.

With regards to the Commission's recommendation to consider a loan from the Public Works Loan Board: this currently lends at 4.7% for a year and 6% for 15 years; the council would not choose to incur the burden of repayment, especially given the current documented challenges for Inner London councils around the Fair Funding Review. Additional financing costs for the General Fund would require cuts to be made elsewhere in the budget.

With regards to the Commission's suggestion of the use of Strategic CIL: another new nursing home is not currently an outstanding Council Delivery Plan (CDP) commitment and so would not be prioritised according to our SCIL Framework (see background papers). We have used to SCIL to enable the 'fit-out' of a number of centres including the new Harold Moody Health Centre on the Aylesbury Estate. However, these allocations have been in the region of £1-2.5m, not the £25-30m which would be required for direct delivery of a Nursing Home. There are currently no S106 funds available for this site.

RECOMMENDATION 2: NOT ACCEPTED

COMMISSION'S RECOMMENDATION 3 TO CABINET	
3.	The Gateway 0 ought to include consideration of an appraisal of the impact of each delivery model on the revenue account
RESPONSE TO RECOMMENDATION 3	
3.	Relevant Cabinet Members (the Member for New Homes and Sustainable Development and the Member for Health and Wellbeing) were taken through delivery models in March this year, as set out in the response to Recommendation 1. This included considerations of financial viability and this information was provided to the Commission in April 2025 (see Background Papers). With regards to delivery costs: • The capital cost outlay for a new 90-bed nursing home is anticipated to be £25-30m delivered directly by the council • Delivery of a new home through a land transaction would be progressed without the need for additional borrowing or capital funding With regards to impacts on the revenue account: • All care contracts in the borough are delivered through third-party operators. The fee costs for council-funded bedspaces are incurred by the revenue account for the service, with only a portion covered by grant. • Where an operator uses a council asset, there will be a mix of discounted room rates and rental income. The rental income reflects the use of beds that are not part of the council bed-block contract; that rental income goes to the revenue account for the service. • Ongoing value for Adult Social Care is a key criteria for assessing proposals coming forward.
RECOMMENDATION 3: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 4 TO CABINET	
4.	The Gateway 0 ought to include consideration of a partnership with the NHS.
RESPONSE TO RECOMMENDATION 4	
4.	The Cabinet Member for Health and Wellbeing has explored the potential for an NHS partnership in delivering the proposed new Nursing Care Home development. In response, NHS partners, including the Integrated Care Board (ICB) and Guy's and St Thomas' NHS Foundation Trust (GSTT) acknowledged the importance of the project and the need for increased Nursing Care Home capacity in Southwark. However, they confirmed that neither organisation would be able to take the project forward, citing limitations on their capital funding and NHS capital spending priorities and rules.
RECOMMENDATION 4: NOT ACCEPTED	

COMMISSION'S RECOMMENDATION 5 TO CABINET
The Gateway 0 ought to include consideration of a partnership with a charitable association.
RESPONSE TO RECOMMENDATION 5
Charitable sector providers were able to respond to the land transaction bid opportunity.
RECOMMENDATION 5: NOT ACCEPTED

Policy framework implications

10. The subject of this report relates to Southwark 2030, specifically three of the six goals, which are Decent Homes for all; A healthy environment; Staying well.

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

Community impact statement

11. There is no community impact associated with this decision.

Equalities (including socio-economic) impact statement

12. The Public Sector Equality Duty (PSED) is set out in section 149 of the Equality Act 2010, which requires the council 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;
 - foster good relations between persons who share a relevant protected characteristic and those who do not.
13. Due regard has been given to PSED under the Equality Act 2010, with respect to this decision and no further consultation is required.

Health impact statement

14. Whilst the wider context for this report relates to health, there is no health impact associated with this decision.

Climate change implications

15. There are no climate change implications associated with this decision.

Resource implications

16. There are no financial, budget, staffing or HR implications associated with this decision.

Consultation

17. There is no requirement for public consultation with respect to this decision.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (SF22/08/2025)

18. This report is provided in accordance with Paragraph 15 of the Overview and Scrutiny Rules, which requires the Cabinet to consider and provide a written response to a commission report.

Strategic Director, Resources (CF25 – 109)

19. This cabinet report is an Officer response to the Nursing Care Home Delivery Scrutiny Review Report dated May 2025.
20. The strategic director of resources notes the 5 original recommendations and the officer response to these recommendations as detailed in the report.
21. The strategic director of resources also notes that there are no direct financial implications arising from this report.
22. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

Strategic Director of Children's and Adults' Services

23. Sustainable Growth colleagues have worked with Adult Social Care and Finance in assisting us to achieve another Nursing Care Home in Southwark. The need for this additional capacity and choice is clear and we welcome the prospect of this being delivered in the near future. The recommendations from the Health and Care Scrutiny Commission are heard, understood and respected; and in normal circumstances would present the opportunity for alternative delivery routes to be considered. However, having already used capital reserves to purchase Tower Bridge Care Home (to save that from closing and the impact that would have had on vulnerable residents and care staff), the department has no further capital funds available. Corporately, the Council priority is Council Housing and progressing improvements on that is requiring considerable borrowing which has an impact on other departments borrowing for capital projects, especially at current interest rates. Council ownership of the site means that delivery through a land transaction is a route which can deliver a new Nursing Care Home without the need for additional borrowing and in a shorter time frame. Adult Social Care colleagues will work with Sustainable Growth to influence the design and specification where we can, in the best interests of our residents. We will continue to work with the Health and Care Scrutiny Commission to strengthen quality assurance in care services as we all have the same aim which is high quality care and support for vulnerable residents.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet report, Report of the Health and Social Care	Sustainable Growth, Planning and Growth	Catherine.Brownell@southwark.gov.uk

Background Papers	Held At	Contact
Scrutiny Commission: Nursing Care Home Delivery scrutiny review report, June 2025, Agenda item 26, Appendix 1,		
(Public Pack)Agenda Document for Cabinet, 17/06/2025 11:00 Minutes Template		
Asylum Road Care Home, update paper to HSC SC, April 2025, Agenda Item 6	Sustainable Growth Planning and Growth	Catherine Brownell Catherine.brownell@southwark.gov.uk
(Public Pack)Agenda Document for Health and Social Care Scrutiny Commission, 02/04/2025 19:00 Minutes Template		
IDM 128-148 Asylum road site, 04 April 2024	Sustainable Growth, Planning and Growth	Catherine Brownell Catherine.brownell@southwark.gov.uk
Report - Proposal for site 128-148 Asylum Road SE15 part of the site formerly known as the QR4 s.pdf Record of Decision.pdf		
Cabinet Report, Framework for Strategic Community Infrastructure Levy Funding, 6 March 2024, Agenda item 11	Sustainable Growth, Planning and Growth	Catherine Brownell Catherine.brownell@southwark.gov.uk
(Public Pack)Agenda Document for Cabinet, 06/03/2024 11:00 Minutes Template		

APPENDICES

No.	Title
Appendix 1	ASC Nursing Care Needs Assessment, August 2024

AUDIT TRAIL

Cabinet Member	Cllr Helen Dennis Cabinet Member for New Homes and Sustainable Development		
Lead Officer	Stephen Platts, Director of Planning and Growth		
Report Author	Catherine Brownell, Head of Sustainable Growth North		
Version	Final		
Dated	4 September 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, Resources	Yes	Yes	
Strategic Director, Children’s and Adults’ Services	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		4 September 2025	

Nursing Care Needs Assessment- 14 August 2024

Introduction

There is a council plan commitment to build a new 65+ nursing home in Southwark to meet rising demand for nursing care and to address market sustainability issues.

The ambition is to complete construction of the new nursing home by March 2026. The new nursing home will provide up to 90 beds and the council are currently reviewing the most viable size option for the block contract held with the home.

As part of the planning process for the new nursing home, the following analysis has been undertaken to demonstrate the current landscape of nursing care provision in Southwark and how this will likely increase over time.

Care Homes in Southwark- Current Picture

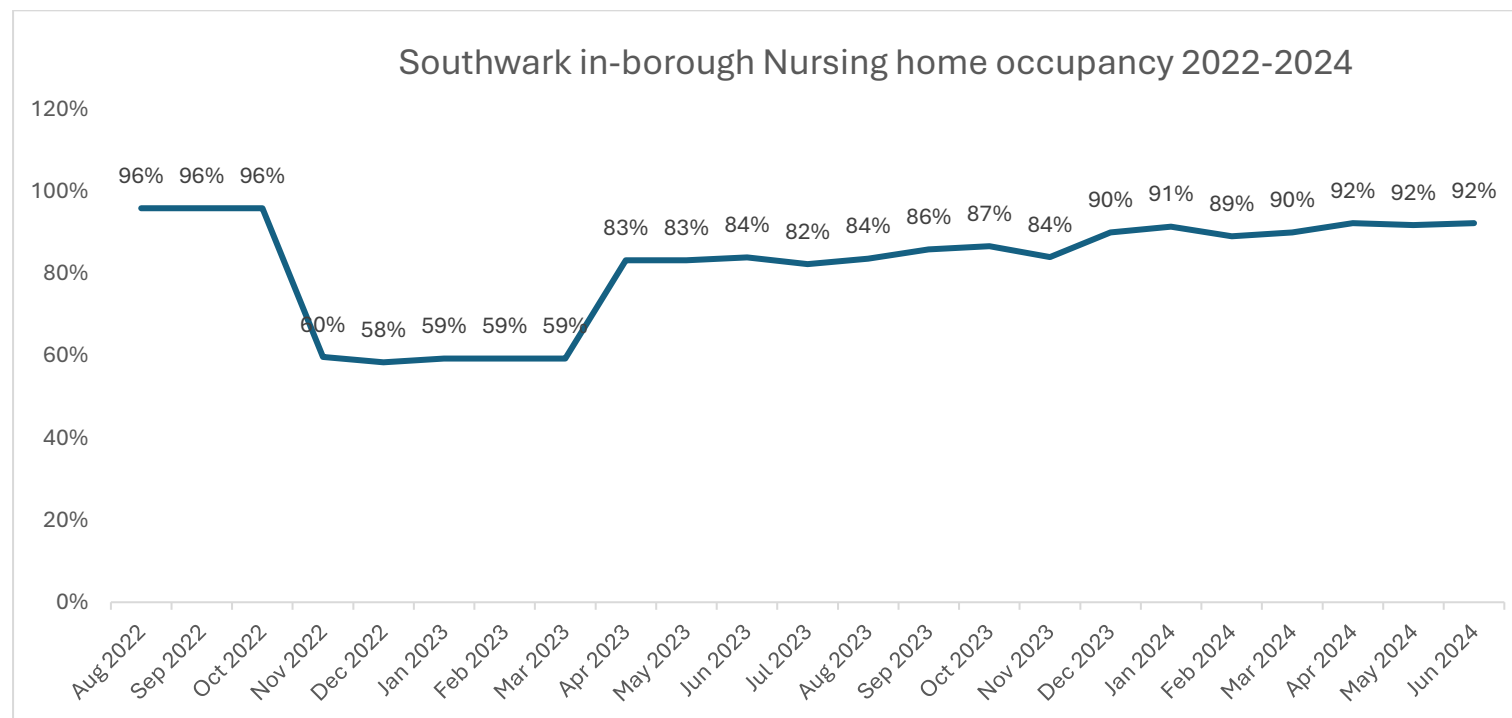
There are currently eight older peoples care homes in Southwark. Three of the eight homes provide nursing care to Southwark residents. Currently, we are meeting the demand for residential placements but are not always able to meet the current demand for nursing care and dementia nursing care in Southwark.

The table below provides the current number of beds by type across the eight older peoples care homes in Southwark.

Vacancy type	Total
General Residential	114
Dementia Residential	196
Residential Total	310
General Nursing	89
Dementia Nursing	92
Nursing Total	181
Total All Beds	491

A recent challenge to the nursing care bed base in Southwark was the closure of Queens Oak Care Home in November 2022 which provided 89 beds, 30 of which were nursing care beds for Southwark residents. During this time, a new care home, Camberwell Lodge opened which provided some additional nursing care capacity to replace some but not all of the beds lost to the Queens Oak Care Home closure. The graph below demonstrates the drop in occupancy created by the closure of Queens Oak, that was then replaced by the opening of Camberwell Lodge. From spring 2023, nursing occupancy rates have remained high.

The table below describes the occupancy rates for nursing placements in Southwark. Occupancy rates continue to rise, noting the significant reduction in occupancy rates between October 2022 and March 2023 due to the closure of Queens Oak Care Home.



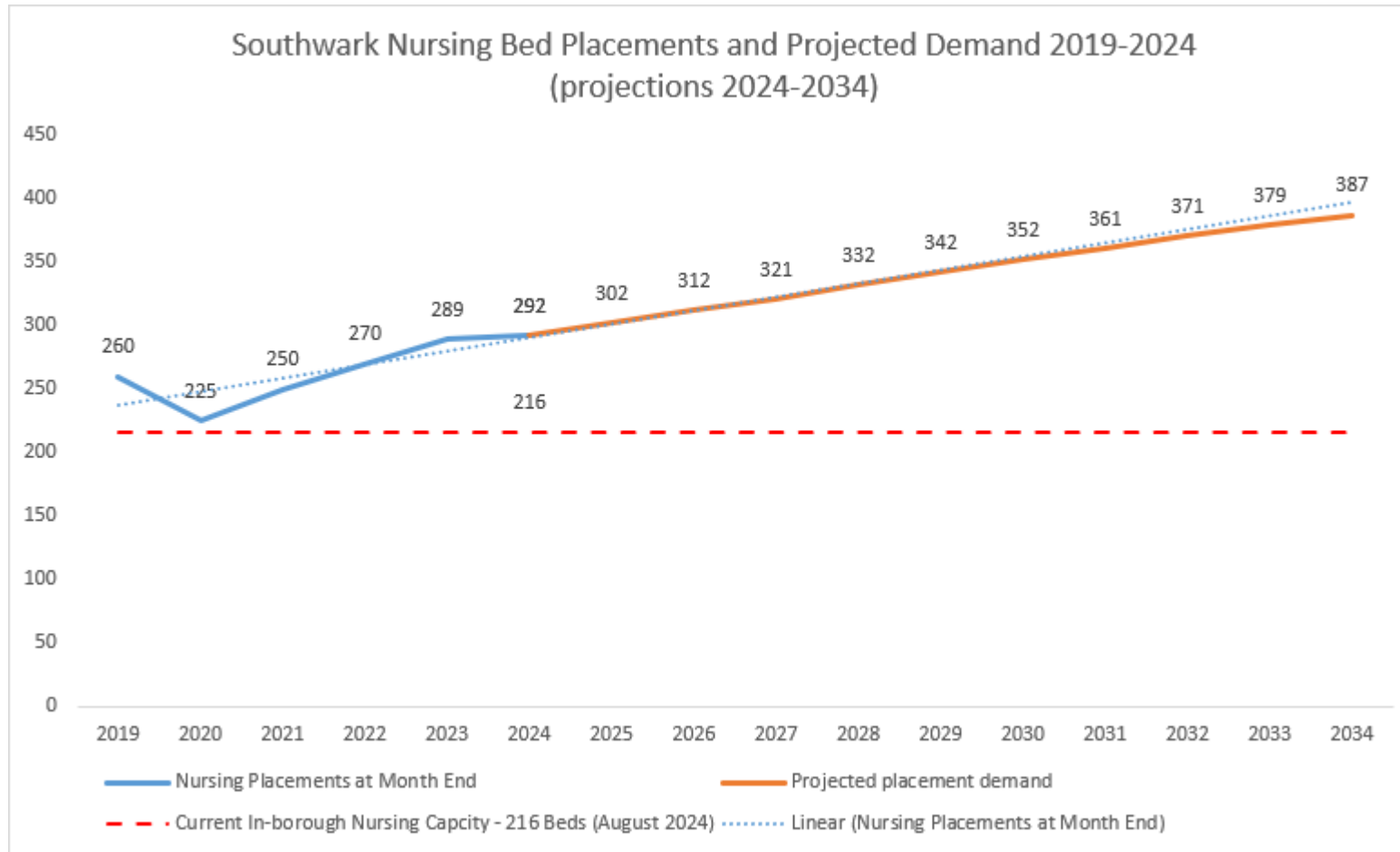
Demand for Nursing Care Placements in Southwark- Current Issues and Rising Demand

The demand for nursing care beds in Southwark is rising. As the population continues to age and their health needs become more complex, Southwark residents will require more nursing care beds.

The table below shows the predicted demand for nursing care placements over the next 10 years. Data has been sourced from POPPI, the GLA and current placement information from Southwark Council. The increase in demand for nursing care beds aligns with the timescales for opening the new nursing care home in Southwark. This modelling can be used to help inform the size of the councils block contract for the new home in order to be financially viable and meet demand.

Population Group	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Adults aged Under 55	13	13	13	13	13	13	13	13	13	13	13
Aged 55-64	34	34	34	34	34	34	34	34	34	33	33
Aged 65 or over	246	255	265	274	285	295	305	314	324	333	341
Total nursing care placements	292	302	312	321	332	342	352	361	371	379	387
Projected increase in demand from 2024		3%	6%	10%	13%	17%	20%	23%	27%	29%	32%
Additional bed demand from 2024		10	20	29	40	50	60	69	79	87	95

The table below describes the predicted rise in demand for nursing care placements in Southwark and demonstrates this rise in demand against the current in borough capacity. Demand is currently outstripping supply, and additional nursing placements are being sourced outside of Southwark, more detail on out of borough placements can be found in the section below.



Out of Borough Placements

Officers have been working to re-configure the bed base in Southwark to increase nursing bed capacity. Due to a lack of nursing bed capacity, some residents are being placed out of borough. Out of Borough placements are more costly and are initiated when local provision cannot meet the needs of the resident or when a resident chooses an out of borough placement.

The Adult Social Care Placements team have sourced 150 new care home placements during the first six months of 2024:

- 75% of new care-home placements have been sourced within the London Borough of Southwark
- 25% of new care-home placements have been sourced of Borough [OOB].
- Approximately 50% of the care-home placements sourced Out of Borough were facilitated at the request of the person or their representatives.
- Adults requiring a care home placement have different bands of care needs and the ASC Placement Team will work to source services in an appropriate care setting based on their presenting need. The table below shows the different care bands for the OPPD service users who have been placed outside the London Borough of Southwark in the last six months.

Care Types for adults placed in care-homes outside of the London Borough of Southwark (January – June 2024)

Row Labels	Count of Cost per
Nursing EMI	5
Permanent Nursing	11
Permanent Residential	12
Permanent Residential - EMI	7
Temporary Nursing	3
Grand Total	38

Adults requiring care home placements do not always want to be placed in care homes situated within the London Borough of Southwark as they may want to relocate to live closer to family members. Not all adults referred to a care home situated in the London Borough of Southwark are accepted by the nominated provider and the ASC Placement Team's referral may be declined. In the event that a suitable care-home placement cannot be identified within the London Borough of Southwark an OOB may also be sourced. The table below shows the reasons why 25 of the 38 residents were placed in care-homes the London Borough of Southwark in January to June 2024; it is noted there is a reporting gap for 13 of the 38 residents.

Reason for Out of Borough Placements

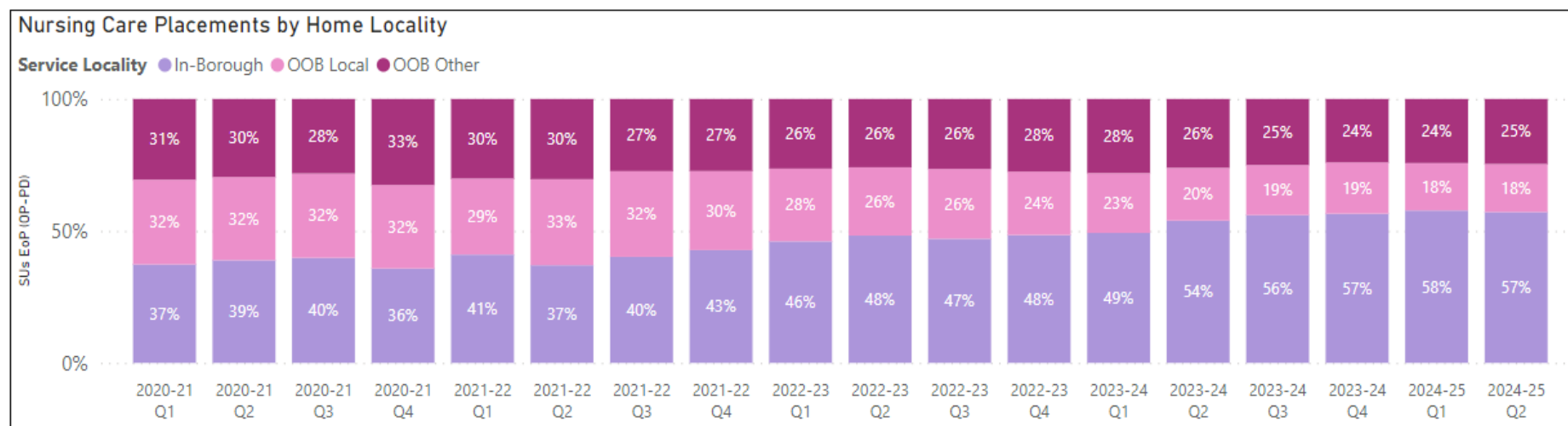
Reason for out of borough placement	Count
No in borough availability	8
Referral declined by in borough provider as inappropriate	4
Service User/family choice	13
Grand Total	25

The ASC Placement team have consulted over 25 care-home providers in 13 different local authorities to safely place the 38 adults who have moved to care-homes situated outside the London Borough of Southwark. The table below shows the location of the care-homes and the number of adults placed with each provider.

Out of borough placements by location and provider (January 2024 – June 2024)

Location of Placement	Number of Placements
Bexley	2
Bromley	7
Greenwich	2
Lambeth	8
Lewisham	3
South East London Total	22
Brent	1
Tower Hamlets	1
Croydon	8
Essex	1
Medway	2
Southend-on-Sea	1
Surrey	1
Swindon	1
Grand Total	38

The graph below shows the number of nursing care placements by in borough, out of borough local (SEL) and Out of Borough (non-SEL).



A further challenge to increasing the rates of in borough placements is two of the three care homes that provide nursing care in Southwark are rated as 'Requires Improvement' by the CQC. This can result in some residents declining placements in these two homes and can also impact on the ability of hospital discharge teams to step people down who are classed as a 'choice delay' into local homes from the acute hospitals. When someone is classed as a 'choice delay' in hospital it is when their preferred choice of discharge is not currently available; in these instances, it is reasonable for a local authority to work with the acute trust to step them down into a temporary placement whilst the local authority continues to search with regards to the person's choice. Unfortunately, it's not considered reasonable to discharge people to a home that requires improvement in these instances and homes should at least have a CQC rating of 'Good'. It is worth noting that Lambeth and Lewisham, which are statistical comparators have 450 and 350 places respectively for nursing care, when Southwark currently has about 225. Additional nursing care capacity, with an additional care home in Southwark that is rated good would support expedited hospital discharges in some instances and would also ensure residents had improved access to care at homes that have a higher CQC quality rating.

The table below shows the number of permanent placements into residential and nursing care from hospital for Q1 of 2024.

Row Labels	Apr	May	Jun	Grand Total Q1	Projected Annual Total	Target	Projected Variance
Perm Nursing	4	13	3	20	80		
Perm Residential	10	9	9	28	112		
Grand Total	14	22	12	48	192	154	38

Between August 2023 and July 2024, Guys and St. Thomas' NHS Foundation Trust (GSTT) discharged 85 Southwark residents via pathway three (hospital to care home pathway). Of these 85 discharges, over 50% of pathway three discharges were into a nursing care or intermediate care placement. There are some limitations to this data due to the implementation of Epic, the new electronic patient record system implemented across GSTT and Kings College Hospital. However, this does demonstrate a consistent demand for both residential and nursing placements from one of the two main hospitals in Southwark.

Pathway three discharges from GSTT also have the highest referral to discharge wait time, with the majority of patients waiting to be discharged into a care home waiting over 14 days. The table below shows the number of residents and length of time waited between August 2023 and July 2024. If there was additional care home capacity in Southwark, the time between referral and discharge into care homes may reduce.

Time between referral and discharge date	Number of patients awaiting- Pathway 3 discharge
<0	0
0	1
0 - 24 hours	4
24 - 48 hours	2
48 hours - 7 days	4
7 - 14 days	18
14 days +	56

Summary and Conclusions

Demand for nursing care placements in Southwark have increased steadily since 2021, after a brief decline due to the impact of the pandemic. As of June 2024, 94% of nursing placements in Southwark were occupied and 89% of all placements in Southwark (residential and nursing) were occupied, demonstrating that there is also a steady demand for residential and residential dementia placements.

The needs of residents are becoming increasingly complex, with rates of dementia rising and 60% of residents aged 70+ having three long term conditions. Healthy life expectancy for Southwark's older population is lower than regional and national average:

- Southwark's healthy life expectancy at age 65 in males is 9.1 years, compared with 10.3 years in London and 10.5 years in England. Southwark's healthy life expectancy at age 65 in females is 9.7 years, compared with 11.2 years in London and 11.3 years in England.
- These figures highlight that although residents are living longer, these years may not be spent in good health. Many residents will likely require a nursing or residential care placement to support their health needs, and there is an increasing reliance earlier in life among older people (based on figures above) for support from adult social care services.

If the nursing placement capacity is not increased in Southwark, more residents will require out of borough placements, resulting in higher costs, delayed hospital discharges and in some instances, residents not being placed in their local community.

The opening of a new care home will help meet the rising demand for nursing care provision in Southwark and will also help to replace much needed nursing care beds that were lost due to the closure of Queens Oak Care Home. Additionally, the new nursing care provision will also ensure that fewer Southwark residents will be placed out of borough, as Southwark will have more local nursing care provision that can support residents with more complex nursing care needs to age well within Southwark.

Creating additional capacity through building a new nursing home will ensure Southwark have a more diverse marketplace for nursing care, as presently, two of the three nursing homes in Southwark have a CQC rating of 'Requires Improvement' and can result in some residents choosing to go out of borough for nursing care and in some instances delaying hospital discharges and also reducing the time residents wait in hospital to be discharged into a care home.

Building a new nursing home operated by a new provider will also ensure a diverse market place so the council can ensure value for money and a more flexible offer for nursing care placements that enables more choice for residents.

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Report of the Environment Scrutiny Commission 2024/25: Exploring the Physical and Mental Health and Wellbeing Impacts of Active Travel and Access to Nature Scrutiny Review Report
Lead Member:	Councillor Margy Newens, Chair, Environment Scrutiny Commission 2024/25
Ward(s) or groups affected:	All wards
Classification:	Open
Reason for lateness (if applicable):	Not applicable

RECOMMENDATIONS

1. That the cabinet notes the recommendations of the former Environment Scrutiny Commission 2024/25: Exploring the Physical and Mental Health and Wellbeing Impacts of Active Travel and Access to Nature Scrutiny Review Report, as set out on pages 24 -31 of the report.
2. That the cabinet considers the recommendations from the Commission and requests that the relevant cabinet member reports back to cabinet on the recommendations.

BACKGROUND INFORMATION

3. Increasing Active Travel by walking, cycling and wheeling is at the heart of the council's Streets for People strategy. The review sets out what more can be done to increase rates amongst people experiencing the most health inequalities. At the same time the Commission also considered the additional benefits of moving through green space and spending time in nature, and how community and wildlife gardening can improve residents' physical and mental health.

KEY ISSUES FOR CONSIDERATION

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment Scrutiny Commission agenda and papers 2024/25	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514
Web link: https://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=661		

APPENDICES

No.	Title
Appendix A	Exploring the Physical and Mental Health and Wellbeing Impacts of Active Travel and Access to Nature Scrutiny Review Report

AUDIT TRAIL

Lead Member	Councillor Margy Newens, Chair, Environment Scrutiny Commission		
Lead Officer	Everton Roberts, Head of Scrutiny		
Report Author	Julie Timbrell, Project Manager, Scrutiny		
Version	Final		
Dated	5 September 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance		No	No
Strategic Director of Resources		No	No
Cabinet Member		No	No
Date final report sent to Constitutional Team			5 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Report of the Housing Scrutiny Commission: Outcome of the review of the Canada Estate 2017/18, Fair Street / Devon Mansions 2018/19 and Kirby Estate 2018/19 QHIP Major Works Projects
Lead Member:	Councillor Jason Ochere, Chair, Housing Scrutiny Commission
Ward(s) or groups affected:	Rotherhithe, London Bridge and West Bermondsey, North Bermondsey
Classification:	Open
Reason for lateness (if applicable):	N/A

RECOMMENDATIONS

1. That Cabinet note the recommendations from the Housing Scrutiny Commission arising from the review of major works in relation to Canada Estate 2017/18 QHIP, Fair Street / Devon Mansions 2018/19 QHIP and Kirby Estate 2018/19 QHIP as set out at paragraphs 8 to 19 of the report.
2. That Cabinet consider the recommendations from the commission and request that the relevant cabinet member report back to Cabinet on the recommendations within eight weeks.

BACKGROUND INFORMATION

3. At its meeting on 28 July 2025, the Housing Scrutiny Commission received a report from the Interim Design and Delivery Manager on the outcome of the internal Task and Finish Team review of the Canada Estate 2017/18 QHIP, Fair Street / Devon Mansions 2018/19 QHIP, and Kirby Estate 2018/19 QHIP Major Works Projects, and independent reports by design, property and construction consultants Pellings LLP. These are attached as appendices.
4. The Commission also received a management response (and action plan) to the outcome of the review from the Director of Repairs and Maintenance. This report is attached as Appendix 2.
5. The Commission also heard from local ward councillors and residents previously invited to the Overview and Scrutiny Committee to give evidence on the matter.
6. Following questions and discussion, the Commission made a number

of recommendations to Cabinet. These are presented in paragraphs 8 to 19 of this report. The Commission also agreed that ward councillors be invited to submit recommendations, including any additional recommendations resulting from their reading the reports and what was heard at the meeting, and that these be included with this report. Recommendations from ward councillors are presented in paragraphs 20 to 23.

KEY ISSUES FOR CONSIDERATION

Recommendations from the Commission

7. Below are the recommendations of the Commission along with the rationale for these.
8. **Recommendation 1:** That Cabinet consider and agree the recommendations set out in:

- the Council's Task and Finishing Team's (TFT) *Internal Review of the Canada Estate (Phase 2) 2017/18 QHIP Major Works Project, Fair Street/Devon Mansions 2018/19 QHIP Major Works Project and the Kirby Estate 2018/19 QHIP Major Works Project*
- Pellings' *Review of Works Project for the Quality Homes Investment Programme - Canada Estate*
- Pellings' *Review of Works Project for the Quality Homes Investment Programme - Fair Street / Devon Mansions*

Rationale: The Commission supported the recommendations as appropriate actions for achieving better outcomes.

9. **Recommendation 2:** That Cabinet ensure more information on works and their costings is shared with residents before and during the works taking place.

Rationale: Following the pilot applying TFT Recommendation 11 to the contract *Consort Estate - Fire Safety and Refurbishment Works*, increased information-sharing seems to increase resident satisfaction and, in the future, may make it less likely that residents need to make costly enquiries of their own (including FOI requests as heard by the Commission).

10. **Recommendation 3:** That Cabinet assess whether there are sufficient Council skills and workforce expertise needed for effective oversight of major works, and build skills and capacity in these areas.

Rationale: Insufficient in-house skills and expertise, especially of a technical nature, may make the Council overly reliant on external consultants and/or limit its ability to challenge consultants' work for the Council.

11. **Recommendation 4:** That in connection with recommendation 11 of the action plan (breakdown in communications between residents and LBS Project Team) a clear escalation process be established for where there are disputes between residents and officers, so that both parties know how to raise disputes and how they will be resolved.

Rationale: An established, available process known to both parties will help avoid *ad hoc* solutions and provide for fairer, more transparent resolutions if disagreement happens.

12. **Recommendation 5:** That Cabinet ensure that automatic payments to contractors do not happen without a Contract and without Gateway 3 reports being approved.

Rationale: Automatic payments were being made to a contractor (and sub-contractors) without a contract being in place and without a gateway 3 (contract variation) report being approved.

13. **Recommendation 6:** That Members have training or updates on the revised processes around Statutory Disclosure.

Rationale: This will enable Councillors to better assist residents going forward.

14. **Recommendation 7:** That residents be required to pay only for works completed and to a high standard.

Rationale: Given concerns raised by residents as to whether all the works contractors were paid for were completed and regarding the standard of some finished works, an approach based on actual work outcomes for residents is fairest.

15. **Recommendation 8:** That information on the quality of work completed at LBS or other councils by contractors bidding in new tender processes have greater weight in contract-awarding decisions.

Rationale: It is not possible for the Council to exclude contractors from bidding processes; this recommendation provides a means to deny performers of poor-quality work new business with the Council.

16. **Recommendation 9:** That the management response to Recommendation 21 of the TFT review not be limited to developing a Code of Conduct for TRAs but also undertake the 'deep dive' audit into the relationships between, and conduct of, residents and officers as per the TFT recommendation.

Rationale: The recommendation should be accepted in full to ensure the deep dive audit happens.

17. **Recommendation 10:** That Cabinet eliminate the possibility that fraud occurred in the interests of transparency.

Rationale: A lot of the works appear to be unaccountable and, in the public interest, it would be good to understand whether fraud was part of the cause.

18. **Recommendation 11:** That a Ward Councillor Forum be created to share learning and/or concerns about works, which is facilitated by Senior Housing Officers and Housing Cabinet Member.

Rationale: This would improve the speed and flow of useful information.

19. **Recommendation 12:** That quarterly Residents' Panel Meetings be established.

Rationale: These would be particularly useful once Cabinet has decided the actions to follow these recommendations so that all parties can know what is being done on (for example): financial reconciliation of remediation costs; the scrutiny of progress on fire compliance; and specific issues relating to structural repairs.

Recommendations from local ward councillors

Rotherhithe – Canada Estate

20. **Recommendation 13:** That the learnings from Canada Estate be applied to the upcoming major works at Chilton Grove to ensure high standards of contract management and that value for money is achieved.

Rationale: Chilton Grove is the next major works project taking place in Rotherhithe so this will be a good opportunity for the council to show that they are implementing the Ward Member Recommendations from the Task and Finish report.

London Bridge and West Bermondsey – Fair Street / Devon Mansions

21. **Recommendation 14:** That Cabinet ensure residents have clear, easy ways to report any remaining defects from the major works, and that these defects are resolved as soon as possible.
22. **Recommendation 15:** That Cabinet ensure residents have a clear, named contact point at the council, who they can go to with any questions, issues or

concerns about the major works, and expect to receive a prompt response.

23. **Recommendation 16:** That Cabinet ensure the point about improving communications with residents in future major works programmes, which is included in the action plan, is fully fleshed out. Ward councillor suggestions include:
- Communication and involvement of residents from the start, including working with residents to devise a resident involvement plan for each major works.
 - Resident involvement in the appointment of the contractor and arrangement of the major works, for example which hours they works are to be done.
 - Appointment of a Resident Panel at the start of each major works programme, to oversee works and hold the council and contractor to account.
 - Regular meetings for a wider pool of residents so they can ask questions and raise points relating to the works, which would be attended by officers and councillors.
 - Producing a high-quality newsletter and have a clear, named point of contact at the council, who will respond promptly to any questions or issues raised.

North Bermondsey – Kirby Estate

24. **Recommendation 17:** Going forward the Council must always be aware that it distinguishes between council tenants and leaseholders to avoid confusion, delay, or wrong payment.
25. **Recommendation 18:** There should be an audit or evaluation of the processes followed during Gateway decisions to ensure that what is written on paper is followed strictly by officers and that no steps are skipped.
26. It is for Cabinet to decide whether or not to accept the scrutiny commission's recommendations.
27. Overview and Scrutiny Procedure Rule 15.3 requires the cabinet to consider and provide a written response to the report within two months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
All appendices are available online: Agenda for Cabinet on Tuesday 16 September 2025, 11.00 am - Southwark Council (item 20)	
Appendix 1 (documents as presented with Item 5 to Housing Scrutiny Commission 28 July 2025 meeting)	Covering report: Outcome of the review of the Canada Estate 2017/18, Fair Street/Devon Mansions 2018/19 and Kirby Estate 2018/19 QHIP Major Works Projects Appendix A: Task and Finish Team Internal Review of the Canada Estate (Phase 2) 2017/18, Fair Street/Devon Mansions 2018/19, and Kirby Estate 2018/19 QHIP Major Works Projects Appendix A1: Pellings Window Study Columbia and Regina Appendix B: Pellings Review Canada Estate Appendix C: Pellings Review Fair Street/Devon Mansions
Appendix 2 (documents as presented with Item 6 to Housing Scrutiny Commission 28 July 2025 meeting)	Report: Management response to the Outcome of Review of the Canada Estate 2017/18 QHIP, Fair Street / Devon Mansions 2018/19 QHIP, and Kirby Estate 2018/19 QHIP Major Works Projects Appendix 1: Action Plan Appendix 2: Case Studies

AUDIT TRAIL

Lead Member	Councillor Jason Ochere, Chair of Housing Scrutiny Commission		
Lead Officer	Everton Roberts, Head of Scrutiny		
Report Author	Adam Wood, Scrutiny Officer		
Version	Final		
Dated	3 September 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance		No	No
Strategic Director, Resources		No	No
Cabinet Member		No	No
Date final report sent to Constitutional Team			3 September 2025

Meeting name:	Cabinet
Date:	16 September 2025
Report title:	Gateway 1 – Procurement Strategy Approval Provision of Learning Disability Supported Living Services
Cabinet Member:	Councillor Evelyn Akoto, Health and Wellbeing
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Strategic Director of Children and Adult Services

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

Supported Living is a cornerstone of Southwark Council’s commitment to people with learning disabilities – offering not just accommodation, but independence, inclusion and personal growth.

Southwark currently supports around 800 people with learning disabilities with a wide range of needs, and that number is steadily rising. Over the next five to ten years, demand is expected to grow and diversify.

Supported living can bring a range of benefits to residents including developing independence; forming meaningful relationships; engaging in social, cultural and community activities; and accessing vital health services, including physical and mental healthcare.

Too often, people with learning disabilities face barriers to health services and experience poorer outcomes. Supported Living providers play a crucial role in supporting residents to access these and other services, ensuring individuals get the care they deserve. Providers also deliver personal care, support daily living, and help maintain tenancies, creating safe, stable environments where people can thrive.

To meet the diverse needs of residents, services must be inclusive, flexible and person centred, and collaborative. These values are at the heart of Southwark’s vision: a future where every person with a learning disability is supported to live a full, connected, and empowered life.

RECOMMENDATIONS

1. That Cabinet approves the procurement strategy outlined in this report for the provision of Learning Disability Supported Living Services at an estimated annual cost of approximately £12.7m and at an estimated total maximum cost of approximately £89.2m for a period of three (3) years plus two two-year extensions (three + two + two) noting that this is an estimated cost based on potential maximum costs and may be subject to inflationary increases prior to the anticipated contract start in February 2027 and that the contract values through the life of the contract will be subject to annual inflationary negotiations which will affect the estimated maximum contract value and that the contract value will be split across multiple contracts as detailed in the body of this report.
2. That Cabinet approves the delegation of the award decision in the Gateway Two report to the Strategic Director of Children and Adult services in consultation with the Cabinet Member for Health and Wellbeing.

REASONS FOR RECOMMENDATIONS

3. The reasons for the recommended procurement approach are detailed in paragraphs 37-53 of this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. The alternative options considered for this procurement are set out in paragraph 36 of this report.

POST DECISION IMPLEMENTATION

5. Once the recommendation(s) within this report have been approved:
 - i. The council will progress with the Procurement Strategy set out from paragraph 37 and arrange for a market warming event for bidders presenting them with the proposed approach.

BACKGROUND INFORMATION

6. The council has a Care Act 2014 duty to support people with a learning disability with an assessed Care Act need.
7. The council provides social care support under this duty to around 800 residents with learning disabilities aged over 18 who have a diverse range of needs. This is an increase from 738 in 2020/2021, with the number having steadily grown year-on-year since that time. It is anticipated that the number of people with learning disabilities will continue to grow, resulting in an increased demand for support to enable people with learning disabilities to live in within the borough and actively participate in the community.

8. Annually, the council spends circa £26m on care packages for residents with learning disabilities. This includes spend on supported living, residential care, and outreach support services.
9. Just over 1500 people with a learning disability are registered with a GP in Southwark, with 85 percent of those registered being over 18 years old.
10. Supported living offers people a place to live, either on their own or sharing with other people, with care and support delivered within their home. Residents will have their own tenancy, and the housing management arrangements are separate to the personal care and support arrangements. This procurement is only focussed on personal care and support arrangements.
11. Each supported living scheme includes two types of support: 'core' and 'flexi'. Both will be delivered by a single provider.
 - **Core support** is shared among all residents in the scheme and covers areas such as personal care, tenancy management, and general day-to-day living support.
 - **Flexi support** is tailored to individual needs—often referred to as 'one-to-one' support—and typically involves activities like going out into the community.

By having one provider deliver both elements, support can be better coordinated and more responsive to residents' needs.

12. The council currently spot purchases its Learning Disability Supported Living Services – with provision purchased on an individual basis in and out of borough. This is a suboptimal position, as it hinders our ability to take a strategic approach in the delivery of the vision and forward planning. Furthermore, it limits our capacity to provide assurance to the council that best value is being achieved, and results in the absence of contractual levers that are sometimes necessary to ensure delivery of high-quality provision. This procurement will enable services to evolve over time under the stewardship of the council, ensuring that we can adapt to changing needs and deliver the best possible outcomes for our residents.
13. The Lead Member approved the Gateway Zero (GW0) for the 'Strategic Options Assessment for provision of learning disabilities support and accommodation services' in February 2018. Commissioners were advised by the Constitutional Team that the process did not need to be restarted as the authority/decision was still valid.
14. Cabinet approved the Gateway One (GW1) for procurement of Learning Disability Supported Living Services in March 2020. However, procurement was delayed due to the COVID-19 pandemic and subsequent capacity challenges. Officers had been working to prepare for undertaking this tender at a later date than originally planned, but changing factors mean that the

proposed approach set out in this GW1 necessarily differs from the initial vision.

15. The procurement proposed in this paper forms part of a broader strategic approach and is not being undertaken in isolation. Support and accommodation for people with learning disabilities will be integrated into wider strategic commissioning efforts, enabling the council to plan effectively for both current and future needs. This includes developing a comprehensive understanding of the current and future need of people with learning disabilities, both children who may later require adult services, as well as those of an ageing population with learning disabilities.
16. Our Learning Disability Supported Living Services are designed to provide personalised care and support respecting each individual's unique needs and aspirations. By promoting independence, we aim to enhance our residents' quality of life, enabling residents to achieve their goals and participate fully in their communities.
17. In addition, the council will ensure that individuals currently living outside of the borough are given the option and opportunity to return to Southwark, enabling them to be closer to family and community networks. This commitment aligns to the council's vision for Learning Disability Supported Living, which emphasises person-centred support and the importance of individuals being actively involved in decisions about their life.
18. Across all of these considerations, Southwark Council has a fiscal responsibility to the public purse, and it is vital that services are planned and delivered well to ensure value for money.
19. There are currently 49 in-borough Learning Disability Supported Living schemes that have between one and ten units of accommodation in each of the properties in the anticipated scope of this procurement. These can provide accommodation for 176 residents in total.
20. There are several landlords managing Learning Disability Supported Living properties within Southwark. Just over one third of the properties are owned by the London Borough of Southwark. Other properties are owned by other Registered Social Landlords (RSLs). The housing management for some is provided by the RSL, for others the housing management is provided by the care and support provider.
21. The expansion of in-borough Learning Disability Supported Living Services has enabled people to move back to Southwark. This work is ongoing, with several of the above properties representing 'new' schemes – either newly built or repurposed – which are included in this procurement. While the primary aim of this procurement is not to expand the in-borough market, provisions will be made in contracts to enable commissioners to add new schemes into the sub-lots if/when they arise. A clear process for this will be outlined in the contract.

22. Over the last year a project group have undertaken a programme of work to prepare for the upcoming tender to ensure that the procurement strategy is robust and fit for purpose. This work has included:
 - a. Adult Social Care reviewing residents' care needs, using strengths based and least restrictive options approaches.
 - b. Commissioners benchmarking services with other London boroughs, exploring best practice models.
 - c. Communications with the market, including the use of Prior Information Notices (PINs) to determine market rates and gather market insight on the proposed model.
 - d. Communications with Registered Social Landlords (RSLs).
 - e. Planning engagement sessions with residents, and communications with residents and their families and carers regarding the tender.
23. The insights and findings from this programme of work have been used to inform the procurement strategy.

Summary of the business case/justification for the procurement

24. Learning Disability Supported Living Services are an important way of meeting the council's Care Act 2014 duties and supporting people to live as independently as possible.
25. This procurement is necessary in order to support the delivery of the best possible outcomes for residents of Southwark with learning disabilities through a reduction in spot purchasing of supported living services.
26. This procurement will provide value for money for the council by:
 - a. Improving service quality through the use of clear Key Performance Indicators (KPIs), enabling the council to manage and monitor the service more effectively.
 - b. Support strategic aims by enabling residents who are newly eligible for care to be supported within the borough, and facilitating the return of out-of-borough residents to Southwark where appropriate, thereby reducing the use of typically more costly out of borough provision
 - c. Enabling provider efficiencies through a lotting structure that allows providers to generate economies of scale by sharing support and management costs across geographically proximate schemes. The long-term nature of the contract also supports more stable staffing structures and income predictability.
 - d. Enhancing budget management through the use of a 'core' and 'flexi' model. The 'core' refers to a fixed volume of support, similar to a block contract, while the 'flexi' element allows for additional support based on assessed individual needs. This model supports better financial planning through the predictability of the core component, while also enabling personalised, needs-based support that promotes improved outcomes for residents. Voids will be managed through regular accommodation meetings to maximise value for money and increase capacity.

27. In order to do this, the council intends to put in place arrangements which will:
 - a. Promote person centred care for residents
 - b. Provide the sector with a clear understanding of Southwark Council's strategic priorities and standards
 - c. Create contractual levers to ensure good quality and that performance is to the high standards the council expects for its residents
 - d. Promote value for money for the council
 - e. Secure the in-borough market and support the increased use of in-borough provision to ensure that residents can access services as close to home as possible.
28. The procurement strategy will provide a clear framework for how Learning Disability Supported Living Services will operate within Southwark, including how they will promote the independence of residents and least restrictive care.

Market considerations

29. The care and support element of the learning disability supported living market comprises a mix of national and local providers, including both private and charitable organisations. One of the aims of this tender is to support the development and diversification of the local market. Under the Care Act 2014, the council has a duty to promote a diverse and high-quality range of services, ensuring that residents have access to good quality care and support. A diverse provider landscape also helps to build resilience within the market and mitigate potential risks, such as those arising from broader financial pressures or shifts in operating costs (e.g. rising interest rates or inflation).
30. The market for Learning Disability Supported Living Services is regulated by the Care Quality Commission (CQC). All providers must be registered with the CQC for the provision of personal care. For procurement purposes, providers must be rated 'good' or 'outstanding' to be eligible, ensuring high standards of care and compliance with regulatory requirements. Provision will be made within the tender process to reflect any delays in the CQC process regarding registration and re-inspection following an inspection outcome of 'requires improvement', as well as having robust performance management processes should any provider fall below 'good' during the lifetime of the contract.
31. Through soft market engagement and benchmarking, officers are confident that there will be a strong response to the procurement opportunity from experienced local, regional, and national providers in the Learning Disabilities sector. A recent Prior Information Notice (PIN) at the beginning of February regarding hourly and sleep-in rates to support decision making on the rates for the procurement, shared with the market at the beginning of

February, received 66 responses. Other boroughs across South East London have received a considerable number of responses to similar procurements.

32. Commissioners spoke to two London boroughs that currently deliver in-house services for people with learning disabilities; however, these did not include Learning Disability Supported Living Services. Commissioners were unable to find any London boroughs who delivered Learning Disability Supported Living Services in-house, although some deliver extra care/flexi care services, residential services, and day services in-house.
33. The market encompasses a variety of organisations, including type, such as private or voluntary sector, and size, such as national operations or smaller, more local enterprises. One of the aims of the lotting process is that this will support small and medium enterprises (SMEs) to be able to bid, as it will be more accessible to SMEs which have a comparatively smaller operation to larger national providers.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

34. The options for procurement are:

Option 1: Do nothing. This option is not recommended. Under this approach, existing spot purchased arrangements would continue. These arrangements are not governed by competitively tendered contracts with robust terms and conditions. As a result, the council would have limited control over local service delivery, pricing would remain variable, and there would be reduced ability to hold providers accountable for the quality of care. Furthermore, the absence of strategically commissioned contracts may lead to market instability, as providers may be less inclined to invest in or sustain services without the security of formal agreements. This could ultimately undermine efforts to preserve and expand the in-borough Learning Disability Supported Living Services offer.

Option 2: Bring the service in-house. Further detail on the options appraisal comparing in-house delivery with externally commissioned services can be found within the closed report. Based on the findings of the appraisal, bringing these services in-house is not recommended.

Option 3: Direct Award without competition. This option is not viable. While single supplier negotiations can be appropriate in limited circumstances, this approach is not permitted under the Procurement Act 2023 where there is more than one capable provider in the market.

Option 4: Competitive Tender. This would allow the full engagement with the sector, and compliant with the requirement under the Procurement Act, thereby ensuring the council achieves value for money and the best possible outcomes for service users.

Option 4a: Open Procedure: This would require substantial resourcing for evaluation of tender submissions because it does not include the use of a separate Procurement Specific Questionnaire (PSQ) stage. Given the number of providers in the sector, and the need to ensure that limited resources for proposed tender evaluation are focused on providers that are likely to meet all specification requirements, this option is not recommended. This could also be perceived as a barrier to entry for smaller providers.

Option 4b: Competitive Flexible Procedure: This option proposes the use of a Competitive Flexible procurement procedure, structured around two distinct lots: one for general needs and one for complex needs. The procurement process will include the use of a Procurement Specific Questionnaire (PSQ), which will serve as the first-stage evaluation. The PSQ enables the council to assess all initial submissions against pre-determined thresholds, ensuring that only providers who meet the required standards are shortlisted and invited to submit a full Invitation to Tender (ITT). This approach supports a transparent, competitive, and compliant procurement process while promoting quality and resilience in the local market. This option is recommended.

Proposed procurement route

35. The proposed procurement strategy has been developed to ensure providers can demonstrate their ability to deliver high quality, person-centred support. This includes a proven track record of working with individuals with a wide range of needs – including profound, complex, and behavioural challenges – while enabling them to engage in new experiences through a framework of positive risk taking. Ultimately, the aim is to enrich each individual's life and promote greater independence and inclusion.
36. The specification requires providers to work in close partnership with Southwark Council to ensure that residents receive high-quality care and are able to live their lives in a way that reflects their individual choices, preferences and aspirations.
37. The proposed procurement route is a competitive flexible Procedure tender applying the Procurement Act 2023. Further detail of this and the relevant stages is provided in paragraph 64.
38. There are 49 schemes currently planned to be within the scope of the contract, forming the basis of the sub-lots outlined in paragraph 118. This is subject to final approval within the Project Group and will be confirmed prior to publication of the tender.
39. The Competitive Flexible procurement procedure is anticipated to be structured around two primary 'lots': one for general needs and one for complex needs. Within each 'lot' there will be 'sub-lots'; each sub-lot will be comprised of a group of schemes which have been clustered due to their geographical proximity to each other. It is currently planned that the general needs lot will be divided into eight sub-lots, while the complex needs lot will

be divided into three sub-lots. Bidders will be permitted to apply for all sub-lots; however, to promote a diverse and balanced market - including opportunities for small and medium enterprises (SMEs) - each provider will be awarded a maximum of three sub-lots across both lots. This approach supports manageability and ensures that providers of varying sizes, including smaller and more locally focused organisations, have a fair opportunity to participate and deliver services alongside larger national providers.

40. This structure is intended to reduce the risks associated with provider failure by distributing service delivery across multiple providers and areas. In the event of provider failure, there is a risk to the continuity of residents' care, and the council would need to respond accordingly to ensure the safety and wellbeing of any residents affected. In the first instance, the council would work with providers of the other lots to enable the continued delivery of care and support to residents.
41. Bidders submitting proposals for the general needs lot will also be eligible to bid for the complex needs sub-lots. Contracts may be awarded for both the general and complex needs sub-lots, where appropriate. In support of strategic planning and future service alignment, bidders for the each of the sub-lots will be required to indicate their delivery preferences.
42. The council will have sole discretion when awarding the lots and sub-lots based on bidders' ability to meet the set criteria and their ranked position.
43. Tenders submitted will be evaluated on 'price per point of quality' (PPPQ). This means the bidder offering the best ratio of high service quality versus unit price will be ranked highest within each lot and sub-lot. The importance the council places on quality of provision and social value will be reflected in the weightings applied.
44. Through the lotting process, council officers are encouraging providers to consider options around shared core support, including night support, which lower costs whilst supporting quality and safeguarding.
45. The council are also encouraging the use of technology where appropriate, to promote independence and improved quality of life.
46. The nature and anticipated value of these services means they fall within the scope of 'Light Touch' provisions under the Procurement Act 2023 as applicable to covered (above threshold) contracts. As such, the full requirements of the Procurement Act 2023 will apply to this procurement process, including the standard competitive procedures and transparency obligations.
47. The evaluation process will be undertaken by representatives from relevant teams and organisations. It will incorporate methods that will involve people who draw on services and/or their families to ensure that lived experience informs decision-making.

48. As part of the procurement, the council will establish both a floor and ceiling rate for providers. The rates will be informed by the following considerations:
- Analysis of 66 responses received to a PIN issued to the market in February 2025
 - Benchmarking against rates set by other London boroughs
 - Southwark Council's ongoing commitment to paying the London Living Wage
 - The impact of inflation, including associated increases in National Insurance contributions and their effect on provider costs
 - Current rates paid by Southwark Council for existing service provision
 - Budgetary restrictions within Adult Social Care
 - Southwark Social Value Framework
49. The contract will include a clause outlining the Annual Price Review process. It should be noted that the total estimated spend in this report does not account for future cost increases related to inflation.
50. The costs referenced in this report are based on the current support hours for existing residents. It does not include projected costs for new residents occupying vacant placements, nor does it reflect potential changes in individual support needs. Therefore it is expected that the actual costs of the contract will be higher.
51. The contract will include provisions for inclusion of new schemes within the designated lots. Allocation will be determined by geographical location, with the provider holding the contract for the relevant geographical lot being offered the right of first refusal.

Identified risks for the procurement

52. The following risks have been identified:

Risk	Description	Rating	Mitigation
1. Lack of suitable bids	A lack of bids of suitable quality resulting in the council being unable to award contracts due to quality concerns	Medium	Ongoing market engagement and positive communication with existing and potential providers will ensure a competitive process. Officers have undertaken actions, including pre-market engagement, indicating strong market interest.

Risk	Description	Rating	Mitigation
2. Market fragility	The social care market remains vulnerable due to financial pressures and persistent challenges in workforce recruitment and retention, increasing the risk of provider failure.	Medium	The procurement design includes a lotting structure and limits on the number of sub-lots any single provider can be awarded. This approach reduces dependency on individual providers and mitigates the impact of potential provider exit.
3. Impact of increased costs / financial sustainability	Providers have reported growing financial pressures due to inflation, increases in the London Living Wage, and rising National Insurance contributions. These pressures may affect their ability to operate sustainably. The council must also ensure value for money in line with its responsibilities to government, residents, and the market.	Medium	Officers have benchmarked rates with other London boroughs and tested market conditions through the PIN process. The contract will include an Annual Price Review (APR) mechanism to support long-term sustainability. Additionally, the use of floor and ceiling rates will improve cost forecasting, while the 'core and flexi' model will allow for fixed core costs, supporting robust budget management.
4. Challenge to the outcome of the procurement	Unsuccessful providers may challenge the outcome of the procurement	Medium	The council will conduct a process that is compliant with The Procurement Act 2023 rules for Light Touch Regime contracts.
5. Procurement timeline overruns	That the procurement, including mobilisation of the contracts, is not completed by the outlined timeframe	Medium	The council will conduct processes in line with an agreed project plan. Should there be delays for unforeseen reasons, the current spot purchasing arrangements will continue, with the council working with existing

Risk	Description	Rating	Mitigation
			providers to ensure service continuity.

Key / Non-Key decisions

53. This report deals with a key decision.

Policy Framework Implications

54. The procurement strategy is in line with the CQC guidance 'Right Support, Right Care, Right Culture' (2022), which promotes maximisation of independence, person centred care, with a culture that enables people with learning disabilities and autism to lead confident, inclusive and empowered lives. The council's approach reflects these principles by prioritising community-based support, continuity of relationships, and meaningful choice and control for individuals.
55. The Department of Health and Social Care sets out policy on the provision of Learning Disability services, and the National Institute for Clinical Excellence (NICE) sets out guidance for the provision and commissioning of learning disability services. The latest guidance, "Learning Disabilities and behaviour that challenges: service design and delivery" emphasises the importance of commissioning community-based services that can support individuals across a spectrum of needs, from lower-level to complex, intensive, or fluctuating needs. The guidance advocates for services that reduce reliance on residential care by offering alternatives that promote independence and inclusion. It recommends that services be designed to maximise people's choice and control, deliver person centred care, support active participation in all aspects of life, and foster continuity of relationships. These principles align with Southwark Council's commitment to enabling people with learning disabilities to live fulfilling lives within their communities.
56. NHS England have continued to build on the Transforming Care Programme launched in 2012. Building the Right Support (2015) and Homes Not Hospitals (2015) continue to promote the aim of people with learning disabilities and autism living in the community and leading independent, fulfilling lives.
57. The Care Act 2014 places a statutory duty on local authorities to ensure the sustainability of the adult social care market and to promote continuous improvement in the quality of services. This procurement process directly supports these responsibilities. Specifically, Key Performance Indicators (KPIs) will be used to monitor and drive service quality, while the evaluation process – based on both cost and quality – ensures that providers are incentivised to deliver high standards of care in a financially sustainable manner.

58. The council recognises Learning Disability Supported Living Services as essential to ensuring each of these ambitions are delivered for its residents, and that people with learning disabilities can live independent and connected lives. Where people with learning disabilities still endure significant inequalities in health outcomes, the council is committed to addressing these inequalities and ensuring all residents are supported to stay healthy and live well, as set out by its Council Delivery Plan (2022-2026).
59. The council and its partners are committed to empowering residents with learning disabilities to lead independent and fulfilling lives. This commitment is reflected in the Southwark 2030 vision, which sets out key priorities including ensuring everyone has a safe and good quality home; that communities are connected, inclusive and safe; residents are supported to stay healthy and well; and the borough has a vibrant cultural offer accessible to all.
60. This procurement supports the Staying Well priority within the Southwark 2030 Strategy by ensuring that residents with learning disabilities can access the support they need to live healthy, independent lives. This includes assistance with personal care, support in developing and maintaining independence, accessing appropriate health services, and sustaining tenancies. By commissioning high-quality, person-centred services, the council aims to promote wellbeing, prevent escalation of need, and enable residents to thrive within their communities.
61. This procurement complies with the elements within the Southwark 2030 Procurement Framework, including having regard to the National Procurement Policy Statement, in particular the overarching priority to achieve Value for Money and to maximise public benefit.

Procurement Project Plan (Key Decisions)

62. Below is the indicative procurement plan with key milestone dates. Relevant notices required under the PA 2023 will be published via ProContract at the appropriate times

Key Milestones	Key Dates
Gateway 1 – Procurement Strategy	
DCRB	18 Jun 2025
CCRB	10 Jul 2025
LMB	22 Jul 2025
CMT	14 Aug 2025
Agenda Planning	02 Sep 2025

Cabinet Meeting	16 Sep 2025
GW1 Approved	29 Sep 2025
Tender Process	
Market Engagement	12 Sep 2025 – 18 Sep 2025
Publication of Tender (PSQ)	30 Sep 2025
Deadline for PSQ submission	30 Oct 2025
Invite Shortlisted Bidders to Tender	22 Dec 2025
Closing date for return of tenders	30 Jan 2026
Tender Evaluation	02 Feb – 03 Mar 2026
Moderation	05 – 18 Mar 2026
Project Group Check-in to review outcome	18 Mar 2026
Presentations	22 Apr – 28 Apr 2026
Moderate and Collation of Final Scores	22 – 28 Apr 2026
Final review of tender outcome	06 May 2026
Gateway 2 – Contract Award	
DCRB	17 Jun 2026
CCRB	26 Jun 2026
LMB	07 Jul 2026
Submit Report for Publication	15 July 2026
GW2 Report Publication	05 August 2026
GW2 Approved	06 August 2026
Standstill Period	30 July – 10 Aug 2026
Contract Award	11 August 2026
Mobilisation (6 months)	12 August 2026 – 29 Jan 2027
Contract Start	01 February 2027

TUPE/Pensions implications

63. There would be TUPE implications for those providers who have TUPE eligible staff. Historically when this type of service goes out to tender and providers change a high percentage of support workers choose to TUPE to the new provider or transfer to an alternative service delivered by the current provider. Identification of the current providers' workforce will take place prior to the tender being published. This information will be required by potential

bidders and provided on an anonymised basis following completion of a confidentiality undertaking as this will need to be factored in when a tender submission is being developed.

64. There will be no TUPE implications for Southwark Council as there are no council staff employed in the delivery of these services.

Development of the tender documentation

65. The Procurement Manager within Children's and Adults Services will be responsible for overseeing the tender process; the Senior Commissioning Manager for Learning Disabilities and Autism will be overall accountable including leading on the development of the service specification as advised by operational colleagues from All Age Disabilities Team. There is an established Project Group overseeing this work.
66. The development of the specification has been overseen by the Project Group. Work was previously completed to gain the input of residents.
67. Commissioners will work with the project group, including procurement, to develop the tender method statement questions.
68. Standard council Terms and Conditions will be used.

Advertising the contract

69. The contracts will be advertised by way of an official notice published on Find a Tender Service. The opportunity will also be advertised on the London Tenders Portal via ProContract.

Evaluation

70. The Procurement Specific Questionnaire (PSQ) will be evaluated by council officers from across Integrated Commissioning, Adult Social Care operations, and Finance. The selection process will involve an evaluation of each organisation's capacity and knowledge in the areas of learning disabilities services.
71. Tenders submitted will be evaluated on a 'price per point of quality' (PPPQ) basis. This means the bidder offering the best ratio of high service quality versus unit price will be ranked highest within each lot and sub-lot. The evaluation will comprise of four stages.
72. A summary of the anticipated successive stages is listed in the following table:

Stage	Description
1. PSQ stage	The new Procurement Specific Questionnaire (PSQ) replaces the Standard Selection Questionnaire (SQ) and is a streamlined and structured means to pre-qualify bidders. An initial pre-qualifying question will ensure bidders have the required registration with the Care Quality Commission (CQC). The questionnaire will assess four key areas: 1. Supplier Information: Legal, financial, and operational data. 2. Exclusions and Debarment: Verification against mandatory and discretionary exclusion grounds. 3. Conditions of Participation: Assessment of financial standing, technical capability, and compliance. 4. Project specific questions: past experience and knowledge. The key areas 1 to 3 will be assessed on a Pass/Fail basis. Key area 4 will be scored with a minimum score threshold and bidders will be ranked in order of the highest scores. There will be a shortlisting stage which will set a maximum number of bidders for each lot/sub-lot that can succeed past this stage. Bidders who have met the minimum criteria and have scored the highest will be shortlisted. This PSQ stage will limit the pool of bidders progressing to the invitation to tender stage.
2. Tender Evaluation Stage	The tender evaluation will comprise method statement questions and a pricing schedule. A PPPQ evaluation will be conducted at this stage. Through the use of the PPPQ and the method statement questions, those who are ranked the highest following evaluation will be invited through to presentation.
3. Bidder Presentation stage	Bidders will be asked to attend an in-person meeting to give a presentation to an evaluation panel. The presentation will be scored and will form part of the final PPPQ score.
4. Final evaluation stage	Upon completion of the bidder presentation stage, the scores for the written submission and the presentation will

Stage	Description
	be added together to form a total quality score. The final PPPQ score will be calculated by dividing the price by the quality score to achieve a PPPQ score. The bidders with the lowest PPPQ score in each lot/sub-lot will be ranked highest and selected as preferred providers.

73. The inclusion of both a floor and ceiling rate within the price evaluation framework reflects the council's commitment to balancing quality and value for money. The floor rate is intended to safeguard service quality by discouraging unsustainably low bids, while the ceiling rate ensures cost-effectiveness and budgetary control. Submissions that fall outside of these defined pricing thresholds may be excluded from further consideration, in line with the council's procurement principles and financial governance.
74. The price evaluation will be undertaken by officers in the council's Finance team.
75. The quality evaluation will be undertaken by officers from Adult Social Care, Integrated Commissioning, and officers in appropriate stakeholder teams such as Finance. Evaluation will also include people who draw on services and/or their families and carers.
76. Bidders may be invited to a clarification interview and bidder presentation with council officers and people who draw on services and/or their families and carers.
77. The quality evaluation will consist of method statements focusing particularly but not exclusively on the following areas:
 - a. Service delivery with regards to the service specification
 - b. Social Value
 - c. Workforce development and training
 - d. Working towards independence
 - e. Mobilisation plan
78. The full evaluation methodology will be developed by the Senior Commissioning Manager for Learning Disabilities and Autism, in partnership with the project group.

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

Community impact statement

79. The procurement is expected to have a positive and lasting impact on people with learning disabilities in Southwark. It aims to improve quality of life by

commissioning high-quality, person centred services that are robustly monitored and responsive to individual needs.

80. The approach will support people to remain close to home, develop and maintain independence, and actively participate in their community. In addition, it will promote local employment opportunities, and support improvement of socio-economic deprivation by requiring providers to pay the London Living Wage.
81. The council recognises that people with learning disabilities from ethnic minority backgrounds face multiple and intersecting barriers within the health and care system, leading to poorer outcomes. This procurement seeks to address these inequalities by setting clear expectations within the service specification and ensuring accountability through with robust contract monitoring. In doing so, it aims to improve access, equity and outcomes for all people who draw on services, particularly those from underrepresented communities.

Equalities (including socio-economic) impact statement

82. The Equalities Impact Assessment (please see Appendices One) outlines the impact on protected characteristics in more detail.
83. As the EQIA highlights, commissioners are not anticipating any negative impacts for residents due to the process of procuring these services, and in some areas it is anticipated to have a positive impact, such as disability.
84. The specification will require providers to support residents to access their Annual Health Check, and engage with the Lives and Deaths of People with Learning Disabilities (LeDeR) processes to support improvement in accessing health services for people with learning disabilities.
85. One of the key actions to help reduce inequalities is ensuring that the council collects and maintains comprehensive data on people with learning disabilities, disaggregated across all protected characteristics.
86. Contract monitoring will also be paramount to ensure providers are engaging with learning opportunities to improve services and support for people with learning disabilities.
87. The council will need to ensure that data captured is compared to both the wider learning disability population, as well as the general population, to measure if there are any unduly negative impacts on this population, so that officers can act if appropriate to reduce such impacts.
88. In addition, support workers face challenges as part of their work, particularly those from Global Majority backgrounds. The specification will require providers to support their staff who experience discrimination or harassment and have non-discriminatory recruitment and retention policies in place.

Health impact statement

89. People with learning disabilities often face discrimination and inequalities in other areas of their lives, including health. This procurement has the potential to contribute positively by addressing some of these disparities. Evidence from the Lives and Deaths of People with Learning Disabilities (LeDeR) programme highlights that people with learning disabilities die significantly earlier than the general population, and frequently face difficulties in accessing timely and appropriate healthcare. By embedding engagement with the LeDeR process into service expectations, and by supporting people to navigate and access health services, providers commissioned through this procurement can play a vital role in improving health outcomes and life expectancy for people with learning disabilities in Southwark.
90. As noted above, people with learning disabilities are at risk of worse health and dying earlier than people without a learning disability. The specification will ensure residents are supported to access Annual Health Checks to which they are entitled. Facilitating access to these checks is a key step in identifying and addressing health issues early, and will contribute to improving the overall health and wellbeing of people with learning disabilities using these services.

Climate change implications

91. While the primary focus of this procurement is on improving outcomes for people with learning disabilities, there are indirect opportunities to support the council's climate and environmental goals. Providers will be encouraged to adopt sustainable practices, such as reducing travel emissions through localised staffing, minimising energy use in supported living settings, and reducing waste. Where possible, the specification will promote environmentally responsible service delivery, aligning with Southwark Council's climate action commitments.

Social Value considerations

92. The Public Services (Social Value) Act 2012 responsibility on the council to consider how wider economic, community and environmental benefits can be secured as part of purchasing goods, works and services.
93. The council defines Social Value as:

'A method whereby the council ensures our suppliers meet the needs for goods, works and services in a way that delivers value for money whilst maximising the potential of our borough making it fairer, greener and safer for all our residents.'
94. The Social Value Framework sets out the council's methodology for evaluating and reporting our supply chain's Social Value commitments consistently, robustly, and transparently during the procurement and contract management cycle. The methodology contains a set of Social Value

measures mapped to the vision and goals from Southwark 2030, which capture outcomes in financial and non-financial terms.

95. As part of tender preparations, officers have completed an assessment of the local community and service needs relevant to the contract ahead of publishing the tender. The following menu of Social Value measures have been selected as potentially applicable to this contract. Providers will be asked to select an agreed number of these measures when submitting their bid:

Southwark 2030 Goal	Measure
A good start in life	Employees recruited who are Not in Education Employment or Training (16-24 year olds)
A good start in life	Signatory of Care Leavers Covenant
A good start in life	Support for students at local educational institutions
A good start in life	Meaningful paid work placements
A strong and fair economy	Local people employed or retained
A strong and fair economy	Proportion of local workforce who are Black, Asian and minority ethnic
A strong and fair economy	Long-term unemployed people recruited
A strong and fair economy	Employment of new apprentices
A strong and fair economy	Accredited London Living Wage employer
Staying well	Comprehensive physical and mental wellbeing programmes accessible for all staff working on the contract

Economic considerations

96. Many support workers will live in the borough, supporting local employment and the economy.
97. Requiring providers to pay staff a minimum of London Living Wage (LLW) will help support workers and support the local economy.

98. The design of this tender, including the use of sub-lotting, is intended to create opportunities for Small and Medium Enterprises (SMEs) and smaller Voluntary and Community Sector (VCSE) organisations operating locally and in neighbouring areas. By breaking the contract into smaller, more manageable lots, the procurement process becomes more accessible to a diverse range of providers, supporting a more inclusive and resilient local care market.

Social considerations

99. As part of their Social Value contribution, providers will be required to contribute to the local economy by employing Southwark residents at all levels whenever possible. The provider will also be expected to offer apprenticeships and work trial opportunities as well as employment opportunities to people with learning disabilities.
100. Southwark 2030 sets out the council's goals for residents and underpinning principles for delivery of these. This procurement supports delivery of the goals of 'decent homes for all' and 'staying well', through improving the quality assurance and oversight of our supported living provision, and the requirement for the successful providers to support people to access health services.
101. The Southwark Ethical Care Charter (SECC) ensures fair employment conditions for care and support staff, including training. Whilst this was developed for home care providers, due to the nature of the services and the delivery model for Learning Disability Supported Living Services, many of the same principles can be applied to this procurement.
102. The SECC ensures that there is a well-trained workforce which has the ability to provide appropriate support. Payment of the London Living Wage (LLW) not only improves their financial wellbeing; it also recognises the skills and competencies that they deploy in order to keep vulnerable individuals safe and well.
103. The council's Southwark 2030 Procurement Framework is designed to ensure best value and continued improvement in everything purchased by the council. The policy ensures compliance with best value, probity and transparency principles, with all organisations in any given market following the same rules. The council's Social Value Framework will be used to identify and track during contract management, that commitments made during the tender process.

Environmental/Sustainability considerations

104. As a minimum, the providers will be expected to have environmental policies in place. This will be included in the specification as a requirement.

105. The sub-lots will be based on geographical 'clusters', reducing the need for travel between the schemes, and enabling providers to leverage shared support across schemes with minimal need for travel.

Plans for the monitoring and management of the contract

106. Key Performance Indicators will be set and applied to ensure successful providers' performance and delivery is to the service specification requirements. These are in development and will be finalised and agreed by the Project Group.
107. The Quality and Contracts Monitoring Team within the Commissioning service will lead on contract management and monitoring of the commissioned service and comply with Contract Standing Orders.
108. The All-Age Disability and Learning Disabilities Team will undertake regular reviews planned or responsive to issues and/or concerns raised.

Staffing/procurement implications

109. Commissioning, procurement, contract management, legal, and finance inputs for this procurement exercise will be managed within existing council staffing.

Financial implications

110. The costs associated with the 49 schemes in the potential scope for this procurement exercise can vary according to both the levels of occupancy in the schemes, as well as the level of support required. Over the past five years, overall expenditure on supported living has increased, while spending on residential care has declined.
111. In the financial year 2024/25, actual expenditure across the 49 schemes was confirmed at £9.977m. Forecasts for 2025/26, with a potential inflationary uplift of up to 4.5%, estimate costs at approx. £10.425m.
112. As part of the procurement, the council will establish a 'floor' and 'ceiling' rate to guide provider bids. These rates will be the minimum and maximum hourly rate that the council will accept as part of the bidding process.
113. The total contract value will be calculated based on projected number of 'core' and 'flexi' support hours:
- a. Core hours are allocated to each scheme and represent the minimum level of support required to meet the collective needs of all residents – for example, assistance with shared or routine tasks.

- b. Flexi hours are tailored to individual resident and are used to provide one-to-one support based on assessed personal needs. These hours are expected to fluctuate more frequently, reflecting changes in of individual circumstances and support requirements.

114. The estimated annual value of the core element of the contract ranges from £7.8m to £9.2m, assuming full occupancy and applying the floor and ceiling rates. The flexi element is projected to cost between £3.1m and £3.6m annually, based on current occupancy levels.

115. This will result in a total estimated annual value of between £10.9m and £12.8m, and a total contract value over the life of the contract (including extensions) of between £76.3m and £89.2m. These estimates will be subject to annual inflationary negotiations, and may increase due to:

- a. Higher occupancy rates as more residents move into in-borough schemes.
- b. Transitions from out-of-borough or residential placements into supported living.
- c. Evolving support needs of residents.

The above factors may particularly affect the volume of flexi hours and therefore annual cost.

116. The below table outlines the estimated values of each of the sub lots based on reasonable estimates of support hours. The nature of these services is such that the final contract values will likely differ following changes in need of residents over the course of the procurement:

Lot and Sub-Lot	Estimated annual value (low)	Estimated annual value (high)
Lot One		
Sub-lot one	£1,739,920	£2,015,104
Sub-lot two	£1,153,880	£1,362,452
Sub-lot three	£1,167,920	£1,364,402
Sub-lot four	£857,480	£1,014,494
Sub-lot five	£1,076,712	£1,266,611
Sub-lot six	£912,600	£1,070,784
Sub-lot seven	£1,080,560	£1,271,036
Sub-lot eight	£427,440	£505,752
Lot Two		
Sub-lot nine	£689,520	£792,948
Sub-lot ten	£1,022,840	£1,183,364
Sub-lot eleven	£774,800	£891,020

117. The budget for all supported living services for people aged 18 plus with learning disabilities for 2025/26 is £23.2m, noting that the contracts in this procurement will not go live until February 2027, and the 49 schemes anticipated to be within this procurement form only part of this total. These

services are part-funded from Market Sustainability and Improvement Fund and Social Care Grant. These 49 schemes are part of the Council's broader investment in supported living and residential placements for people with learning disabilities. Over the life of the contract, the value for money may improve as occupancy rates of these schemes in borough increase, potentially including moves from out of borough to in-borough supported living placements, or as people move to or from residential placements.

Investment implications

118. N/a

Legal implications

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

Consultation

120. Officers have undertaken engagement through some focus groups within a selection of the schemes with residents. Feedback from these groups informed the specification development. Residents and families/ carers/ advocates will be invited to be part of the tender panel. Adult social care and commissioning will have offered to meet with all people who draw on these services and their families/carers ahead of going out to tender to answer any questions they have about the procurement.

121. All of the individuals affected by this procurement have had a review within the past 12 months conducted by an appropriate professional. This will ensure that a full picture of their current status and needs are taken into consideration when placing in or remaining within a service. Plans are in place to monitor and continue to review individual's needs and preferences as the proposed procurement model is implemented.

Other implications or issues

122. N/a

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources (7RV202526)

123. The Strategic Director of Resources notes the recommendations of the report for the procurement strategy for the provision of Learning Disability Supported Living Services for an initial term of three years with the option for two additional two-year extensions.

124. The Strategic Director of Resources notes the estimated maximum annual contract value of £12.8m which may be subject to adjustment due to

inflationary pressures and fluctuations in demand, particularly in relation to the variable flexi hours element of the service. To ensure financial efficiency and achieve value for money, it is essential that the schemes occupancy is optimised and closely monitored through robust contract management, thereby minimising the risk of under-utilisation.

125. These contracts are part funded by Market Sustainability and Improvement Fund and Social Care Grant. The continuation of these funds has been confirmed as part of the 2025-26 settlement in the form of Local authority Better Care Grant.

Head of Procurement

126. This report seeks approval of the procurement strategy for the provision of Learning Disability Supported Living Services at an estimated annual cost of approximately £12.7m, and an estimated total maximum cost of approximately £89.2m for a period of three (3) years plus two two-year extensions, (three + two + two) noting that this is an estimated cost based on potential maximum costs and may be subject to inflationary increases prior to the anticipated contract start in February 2027. Moreover, the contract values through the life of the contract will be subject to annual inflationary negotiations, which will affect the estimated maximum contract value, and that the contract value will be split across multiple contracts as detailed in the main body of this report. It is also noted that a request for delegation of the award decision in the Gateway Two report to the Strategic Director of Children and Adult services in consultation with the Cabinet Member for Health and Wellbeing is contained in paragraph 2.
127. The value of the intended contract awards dictate that they are subject to full application of The Procurement Act 2023, (TPA 2023) as applicable to services categorised as “Light Touch”, thereby requiring conduct of an advertised procurement process compliant with those regulations. Summary details of the procurement model proposed, including rationale for lotting, pricing and evaluation approach, are contained within paragraphs 37 – 53 and 67 – 80 respectively. A summary of the anticipated stages and activity is also detailed within the table below paragraph 74 The report recommendations are otherwise aligned with the council’s Contract Standing Orders (CSO) which dictate that decision must be taken by Cabinet, subsequent to review at DCRB and CCRB.
128. Headline risks associated with the proposed procurement strategy are contained within the table below paragraph 54.
129. Intended alignment with the Southwark 2030 strategy and Procurement Framework is specifically evidenced within paragraphs 61 - 63 and subsequent sections (i.e. Social Considerations). Paragraphs 100 - 101 contain details of commitment to Southwark’s Ethical Care Charter (SECC) and payment of London Living Wage (LLW).

130. Proposed methodology for performance/contract monitoring is detailed within paragraphs 105 – 107. The report also confirms that an annual performance review will be provided to the council's DCRB and CCRB in alignment with the requirements of council CSO.
131. The Community, Equalities and Health Impact Statements are set out in paragraphs 81 – 92.
132. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 93 – 104.

Assistant Chief Executive – Governance and Assurance (SB240725)

133. This report seeks approval of the procurement strategy for the provision of Learning Disability Supported Living Services at an estimated annual cost of approximately £12.7m, and an estimated total maximum cost of approximately £89.2m for a period of three years plus two two-year extensions, (three + two + two) noting that this is an estimated cost based on potential maximum costs and may be subject to inflationary increases prior to the anticipated contract start in February 2027.
134. The nature and estimated whole life value of the services required by the council are such that the procurement process must be conducted in compliance with the procedural requirements of the Procurement Act 2023, as applicable to categories of “light touch” services. As noted in paragraph 39 it is intended to undertake a publicly advertised competitive tendering exercise, involving the steps described from paragraph 71. Officers will ensure that the relevant notices prescribed by the Act are published via the ProContract portal at appropriate times during the procurement process.
135. It is confirmed that the recommended procurement strategy is also consistent with other relevant domestic legislation, with national and corporate policy and with the council's Contract Standing Orders, which reserve the approval decision to Cabinet, after consideration of the report by the Departmental and Corporate Contract Review Boards.
136. When making procurement decisions the Public Sector Equality Duty set out in section 149 of the Equality Act 2010 (EA) requires the council to have due regard to the need to:
 - a. Eliminate discrimination, harassment, victimisation or other prohibited conduct.
 - b. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - c. Foster good relations between those who share a relevant characteristic and those that do not share it.

The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equalities Duty (PSED) also applies to marriage and civil partnership, but only in relation to (a) above.

137. The community and equalities impact statements in this report note the benefits that the proposed procurement is intended to deliver to service users, all of whom are considered to possess a protected characteristic. Appendix One to this report contains an equality impact assessment which has been carried out in order to consider and establish the likely effect and impact of the proposed procurement on potential service users. The findings of that assessment are summarised in paragraph 85, and officers should keep it under review and refresh it as necessary in response to any changes to the service.
138. In making its decision Cabinet should also note the nature and extent of the consultation undertaken to date and the proposals for further consultation and the engagement of residents, carers and family members in the tender evaluation exercise, as detailed in paragraphs 119 and 120.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Gateway 1: Procurement Strategy Approval – Learning Disabilities Accommodation Based Support and Outreach Support services		
Link: (Public Pack)Agenda Document for Cabinet, 07/04/2020 16:30		
Gateway 0: Strategic options assessment for provision of learning disabilities support and accommodation services		
Link: Decision - Gateway 0 - Strategic Options Assessment for provision of learning disabilities support and accommodation services - Southwark Council		

APPENDICES

No	Title
Appendix 1	Equality Impact Assessment

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Health and Wellbeing		
Lead Officer	Claire Belgard, Assistant Director of Commissioning Children's and Adults' Services		
Report Author	Katy Cleary, Senior Commissioning Manager, Learning Disability and Autism		
Version	Final		
Dated	3 September 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	18 June 2025	Yes	
Corporate Contract Review Board	10 July 2025	Yes	
Cabinet Member	12 August 2025	Yes	
Date final report sent to Constitutional Team		3 September 2025	



Equality and health analysis guidance and template

Guidance notes

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Learning Disability Supported Living Services Procurement – GW1				
Equality analysis author	Katy Cleary Senior Commissioning Manager, Learning Disability and Autism				
Strategic Director:	Darren Summers, Strategic Director – Integrated Health and Care				
Department	Health and Care	Division	Integrated Commissioning		
Period analysis undertaken	March 2025				
Date of review (if applicable)					
Sign-off		Position		Date	

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

1.1 Brief description of policy/decision/business plan

This decision relates to procurement of Learning Disabilities Supported Living services for residents eligible to receive this support following a Care Act assessment.

Supported living is a type of housing and care arrangement designed to help individuals with disabilities or other support needs live as independently as possible. Key aspects of supported living include personalised support, integration with the community, flexible care, collaboration between providers and local authorities, and enhancing residents' quality of life.

Supported Living in Southwark is currently spot purchased through various providers. This tender will move 49 of these schemes over to a 'core and flexi' contract model, whereby core support will be provided to all residents who live in the scheme, and flexi support will be provided to each resident based on their assessed need.

Core support will include, but not be limited to, shared care and support, safety, security, safeguarding, sustainment of tenancy, health, infection control, and household and personal support. Flexi care will typically be for support outside of the home, to access activities in the community, supporting the maintenance of friendships and relationships, and fostering a connection in the community.

The criteria for accessing supported living will not change. The aim of this tender is to ensure that the council is achieving best value for money, and ensure good quality service provision, which is robustly monitored.

Residents will continue to receive the support they need in line with their Care Act assessment.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	The people who draw on this service are adults aged 18+ with a learning disability, who have been assessed as having Care Act eligible needs. There are currently 147 people with a Learning Disability living in the 49 Support Living schemes in Southwark which form the tender. Staff working in these services will also be impacted by the tender, and so the impact of the tender on this groups is also reflected in the analysis below. The council does not hold information on this group, and so the analysis is based on Skills for Care data as a proxy. Skills for Care have published a report on the state of the Adult Social Care workforce nationally, which can be extrapolated from.
Key stakeholders were/are involved in this policy/decision/ business plan	A Project Group for this tender has met regularly, and has consisted of: • Commissioning (lead) • Adult Social care social work leads • Finance • Adult Social Care Placements • Procurement • Contract management This group has had involvement in the development of the specification, the proposed floor and ceiling rates, further engagement with residents and their carers, and the procurement model (for example, agreement on the geographical sub-lots). When the work re-commenced post-Covid, the council met with some residents of the supported living schemes affected, and families/carers of residents of the supported living schemes affected, to get their views with regards the tender. Their views have fed into the specification. In addition, commissioners and operational leads from Adult Social have held meetings with residents affected, and their family and carers, to explain the tender and what it means for them.

	Commissioners have engaged with the market through conversations, and Prior Information Notices PINs with current and potential providers of care and support services. Commissioners have also met with all of the Registered landlords of the buildings, current providers, and commissioners from other local authorities.

Section 4: Pre-implementation equality analysis

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).
Potential impacts (positive and negative) of proposed policy/decision/business plan including potential health impacts
<u>Residents Profile</u> 50% of people who live in supported living are between the ages of 20 and 39. 14% of people with a learning disability who lived in supported living were aged 40-49. 13% of people with a learning disability who lived in supported living were aged 50-59. 15% of people with a learning disability who lived in supported living were aged 60-69. 8% of people with a learning disability who lived in supported living were aged over 70. <u>Resident Impacts</u> There are no positive or negative age-related impacts expected for this decision. The age eligibility criteria (being 18+) will remain the same for the newly commissioned service. <u>Care and Support Staff Profile</u> The national data on support and outreach workers shows that the majority (64%) are aged between 25-54 years old. 7% are under 25, and the rest are over 55. This broadly reflects the ages of those in receipt of support. <u>Care and Support Staff Impacts</u> There are no positive or negative age-related impacts expected for this decision. There are no restrictions in the tender regarding the age of support staff. Providers are expected to have non discriminatory recruitment and retention policies.

Equality information on which above analysis is based
Age ranges of people currently living in supported living – from Mosaic Data The Council does not hold data on providers' staff. The state of the adult social care sector and workforce in England, 2024
There are no mitigating actions to be taken as there are no negative impacts of this decision related to age

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.

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

Residents Profile

LeDeR data shows that people with a Learning Disability in South East London (SEL) die earlier than people without a learning disability; according to LeDeR data, men with a learning disability and/or autism in South East London are dying on average 21.6 years earlier than the general population in England. For women, the difference is even greater at 29.1 years.

The above is not unique to South East London – the average age of death for men in the general population in England is 82.6, for men in England with a learning disability it is 62.9 years old.

For women, the average age of death in the general population is 86.1, and for women with a learning disability in England it is 62.9.

The above shows that the age of death for people with a learning disability in SEL is slightly lower than the average for people with a learning disability in England.

National data also identifies health inequalities for people with a learning disability.

One study identified that 54% of people with a learning disability also had a mental health need.

According to Mencap, *'Estimates vary but in a review of 38 studies, the pooled estimate of prevalence of epilepsy in people with a learning disability was 22% (Robertson et al., 2015).'*

Mencap also notes, *'The rate of dementia is high in all people with a learning disability but is particularly high in people with Down's syndrome.'*

In 2017/18, the prevalence rate for people with a learning disability aged 55-64 was 4.3%, compared to 0.3% of those with no learning disability.

For ages 65-74 it was 5.9% for people with a learning disability, compared to 1.1% for those without.

For those aged 75 and over it was 11.2% for people with a learning disability, compared to 8.7% for those without (NIHS Digital, 2019).'

People with a learning disability are also likely to miss out on vital health screening.

Cancer screening - Mencap

In 2017/18, around half (52.5%) of women with a learning disability had been screened for breast cancer, compared to 68% of women without a learning disability.

Meanwhile, less than a third (31.2%) of eligible women with a learning disability had received cervical smear tests, in contrast to 73.2% of women with no learning disability.

Of those eligible for a colorectal cancer screening, 77.8% of people with a learning disability were screened, compared to 83.7% of those without (NHS Digital, 2019).

Resident Impacts

It is expected that there will be a positive disability-related impact from this decision.

The tender looks to increase the health of people with learning disabilities living in Supported Living; the specification promotes care and support providers working with specialist health teams, as well as local primary care services, to ensure that residents have access to health support, and to help residents to access that support.

Providers will be expected to support residents to access their annual health check with the GP to support early identification of health issues and enable the resident to access care and support as required for their health.

Providers will be expected to support residents to access their community, in a way that is meaningful to residents by enabling them to exercise choice and control. Through building friendships and relationships, providers can help residents with their mental health.

Providers will be expected to work with the LeDeR processes to implement learning and quality improvements identified as part of the LeDeR review process (including if the learning is from another care and support provider).

The specification will be robust in outlining provider expectations and responsibilities in relation to support around health.

Care and Support Staff Profile

Data on the adult social care workforce at a national level is mixed regarding the number of workers who have a disability. The Adult Social Care Workforce Data Set shows 2% of the workforce as having a disability, whereas the Labour Force Survey puts the number at 31%. This is likely the result of how the data is captured and the specific question asked.

Nationally, Support and Outreach Workers have the second highest number of sick days per year at 9.1 days on average, with stress and burnout being cited as one of the main reasons for sickness within the sector.

Care and Support Staff Impact

This tender is not expected to have any positive or negative impact on staff with a disability.

There are no restrictions in the tender regarding the health and disability of support staff.

Providers are expected to have non discriminatory recruitment and retention policies.

Both the geographical element of the lotting and the core and flexi model will enable providers to plan their staffing to reduce the amount staff are required to move between properties. This will reduce the need to move between properties for any staff who have physical disabilities.

For providers who are successful in winning one of the sub-lots, the ability to plan their staffing should have a positive impact on staff with mental health needs; the consistency of the core support should enable the development of staffing rotas ahead of time, and reduce the need for inconsistent hours.

Equality information on which above analysis is based
258 people with learning disabilities in total currently access supported living services. 147 people are currently living in the schemes affected by this tender. Learning from Lives and Deaths - people with a learning disability and autistic people (LeDeR) King's College London People with learning disabilities: statistics Mental Health Foundation Learning Disability - Health Inequalities Research Mencap We do not hold data on providers' staff. The state of the adult social care sector and workforce in England, 2024
No mitigating actions are required as there are no anticipated negative impacts from this decision.

Gender reassignment - The process of transitioning from one gender to another.
Potential impacts (positive and negative) of proposed policy/decision/business plan including potential health impacts
<u>Residents Profile</u> There is no data on residents with a learning disability in these schemes who have undergone gender reassignment. Data from the 2021 Census shows that around 1 in 80 (1.2%) Southwark residents had a gender identity different from their sex registered at birth, equivalent to 3,200 people. It's estimated that 5.5% of Southwark trans/non-binary population (equivalent to 200 people) is aged 65+, and that at least 1 in 140 of all Southwark residents aged 65+ (0.7%; 200) are trans/non-binary.

Census results for trans/non-binary and LGB+ identified people are likely to be under-estimates, with previous evidence showing survey respondents are reluctant to disclose these identities due to ongoing stigma.

Common national health issues for this community (of all ages) include:

- Anxiety, depression and suicide
- Excessive alcohol consumption
- Homelessness
- Sexual violence
- Obesity
- Cervical and anal cancers
- HIV/AIDS

Residents Impact

There are no positive or negative gender-reassignment impacts expected for this decision.

The specification does not discriminate against anyone based on gender reassignment. Providers will be expected to support all residents equally and with dignity and respect.

Any evidence that someone is not being treated with dignity and respect will be managed through the contract management process.

Care and Support Staff Profile

The council does not hold any data on gender reassignment for care and support staff.

Care and Support Staff Impact

There are no positive or negative gender-reassignment impacts expected for this decision.

There are no restrictions in the tender regarding gender reassignment of support staff.

Providers are expected to have non discriminatory recruitment and retention policies.

Providers are expected to foster a culture of dignity and respect, as well as non-discriminatory support practices, which will be monitored via contract management.

Equality information on which above analysis is based.

ONS (2022) 2021 Census

No mitigating actions are required as there are no anticipated negative impacts from this decision.

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

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

Residents Profile

The council does not hold sufficient data on marriage and same sex partnerships for people in supported living.

Residents Impact

There are no positive or negative impacts related to marriage or civil partnerships expected for this decision.

Residents will be supported to live in a way of their choosing, and where they are safe and happy. Should residents choose to get married or enter a civil partnership, it is expected that the care and support provider will support them to make this choice in a way that preserves dignity and respect.

Flexi support will be based on assessed needs, and can be used to access the community and maintain friendships and relationships overall, which could include marriage or civil partnerships.

Some supported living schemes (depending on the building and number of residents) enable both a communal element of living, promoting building friendships and relationships overall, which could include marriage or civil partnerships.

Care and Support Staff Profile

The council does not hold data on care and support staff regarding marriage and civil partnership

Care and Support Staff Impact

There are no positive or negative impacts related to marriage or civil partnerships expected for this decision.

There are no restrictions in the tender regarding marriage or civil partnership of support staff.

Providers are expected to have non-discriminatory recruitment and retention policies.

Equality information on which above analysis is based

N/A

No mitigating actions are required as there are no anticipated negative impacts from this decision.

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 including potential health impacts

Resident Profile

Service wide data is not available on pregnancy and maternity for people living in supported living.

Any information related to pregnancy and maternity would be held within individual people's records.

Resident Impact

There are no positive or negative impacts related to pregnancy and maternity expected for this decision.

Care and Support Staff Profile

The council does not hold data on pregnancy and maternity for care and support staff.

Care and Support Staff Impact

There are no positive or negative impacts related to pregnancy and maternity expected for this decision.

Providers are expected to have non discriminatory recruitment and retention policies.

Equality information on which above analysis is based

No data recorded

No mitigating actions are required as there are no anticipated negative impacts from this decision.

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 including potential health impact

Residents Profile

The majority of residents accessing supported living services for people with learning disabilities are black/African/Caribbean/Black British (45.3%), followed by White (40.7%). This is in comparison to the Census (2021), which reported 25% of residents in Southwark as being 'Black, Black British, Caribbean or African', and 51% reported being from a White ethnic background.

Only 3.5% of residents accessing supported living services are from Asian or Asian British backgrounds, in comparison to 10% of Southwark's population according to the 2021 Census.

A report by the University of Lancashire and the NHS Race and Health Observatory highlighted numerous instances where people from ethnic minority (term used in the report) backgrounds with a learning disability face multiple barriers in accessing specialist services. It also highlighted that *'people from an ethnic minority background with a learning disability have an average age at death of 34, compared to 62 for 'white' people with a learning disability.'*

Residents Impact

There are no positive or negative impacts related to race expected for this decision.

Accessing supported living services is not dependent on race or ethnicity, and it would be expected that people from all racial groups are treated with equality, dignity and respect.

Providers, as part of the specification, will be expected to reflect the cultural and ethnic needs of residents, support residents in meeting their cultural needs, whether through particular foods, cultural practices, visiting family etc. This is anticipated to have a positive impact.

As part of the specification, providers would be expected to access translation services if required to enable those who may not speak English to participate fully in their own care and support planning, or the care and support planning of a loved one.

Care and Support Staff Profile

National data shows the Adult Social Care workforce across England as being 68% white, 18% as being Black/African/Caribbean/Black British, 2% as Mixed/Ethnic, and 1% as Other. London by comparison is much more diverse, with 25% recorded as White, 49% recorded as Black/African/Caribbean/Black British, 21% as Asian/Asian British, 3% as Mixed/Multiple ethnic groups, and 3% as other.

This is in comparison to the Census (2021), which reported 25% of residents in Southwark as being 'Black, Black British, Caribbean or African', 51% reported being from a White ethnic background, and 10% being Asian/Asian British.

A national Report by Skills for Care in 2023/24 found that *'staff from Black, Asian and minority ethnic backgrounds are:*

- *Half as likely to be appointed from shortlisting in the last 12 months, compared to white staff*
- *40% more likely to enter the formal disciplinary process, compared to white staff*
- *More than twice as likely as a regulated professional to enter the fitness-to-practice process in the last 12 months, compared to white staff*
- *20% more likely to have experienced harassment, bullying or abuse from service users, relatives or the public in the last 12 months, compared to white staff*

- 30% more likely as a colleague and 90% more likely as a manager to have experienced harassment, bullying or abuse from colleagues and managers in last 12 months, compared to white staff
- 10% more likely to leave the organisation during the last 12 months, compared to white staff

Care and Support Staff Impact

There are no positive or negative impacts related to pregnancy and maternity expected for this decision.

There are no restrictions in the tender regarding race in relation to support staff.

Providers are expected to have non-discriminatory recruitment and retention policies.

Providers are encouraged to consider to race and cultural needs of the people they support when recruiting for staff.

Equality information on which above analysis is based

Mosaic data on people with learning disabilities who are living in Supported Living accommodation.

[PowerPoint Presentation](#) (Southwark Census 2021 results)

[Part-A-RHO-LD-Policy-Data-Review-Report PUBLISHED.pdf](#)

[The state of the adult social care sector and workforce in England, 2024](#)

[SCWRES 2023 report](#)

No mitigating actions are required as there are no anticipated negative impacts from this decision.

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.

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

Residents Profile

The majority of people accessing supported living services were recorded as Christian, at 48.1%, followed by Church of England at 14%.

8.5% of residents identified as having no religion, against the wider Southwark population of 36% in the 2021 Census.

Residents Impact

There are no positive or negative impacts related to religion expected for this decision.

Accessing supported living services is not dependent on religion, and it would be expected that people from all religious groups, including those who are non-religious, are treated with equality, dignity and respect.

Providers, as part of the specification, will be expected to support residents to meet their religious needs, including access to specific foods, attendance at worship if required, and participation in religious festivals.

Care and Support Staff Profile

The council does not hold data on the religious profile of care and support staff.

Care and Support Staff Impact

There are no positive or negative impacts related to religion expected for this decision.

There are no restrictions in the tender regarding religion in relation to support staff.

Providers are expected to have non discriminatory recruitment and retention policies.

Providers are encouraged to support staff with their religious needs as required.

Equality information on which above analysis is based
Mosaic data on people with learning disabilities living in Supported Living accommodation.
No mitigating actions are required as there are no anticipated negative impacts from this decision.

Sex - A man or a woman.
Potential impacts (positive and negative) of proposed policy/decision/business plan
<u>Residents Profile</u> Almost two thirds (63%) of residents with learning disabilities accessing supported living services in Southwark are male, 37% female. This is in line with the LD population known to AAD services; 65% of people aged 18+ known to AAD in Southwark are male, 35% female. This is in comparison to the wider Southwark population, which is closer to a 50/50 split between men (48.4%) and women (51.6%) according to the 2021 Census. <u>Residents Impact</u> There are no positive or negative impacts related to sex expected for this decision. Sex does not impact on assessments for supported living. Providers are expected to ensure that if people require personal care, that the sex of the support worker and resident are taken into consideration, upholding peoples right to dignity and respect. <u>Care and Support Staff Profile</u>

Nationally, women account for 73% of support and outreach workers, 80% of care workers, 83% of senior care workers, and 83% of registered managers.

Care and Support Staff Impact

There are no positive or negative impacts related to sex expected for this decision.

There are no restrictions in the tender regarding sex in relation to support staff.

Providers are expected to have non-discriminatory recruitment and retention policies.

Providers are expected to ensure that if people require personal care, that the sex of the support worker and resident are taken into consideration, upholding peoples right to dignity and respect.

The split of female and male support workers is a converse of the percentages of people who receive care in supported living, and so providers will need to consider how best to manage the need to balance dignity and respect when providing personal care to residents against the workforce.

Equality information on which above analysis is based

Mosaic data on people with learning disabilities living in Supported Living accommodation.

[The state of the adult social care sector and workforce in England, 2024](#)

No mitigating actions are required as there are no anticipated negative impacts from this decision.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

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

Residents Profile

The majority (50.7%) of residents with a learning disability who access supported living identify as heterosexual/straight, and 33.5% are unsure or don't know. 14.4% are recorded as 'not known', suggesting under-reporting in this area.

In Southwark, more than 1 in 12 (8.1%) residents in the general population reported an LGB+ sexual identity in the 2021 Census.

Residents Impact

There are no positive or negative impacts related to sexual orientation expected for this decision.

Sexual orientation does not impact on assessments for supported living.

All residents will be entitled to support which enables them to explore their sexual orientation, without discrimination.

Care and Support Staff Profile

The council does not hold data on the sexual orientation profile of care and support staff.

Care and Support Staff Impact

There are no positive or negative impacts related to sexual orientation expected for this decision.

There are no restrictions in the tender regarding sexual orientation in relation to support staff.

Providers are expected to have non discriminatory recruitment and retention policies.

Equality information on which above analysis is based

Mosaic data on people with learning disabilities living in Supported Living accommodation.

Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough.

Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.

Potential impacts (positive and negative) of proposed policy/decision/business plan including potential health impact

Residents Profile

The council does not hold data specifically in relation to socio-economic status for this group of residents.

Residents Impact

There are no positive or negative impacts related to socio-economic disadvantage expected for this decision.

People with a Learning Disability who are accessing supported living will be in receipt of Housing Benefit to cover their rent, as well as PIP.

Supported living schemes will need to meet the standards laid out by the Care Quality Commission, and the housing should be of a standard as set out in the Supported Housing: National statement of expectations.

Providers will, as part of the specification, be required to support residents to ensure that they are accessing all of the benefits they are entitled to in full. They will also be required to ensure that residents are supported, where required, to manage their money.

The council will work with care and support providers and Registered Social Landlords (who are not part of the contract but will have a relationship with the care and support provider and the council) to ensure that the housing and accommodation provided is of a good standard which meets the needs of residents.

Residents will be able to use their support to pursue employment, education and training, or voluntary opportunities, should that be agreed as part of the care and support plan and related outcomes.

Care and Support Staff Profile

The council does not hold data on the socio-economic profile of care and support staff.

The council is aware that not all providers delivering spot purchased care and support currently in the supported living schemes in scope of the tender pay the London Living Wage.

Care and Support Staff Impact

There is a positive impact related to socio-economic disadvantage expected for this decision for care and support staff.

The council will, as part of the contract, require all providers who deliver services under this contract to pay London Living Wage to all of their staff.
Equality information on which above analysis is based
No data available
No mitigating actions are required as there are no anticipated negative impacts from this decision.

Human Rights There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
It is not anticipated that this tender will have a positive or negative impact on people's human rights. <u>Residents</u> People with a learning disability who are subject to Deprivation of Liberty Safeguards (DOLS) will be treated with respect and through the correct legal processes. Providers will be required to support people in accordance with any DOLS, and will be required to work closely with the social care teams to ensure that there is no discrimination or incorrect application of the DOLS process. Privacy of service users is paramount, and providers will be required to have suitable processes in place to ensure service users' information/data is stored and processed correctly.
Information on which above analysis is based

N/A
Mitigating actions to be taken
No mitigating actions are required as there are no anticipated negative impacts from this decision.

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	People with a learning disability being impacted by health issues and dying earlier	Ensuring providers engage in the LeDeR processes to help improve health outcomes for people with learning disabilities Monitor through KPIs how providers are supporting people with learning disabilities to access health services Develop/improve partnership/system working to improve access to health services for people with learning disabilities	Ongoing Ongoing Ongoing
2	Fair and anti-discriminatory recruitment and retention for care and support staff	Ensure providers have appropriate recruitment and retention policies	Ongoing
3	Recording of data in relation to equalities	Consider where data collection can be improved with providers and social care teams to ensure we have accurate data to help plan and commission support	Ongoing

		for people with learning disabilities	
4	Quality of housing	Commissioners, providers and RSLs to work together to ensure that the housing which forms the supported living schemes is of good quality	Ongoing

Meeting name:	Cabinet
Date:	16 September 2025
Report title:	Gateway one procurement approach for home to school transport SEND vehicles framework
Cabinet Member:	Councillor Jasmine Ali, Cabinet Member for Children, Education and Refugees
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Strategic Director of Children's and Adults

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

Ensuring that children and young people with special educational needs and disabilities (SEND) can access education safely, reliably and with dignity is one of our highest priorities in Southwark. Around 800 children currently rely on home-to-school travel support, and we know that for many families, this service is essential to enabling their children to learn, thrive and be part of their community.

This report sets out our procurement approach for a new SEND Vehicles Framework, designed to deliver high-quality, safe and sustainable transport for our most vulnerable children and young people. The focus of this report is on taxi services a separate paper will look at buses.

We want to secure a framework that:

- Expands local capacity by opening opportunities for a greater number of providers, including local SMEs and community-based operators
- Ensures value for money at a time of rising costs, while maintaining the highest safety and quality standards
- Aligns with our Southwark 2030 priorities, supporting equity of access, local employment and environmental sustainability
- Builds on improvements already made this year, embedding stronger performance measures around punctuality, safeguarding, customer care, vehicle safety and climate objectives.

By adopting a more flexible, inclusive and competitive framework, we are securing a transport system that puts children first, gives families confidence and supports their independence wherever possible. This investment ensures that Southwark

continues to meet its statutory duties while improving quality, strengthening local provision and delivering better outcomes for our young people.

RECOMMENDATIONS

1. That Cabinet approve the procurement strategy for the SEND Vehicles Framework as outlined within this report at an estimated annual value of £3.2m and cumulative eight-year lifetime contract total value of £25.6m, provisionally scheduled to commence on 12 March 2026, noting that award of the framework does not commit the council to any expenditure.
2. That Cabinet approve the delegation of the Gateway 2 Contract Award recommendations for SEND Vehicles Framework to the Strategic Director of Children and Adult Services, in consultation with the Deputy Leader & Cabinet Member for Children, Education and Refugees.

REASONS FOR RECOMMENDATIONS

3. The reasons for the recommended procurement approach are detailed in paragraphs 13-17 of this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. The alternative options considered for this procurement strategy are set out in paragraph 27 of this report.

POST DECISION IMPLEMENTATION

5. Once the recommendation(s) within this report have been approved:
 - The procurement process set out in paragraphs 28-34 would be initiated.
 - The planned contract management and monitoring regime is detailed in paragraphs 75-78 of this report.
 - The timeline for implementation of this report is within the timelines within the body of the report following paragraph 42.

BACKGROUND INFORMATION

6. All local authorities have a statutory duty under the Education Act 1996 and the Education and Inspection Act (2006) to put in place arrangements for the provision of home to school travel support and transport for children with Special Education Needs and Disabilities (SEND) who meet the published criteria for additional support. It remains the responsibility of parents to ensure their child attends school.
7. The council is committed to helping all families to ensure their children access education, while there is also an imperative to ensure that all young people are supported to access their community as independently as possible. The council must work with its young people and their surrounding

community, to ensure that they are able to travel to education, leisure and work settings, as needed. The council's Travel Support team continues to work with families and young people to ensure all available options of support are taken up, including personal budgets, travelcards and independent travel training.

8. Approximately 800 children and young people are eligible for travel support for SEND although numbers vary during the year. The majority travel by bus and a smaller number by taxi or other smaller vehicles (463 pupils in commissioned vehicles as of May 2025). Others have a personal budget to source their own transport, and some are issued with a travel card. There is also a service working to develop pupils' ability to travel independently. Most journeys require one or more passenger assistants (PAs) to support the pupils due to their additional needs. The transport needs of the young people are currently serviced through a single supplier bus contract and a "taxi framework" for smaller contracts of vehicle provision.
9. In 2023, a Gateway 0 options appraisal report was presented to Cabinet members looking at the SEND Home to School commissioned vehicles as a whole across both the bus contract and the "taxi framework". Three procurement approaches were recommended to be carried forward for further exploration and these are still under review. This process is expected to conclude in December 2025. The recommended procurement approach for the bus contract will be presented through governance once that review has completed. In all three approaches for securing bus provision, an appropriate contract for securing additional vehicles provision is also required. As the "taxi framework" is due to expire in June 2026, this report presents a recommended procurement approach for that contract only to ensure there is adequate and timely sufficiency of provision locally.
10. The current "taxi framework" contract is a multi-supplier framework that began in 2022 and ends on 31 August 2026. There were originally three successful providers on the framework. However, there are now only two remaining. One of the remaining providers, HATS Group Ltd, is also a provider of the linked bus contract.
11. The current "taxi framework" transports approximately 15% of the volume of the eligible cohort. However, it accounts for approximately 40% of the total annual spend. The purpose of the contract is to allow the Travel Support team to secure a range of vehicle types (Public Service Vehicles (PSVs), people carriers, taxis) to transport young people to school. These vehicles are required as an alternative to the standard bus transportation for eligible pupils either because there are very few children attending a particular school or because the needs of the child are such that they cannot take a bus.
12. The proposed new contract will be called "SEND Vehicles Framework" to reflect that the contracts are for smaller amounts of pupils per vehicle across a range of vehicle types. It will include taxis, Public Service Vehicles (PSV) and people carriers and will have the objectives listed below. For those children and young people assessed as eligible by the council's Travel Support team:

- The service will provide a safe, secure, sensitive and reliable transport service for users enabling them to access/participate in their daily activities.
- The service will transport pupils to and from their place of education.
- The services will be provided to meet the needs of:
 - Children and young people aged 0-18 years with SEND assessed as needing transport to and from school/college; and
 - Vulnerable Adults, aged 19-25 years as described within the Health and Social Care Act 2008, assessed as needing transport to and from school/college.
- The service will operate provision that understands and provides for the needs of the individuals being transported and will respond flexibly to their evolving needs.
- The service will offer flexibility of route, vehicle and contract duration to ensure that the Travel Support team are best able to meet the needs of the cohort.

Summary of the business case/justification for the procurement

13. The following table shows the numbers of pupils that were supported with each type of available support for the academic year 2024/25. The table also shows the numbers of pupils currently anticipated for the academic year 2025/26 (note that applications are still being submitted and assessed).

Transport Type	2024/25 (June)	2025/26
Personal Budget/Direct Payment	330	370
Bus	342	342
Special Bus	7	6
Taxi	126	126
Other	26	26
Total	831	870

14. It shows that there are approximately 126 pupils who rely on smaller vehicles to transport them to and from school. The overall trend in numbers of pupils eligible for transport is rising and this includes for smaller vehicles. This is in line with the recent evidence from the Local Government Association (LGA)¹ which indicated that the number one driver of increased expenditure on home to school transport “was the increasing number of children with [Education Health and Care Plans] EHCPs driving up the number of children eligible for transport on account of their special educational needs”.
15. The current “taxi framework” contract ends on 31 August 2026. Following that and as it is a statutory duty for the council to provide this service, if no contract is in place, then any vehicles required would need to be spot purchased which is likely to increase the cost and risk to the council.

¹ [The future of home to school transport | Local Government Association](#)

16. New arrangements are required that will be able to complement the new bus service contract and ensure service continuity.
17. Procuring a new contract for smaller vehicles will ensure service continuity.

Market considerations

18. The transport market is facing a number of challenges at present including increasing vehicle costs, maintenance costs, continued driver and passenger assistant shortages in the context of a competitive employment market, increasing fuel costs and the drive towards net zero. These factors offer both challenges and opportunities to the council. Taxis, for example, are having to adapt to increased competition from ride-hailing services such as Uber. While this can create competition over driver availability, it also prompts quality improvements to the passengers' experience as Operators seek to attract more business.
19. The national market has seen a reduction in the number of private companies supplying larger buses (16+ seaters) due to low profit margins. This creates a smaller pool of companies for commissioners to negotiate with.
20. The taxi and private car hire market consists of providers of a range of sizes from micro firms to local businesses to much larger companies owning or having access to sizeable fleets of vehicles that can be adapted to different purposes throughout the day. The number of both licensed vehicles and driver licenses for predominantly private hire vehicles (less so for taxis) has been increasing relatively steadily since 2005 in London. London has seen a 9.9% increase in Public Hire Vehicle (PHV) operators between 2023 and 2024.²
21. The market is a complicated one. Although the significant pressures on council budgets push commissioners to drive down costs, if this is pushed too far then it can result in a reduction of the number of providers operating in the area or willing to take contracts, as few will be able to absorb such low costs or profit margins. This in turn reduces the ability of commissioners to negotiate or create competition.
22. Many of the providers seeking access to this framework will be small local providers. Specific consideration of the potential barriers for Small and Medium Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSE) include: -
 - a. A lack of early engagement / awareness of the opportunity. Two previous market engagement activities have been undertaken in the last two years, and these have shown that awareness has reached SME's and VCSEs. However, this procurement will require further engagement work be done and this can and will specifically target local SME's.
 - b. A potential risk averse culture towards SME/VCSE. This would not apply in this situation. As long as the provider is evaluated as having the ability, skill and expertise to deliver the service specification then they

² [Taxi and private hire vehicle statistics, England, 2024 \(revised\) - GOV.UK](#)

will be admitted onto the framework and offered relevant opportunities. It is anticipated that many potential providers will be SME's.

- c. An administrative burden less easy for SME/VCSE to support. As detailed in paragraphs 49 the criteria for admission onto the framework will be set to be predominantly yes/no questions with some qualitative explanation of their suitability for the role. This cannot be made less administrative in order to be certain that the providers are able to meet the required standards. Once on the framework, ongoing management will again be kept to the minimum amount that allows for certainty that provision is delivering to required standards.
23. To ensure that the procurement is attractive to as many suitable local providers as possible, the framework will be separated into lots as detailed in paragraph 30.

KEY ISSUES FOR CONSIDERATION

24. There are currently only two providers competing for work on the “taxi framework” which creates a shortage of local sufficiency and reduces competition for contracts. The intention is that a new framework will address this and work to improve local sufficiency through having more providers available to the council. Increased numbers of providers able to deliver quality service locally and meet need, will create more competition for contracts as they offered and ensure that the council benefits from the highest quality and best value at that time.
25. Benchmarking undertaken shows that the procurement approach that has been found to be most useful by a significant majority of Local Authorities (LAs) across the country to deliver their Home to School Transport services has been to use a Dynamic Purchasing System (DPS). This offered the most flexibility for LAs to adapt their service and control costs. However, a DPS no longer exists under the new Procurement Act 2023.
26. The new arrangement that follows on from the current “taxi framework” will need to work with all three potential approaches that are envisaged for the bus contract as detailed in paragraph 9 of this report.

Options for procurement route

27. The following procurement options have been considered.

Option	Description	Impact	Recommendation
1: Do nothing	This means that the “taxi framework” contract would be allowed to expire. Individual contracts in place would continue for the duration of being needed. New contracts would have to be spot purchased.	This type of contract would work with any of the options for fulfilling the linked bus contract. Spot purchased contracts are much more likely to cost more and there is less control for the council over the quality, contract management and value for money.	This is not a recommended option.
2. In-house	This would require an internal fleet of 77 vehicles as a minimum (the current number being purchased).	The viability of an in-house service has been previously considered and rejected as not viable in the Gateway 0 report. Purchasing 77 vehicles would require significant outlay, maintenance, insurance, depot availability and location, staffing, training, pension costs and more. In addition, this option offers no flexibility in terms of varying quantities and standing down costs as pupils’ school needs change.	This is not a recommended option.
3. Static traditional framework	This would replicate what is currently in place.	A consistent level of quality could be ensured. However, having a static framework would not contribute towards developing local sufficiency of provision. One of the objectives of the procurement is to stimulate competition locally to ensure best value for the council. Once providers become aware of their position within a closed group of competitors (as no further providers will be added) there is reduced incentive for them to offer best value to the council.	This is not a recommended option.

Option	Description	Impact	Recommendation
4. Block contract	This would entail seeking a block contract with one provider to deliver 100% of the taxi routes as they change. Alternatively, several block contracts covering different route groupings.	This type of contract could be made to work with any of the options for fulfilling the linked bus contract but it would introduce complexity and is therefore at greater risk of not being successful. It is not certain that many providers would be in a position to supply this contract in its entirety. Very few companies have the level of fleet and drivers required to service this whole demand. Most providers are smaller companies who take on a few routes. Reduced choice of providers is not in the council's interest. While this is a possibility, and the proposed new framework would include the possibility of running mini-competitions for multi-year route-specific contracts, it would not utilise the element of competition which is key towards ensuring best value for the council.	This is not a recommended option.

Option	Description	Impact	Recommendation
5. new framework under Light Touch Regime	This would result in an updateable framework where providers could be admitted on either a continual or an as needed basis.	This type of contract would work well with any of the options for fulfilling the linked bus contract. This would result in a consistent level of quality of provider and the constantly updated pool of providers would ensure capacity to meet service needs, flexibility of contracts and best value for the council. There are associated staffing resource implications as it will require work to maintain the framework. Market warming activity undertaken in 2024 suggests that there would be a number of providers locally willing to tender for the council's business.	This is the recommended option.

Proposed procurement route

28. The proposed procurement route is to tender for a framework under the light touch regime in accordance with the Procurement Act 2023 (PA2023). This approach will develop local sufficiency, remove barriers to SME participation via division into lots and streamlining of the tender and call-off process as consistent with the Government's strategic priorities for public procurement, allow for flexibility in awarding contracts as need arises and improve overall and social value delivery for the council.
29. The proposed framework contract would be for the maximum available eight years and maintained open on a continual basis to ensure access to the maximum range of suitable providers who can meet pupil needs.
30. Following analysis of current service demand, market appraisal and benchmarking, the framework will be sectioned into the following proposed lots:

Lot	Description
Lot one	4 to 8 seat vehicles
Lot two	4 to 8 seat vehicles with Passenger Assistant (PA)
Lot three	9 to 12 seat vehicles
Lot four	9 to 12 seat vehicles with PA
Lot five	Wheelchair accessible vehicles with PA
Lot six	Wheelchair accessible vehicles no PA

31. All providers meeting selection criteria will be appointed to the relevant lots. However, they will be monitored and failure to meet key performance indicators (KPI) may result in removal from the framework.
32. Contracts will be drawn down as needed from the framework through mini-competitions and according to the individual needs of the pupils; inviting all suppliers on the relevant lot to tender for the mini competition and evaluated as per the criteria set out in paragraph 50. Contract duration will vary. For example, a contract for a pupil in year seven could be offered for three years; a contract for a pupil in year ten would only be offered for one year.
33. This approach ensures that there will be adequate resources available to transport children and young people to school in the most efficient, effective, equitable and sustainable way.
34. The proposed framework structure offers the council flexibility and does not commit a guaranteed volume of activity to any one provider.

Identified risks for the procurement

35. The following risks for the procurement have been identified.

Risk	Mitigation	Level
There may be a risk that the level of skill and capacity required of Travel Support officers to do the work to maintain the framework is not already within the team.	The team is currently reviewing their structure and can address this within that context. Training for the team can be obtained either from procurement colleagues, other Local Authority colleagues or even providers.	Low
There may be a risk that not enough providers apply to go on the framework or that not enough are successfully appointed.	• A robust market stimulation plan will be undertaken to ensure a good number of applicants to the Framework. • Further assurance could be provided through purpose built packages available for purchase. • Enquiries are ongoing with neighbouring boroughs to determine if they would be interested in joining which would be very attractive to providers. • The framework or specific lots can be opened at specified intervals to add providers or	Medium

Risk	Mitigation	Level
	be open continuously dependent on need.	

Key / Non Key decisions

36. This report deals with a key decision.

Policy Framework and Statutory Implications

37. This contract will enable the council to fulfil its statutory duty to provide transport services to eligible children and young people as set out in the Education Act 1996 and in the Education and Inspection Act 2006 and will support delivery of the Southwark school travel support policy.
38. This procurement complies with the elements within the Southwark 2030 Procurement Framework, including having regard to the National Procurement Policy Statement, in particular the overarching priority to achieve Value for Money and to maximise public benefit.
39. The contract assists the council in meeting its statutory public sector equality duty (PSED) under 149 of the Equality Act 2010 and supports the council's published approach to equalities by providing access to school for those unable to use public transport.
40. The service supports the council's Fairer Future commitments including ensuring the 'A Great Start in Life' for its residents and the values of treating every resident as if they were a valued member of our own family; and spending money as if it were from our own pocket.
41. This contract will support the council's Climate Strategy 2021 through encouraging our providers towards electronic vehicles where possible.
42. The recommendations will enable the council to fulfil its statutory duties in terms of transparency and reporting requirements under the Procurement Act 2023. This procurement will be in alignment with prevailing legislation as relevant (PA 2023) and the Public Services (Social Value) Act 2012. This procurement complies with the elements within the Southwark 2030 Procurement Framework, including having regard to the National Procurement Policy Statement, in particular the overarching priority to achieve Value for Money and to maximise public benefit.

Procurement Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	June 2025
DCRB Review Gateway 1	16 July 2025
CCRB Review Gateway 1	31 July 2025

Activity	Complete by:
CMT Review Gateway 1	19 August 2025
Brief relevant cabinet member (over £100k)	31 July 2025
Notification of forthcoming decision – Cabinet	11 September 2025
Approval of Gateway 1: Procurement strategy report	16 September 2025
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	26 September 2025
Market event	w/c 4 August
Completion of tender documentation	15 August 2025
Publication of Find a Tender Service Notice	29 September 2025
Closing date for return of tenders	5 November 2025
Completion of any clarification meetings/presentations/evaluation interviews	24 Nov 2025
Completion of evaluation of tenders	5 December 2025
Forward Plan (if Strategic Procurement) Gateway 2	27 Feb 2026
DCRB Review Gateway 2:	14 January 2026
CCRB Review Gateway 2	22 January 2026
CMT Review	n/a
Notification of forthcoming decision – despatch of Cabinet agenda papers	n/a
Approval of Gateway 2: Contract Award Report	27 Feb 2026
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	9 March 2026
Debrief Notice and Standstill Period (if applicable)	
Contract award	12 March 2026
Add to Contract Register	13 March 2026
TUPE Consultation period (if applicable)	18 June 2026
Place award notice on Find a Tender Service	13 March 2026
Mini-Competitions for Routes	2 July 2026
Evaluate and Award Routes	14 July 2026
Call-off Contract start	15 July 2026
Initial contract completion date	15 July 2029
Contract completion date – (if extension(s) exercised)	13 July 2033

TUPE/Pensions implications

43. There is a cohort of 24 Passenger Assistants (PAs) that are employed and managed by the council although they are deployed via the bus contractor.
44. The preliminary view is that TUPE will not apply to the in-house Passenger Assistants in relation to this framework contract. It is likely to apply in relation to the linked bus contract.
45. TUPE may apply to staff within the current third-party providers and eligibility for TUPE transfer will be clarified for each individual as the part of the TUPE consultation.
46. Specialised in-house legal TUPE advice is already being taken to ensure that all possible care and consideration of these staff members is in place.
47. The number of council staff is 24 and for third parties it is up to 129 staff.

Development of the tender documentation

48. Market engagement and stimulation work will be undertaken with providers prior to advertising the framework.
49. The documentation relating to the tender for the framework will be drafted by officers in the Legal, Procurement and Integrated Commissioning teams in close collaboration with the Travel Support team. The themes and trends from the previously-held consultation exercises will also be used to inform this work. The development of the documentation would be overseen by the Home to School transport steering group. Key considerations will include:
 - a. The tender documentation will make clear the process for being admitted on to the framework as well as how specific contracts under the framework will be drawn down. Evaluation questions will be predominantly yes/no questions with some qualitative questions to ensure a standard level of suitability for appointing on to the framework. Once on the framework, individual contracts will be allocated through mini-competition call-offs where providers will need to evidence that they can meet the needs of the specific children. Further qualitative questions can be asked at this point.
 - b. The tender documentation will also make clear that the framework will be maintained on an open basis initially although the council reserves the right to step to specified intervals at a later stage.
50. The service specification will be refreshed to reflect consultation work with pupils, schools and parent/carers. These would include the following areas to improve and update:
 - a. quality assurance,
 - b. training requirements,
 - c. key performance metrics
 - d. the contract management schedule

Advertising the contract

51. The framework will be advertised, evaluated, and awarded in accordance with the provisions of the PA2023 and all activity will be conducted on the council's eProcurement system ProContract.

Evaluation

52. The tender will be conducted in line with Southwark's 2030 Procurement Framework and Social Value Framework. The evaluation strategy to be appointed onto the Framework will incorporate a weighted model of quality (40%) and price (60%). This will allow the contract to ensure the appointment of provider/s who can demonstrate evidence of a quality service as well as value for money.
53. See paragraphs 66-69 for full review of Social Value implications.
54. The evaluation panel will consist of officers from commissioning and the transport team and other relevant council officers (SEND, Climate, and in house Fleet teams). Schools and parent/carers will be invited to send a representative to be part of the evaluation process through attending final shortlisted presentations.
55. The formal processes of Driver and Vehicle Standards Agency (DVSA) and Transport for London (TfL) for licensing the operators, vehicles and drivers will ensure a standard and consistent level of quality.
56. To be appointed onto the framework providers will be a questionnaire comprising a mixture of pass/fail and method statement (narrative response) requirements designed to evidence that providers are: -
 - experienced in providing services to this cohort,
 - can support people with disabilities including hidden disability and neuro-divergent people,
 - have sufficient and appropriate trained staff,
 - can show how they maintain the quality of their vehicles,
 - can support the council's climate strategy objectives,
 - can deliver a timely service,
 - can explain their supply chain practices with zero tolerance of modern slavery, gender and race/ethnicity pay gap, and
 - confirm their financial stability.
57. All bidders that meet a minimum quality threshold as stipulated in the tender will be accepted onto the framework and relevant lot as detailed in paragraph 30 with no guarantee of any expenditure. Subsequent call-offs will follow the process as outlined in paragraph 28.
58. The financial (price) evaluation will be based upon indicative costs for different journey lengths within and outside London, according to the type of vehicle required under current usage, to ensure consistency of evaluation against a set of standard variables.
59. Once on the framework providers will complete through mini competitions for individual contracts drawn down from the relevant lot at per paragraph 30.

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

Community impact statement

60. This contract is a key tool for the council to ensure that smooth and successful school provision is in place across the community. Successful implementation ensures that pupils are transported to their places of learning ready to learn, that their families are reassured and able to access their employment in confidence, that schools and colleges have calm and safe drop-off and pick-up times, that local job opportunities are created and that the local roads are kept as traffic-free and environmentally clear as possible.

Equalities (including socio-economic) impact statement

61. An Equality Impact Analysis has previously been undertaken during the Gateway 0 options appraisal.
62. Key recommendations included building improvements into the new service specification, collecting data on ethnicity, and enhancing the risk assessment process. Officers also developed a more robust process for building school transport journey time consideration into placement decisions for children. Most of this work has now been completed.

Health impact statement

63. In common with other areas around the country, feedback from Southwark parents and carers identifies how critical the service is to the health and wellbeing of both the children and their families. A well-run service that shows consideration and compassion towards the children will ensure that young people are safely transported to school in a fit state for learning when they get there. In some instances, the service can even extend into the learning of the children. By contrast, a service that is not responsive to the needs of the young people can create negative experiences and environments that may leave lasting impacts on the young people's wellbeing and ability to travel independently or even perform well in school.
64. For families, the impact of the service on their finances, their ability to work, their relationships, and their mental health cannot be overstated. Being clearly informed, able to plan, able to rely on safe, quality and timely transportation, able to get to their own work on time, and freedom from worry over their child's journey is critical to the mental wellbeing of the families.

Climate change implications

65. Providers will be required to describe their actions towards climate improvement. Key aspects where the contract will endeavour to effect change are the use of fuel-efficient vehicles (lower emissions), having a depot in or closer to the Borough (lower mileage), and operating an efficient fleet (optimised use of well-maintained vehicles).

Social Value considerations

66. The Public Services (Social Value) Act 2012 places responsibility on the council to consider how wider economic, community and environmental benefits can be secured as part of purchasing goods, works and services. The council defines Social Value as:
- ‘A method whereby the council ensures our suppliers meet the needs for goods, works and services in a way that delivers value for money whilst maximising the potential of our borough making it fairer, greener and safer for all our residents.’
67. The Social Value Framework sets out the council’s methodology for evaluating and reporting our supply chain’s Social Value commitments consistently, robustly, and transparently during the procurement and contract management cycle. The methodology contains a set of Social Value measures mapped to the vision and goals from Southwark 2030, which capture outcomes in financial and non-financial terms.
68. As part of tender preparations, officers have completed an assessment of the local community and service needs relevant to the contract. The findings from this assessment are that it is likely to prove difficult to identify the most appropriate measure to use for framework providers and also that it may be prejudicial for SME’s to satisfy these requirements (For example an SME of less than five employees may struggle to fulfil social value measures more than companies with 50+ staff). Therefore, Social Value measures should be implemented only once a provider has reached a threshold of £100,000 of total awarded contract value per year. As providers reach this threshold a meeting can be held to determine the most appropriate measures
69. Using these findings, the following menu of Social Value measures have been selected as potentially applicable to this contract:

Southwark 2030 Goal	Measure Reference	Measure
A good start in life	NT4	Employees recruited who are Not in Education Employment or Training (16-24 y.o.)
A good start in life	NT8	Support for students at local educational institutions
A good start in life	NT13	Meaningful paid work placements
A good start in life	SC5	Support for children, young people and family-centred initiatives
A strong and fair economy	NT1	Local people employed or retained
A strong and fair economy	SC8	Proportion of local workforce who are Black, Asian and minority ethnic
A strong and fair economy	NT3	Long-term unemployed people recruited

Southwark 2030 Goal	Measure Reference	Measure
A strong and fair economy	NT9	Accredited training for new employees
A strong and fair economy	NT10	Employment of new apprentices
A strong and fair economy	NT18	Spend with local companies in the supply chain
A strong and fair economy	NT19	Spend with local SMEs in the supply chain
A strong and fair economy	SC10	Proportion of local SME spend with organisations led by underrepresented groups
A strong and fair economy	SC11	Accredited London Living Wage employer
Staying well	SC12	Comprehensive physical and mental wellbeing programmes accessible for all staff working on the contract
Staying well	SC14	Support for initiatives which promote community health and wellbeing
A healthy environment	SC16	Support for initiatives which tackle the climate emergency

Economic considerations

70. The contract will expect successful providers to support local employment opportunities, apprenticeships and charitable causes. In doing so, it aligns to the council's Southwark 2030 Goals, Theme, 'a strong and fair economy and Theme 'a good start in life'.

Social considerations

71. The contract will expect successful providers to actively recruit locally and employ local Southwark residents, as well as pay all staff at least the London Living Wage.

Environmental/Sustainability considerations

72. Successful providers will comply with all environmental legislation in alignment with the Southwark 2030, Theme 'a strong and fair economy'.
73. All vehicles maintained by successful providers will adhere to a standard that meets or exceeds the Driver Vehicle Standard Agency (DVSA) requirements, for example MOT and vehicle Service History and the Ultra-Low Emission Zone (ULEZ) requirements.
74. The council will work with providers throughout the contract to explore available options for electric vehicles and other green solutions.

Plans for the monitoring and management of the contract

75. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
76. The contract will be performance managed by officers in the quality and performance team in conjunction with the Travel Support team.
77. Contract monitoring will include:
 - a. Analysis of on-going engagement/feedback with families, schools and pupils on service experience and satisfaction
 - b. Visits that can be announced or unannounced
 - c. Scheduled quarterly and annual contract monitoring meetings with Call-Off contract providers
 - d. Agreed service development plans for continuous improvement.
78. The monitoring arrangements will provide information on whether the framework is performing as expected. Annual performance reports will be prepared and presented in line with the council's Contract Standing Orders.

Staffing/procurement implications

79. To support these pupils, there is a cohort of 24 Passenger Assistants (PA) employed directly by the council. However, they are deployed by the contracted bus provider and will not be affected by the provision under this contract.
80. While the procurement process will be met through existing commissioning and procurement resource, the framework itself will require ongoing management to effectively maintain this in line with statutory regulations. This staffing resource will need to be met by the Travel Support team. The team structure is being considered at present, but it should be noted and emphasised that the team will require a mobilisation period to adapt to the new contract. Between 15 August when the structure of the framework is finalised, and the March contract award, the team will need to become familiar with how to manage the framework. Appropriate training will be put into place.

Financial implications

81. It is very difficult to accurately anticipate the cost of the service for the following reasons:-
 - a. The service is a demand-led service with pupils constantly becoming eligible.
 - b. The Travel Support team actively work to support young people towards independent travel where appropriate and families into Personal

Budgets to suit their personal transportation requirements. Therefore, the volume of need varies over time.

- c. The cost of each contract will be realised through drawing down mini-competitions from the framework at the time of requiring the route. This means that although best value will be secured at the time, the actual cost will not be fixed.
82. Initial modelling of the service requirement has been undertaken and is shown in the table below. The modelling has had to make a number of assumptions - for example that the proportion of eligible pupils will remain constant through the time period. Another assumption is that support will only be ended due to young people no longer requiring the service. This is unlikely to be the case, but there is not enough granularity in current data to be more precise, which means that there may be an over-estimation of need for this assumption. The model includes price inflation at 2.5%.
 83. The financial envelope for the contract is currently budgeted at £3.2M per annum. Over the span of an eight-year framework contract, this gives an estimated total contract value of £25.6M.
 84. The budget for the contract comes from the general fund. The annual cost of the service will depend on variances caused by the number of children and young people using the service throughout the year, the distance travelled to reach each school and general inflationary pressures, which will be monitored and reviewed within the Education department's financial management arrangements.

Lower End Projection

Support Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Taxi est. spend	£ 3,198K	£ 3,082K	£ 3,346K	£ 3,613K	£ 3,925K	£ 4,193K	£ 4,392K	£ 4,736K	£ 4,954K	£ 5,114K	£ 5,040K
Taxi est. usage	121	117	125	132	139	146	151	156	158	159	154

Higher End Projection

Support Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Taxi est. spend	£ 3,198K	£ 3,486K	£ 3,758K	£ 4,065K	£ 4,273K	£ 4,577K	£ 4,881K	£ 5,207K	£ 5,590K	£ 5,912K	£ 6,144K
Taxi est. usage	121	129	137	146	150	158	166	173	180	186	192

85. This service does not attract VAT.

Investment implications

86. There are none.

Legal implications

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

Consultation

88. Consultation with pupils, schools, and families was undertaken in May-June 2024. This will serve to inform all long-term commissioning options going forwards including the evaluation of the applicants to this framework. Schools will be asked to contribute a representative for the evaluation process.

Other implications or issues

89. There are none.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources (CAS25/6)

90. The Strategic Director of Resources notes the contents of this report, specifically the financial implications section. The cost of this service is demand led, and any additional costs will increase the burden on service budgets. Where possible, cost mitigating measures should be explored to remain within the agreed budget.

Head of Procurement

91. This report seeks approval of the procurement strategy for the SEND Vehicles Framework as outlined within this report at an estimated annual value of £3.2m, and cumulative eight-year lifetime contract total value of £25.6m, provisionally scheduled to commence on 12 March 2026, noting that award of the framework does not commit the council to any expenditure. The report also requests that Cabinet approve the delegation of the Gateway 2 Contract Award recommendations for the SEND Vehicles Framework to the Strategic Director of Children and Adult Services, in consultation with the Deputy Leader & Cabinet Member for Children, Education and Refugees.
92. The nature of the services to be procured dictates alignment with The Procurement Act 2023 (TPA 2023) as relevant to “Light Touch contracts”. The report provides summary detail of alignment with the legislative requirements of TPA 2023 at paragraphs 28 – 33 and 47 – 57 respectively and highlights intent to procure an open framework as befitting commissioning intentions vis a vis market provision and development. Notwithstanding, the report is also consistent with the council’s Contract Standing Orders, which reserve the decision to approve the recommendation to Cabinet following review at DCRB and CCRB.
93. Headline risks associated with the procurement strategy are contained within the table at the end of paragraph 34.
94. Intended alignment with Southwark 2030 objectives and the Southwark Procurement Framework is evidenced throughout and specifically evidences commitment to Social Value in proposed contractual performance metrics contained within table below paragraph 69.
95. Methodology for performance/contract monitoring is detailed within paragraphs 74 - 77. The report also confirms that an annual performance review will be provided to the relevant DCRB and CCRB in alignment with council Contract Standing Orders.

96. The Community, Equalities and Health Impact Statements are set out in paragraphs 60 - 64.
97. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 65 - 74.

Assistant Chief Executive – Governance and Assurance (SB110825)

98. This report seeks approval of the procurement strategy for the SEND Vehicles Framework at an estimated annual value of £3.2m and cumulative eight year lifetime contract total value of £25.6m, provisionally scheduled to commence on 12 March 2026.
99. Due to its duration and estimated value the procurement is subject to the procedural requirements of the Procurement Act 2023 as they affect categories of “light touch” services. As noted from paragraph 28 it is intended to procure an open framework, following the competitive process outlined from paragraph 50, in order to ensure access to the maximum range of suitable providers who can meet pupil needs.
100. The proposed procurement strategy is also consistent with other relevant domestic legislation and with the council’s Contract Standing Orders, which reserve the decision to approve the recommendations of this report to Cabinet.
101. When making procurement decisions Cabinet should be aware of the Public Sector Equality Duty (PSED) under the Equality Act 2010, which requires the council to have due regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to (a).
102. Cabinet is specifically referred to the various impact statements set out between paragraphs 59 to 63 of this report which reference an equality impact analysis (EIA), undertaken at the time of the strategic options assessment/Gateway 0, and also explain how its recommendations have been included in the new service specification. Officers should keep the EIA under periodic review in order to assess and establish the effect and impact of the new procurement on service users.
103. Cabinet should also note and take account of the nature and extent of consultation which has been conducted in connection with the proposed procurement strategy, as described within paragraph 87 of this report.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Gateway (GW) 2 Special Educational Needs and Disabilities (SEND) Buses Contract Award	Integrated Commissioning Team Tooley Street	Claire Belgard, Claire.belgard@south.gov.uk
GW2 - SEND contract award approval		
GW1 SEND Buses Procurement Strategy	Integrated Commissioning Team Tooley Street	Claire Belgard, Claire.belgard@south.gov.uk
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4554&Ver=4		
Gateway 0: Strategic Options Assessment for Home to School Transport provision	Integrated Commissioning Team Tooley Street	Claire Belgard, Claire.belgard@south.gov.uk
Decision - Gateway 0: Home to School Transport - Southwark Council		
Gateway 1 Procurement Strategy Approval Provision of Taxi Services	Integrated Commissioning Team Tooley Street	Claire Belgard, Claire.belgard@south.gov.uk
Agenda for Cabinet on Tuesday 16 September 2025, 11.00 am - Southwark Council (item 22)		
The future of home to school transport	LGA	LGA
The future of home to school transport Local Government Association		
Taxi and private hire vehicle statistics, England, 2024 (revised)	Dept. for Transport	Gov.uk
Taxi and private hire vehicle statistics, England, 2024 (revised) - GOV.UK		

APPENDICES

No	Title
none	

AUDIT TRAIL

Cabinet Member	Councillor Jasmine Ali, Cabinet Member for Children, Education and Refugees		
Lead Officer	David Quirke-Thornton, Strategic Director, Children and Adult Services		
Report Author	Claire Belgard, Acting Director of Integrated Commissioning, Southwark Council and SELICS		
Version	Final		
Dated	4 September 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)	N/a	N/a	
Contract Review Boards			
Departmental Contract Review Board	Yes	Yes	
Corporate Contract Review Board	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		4 September 2025	

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Authorisation of Debt Write-offs over £50,000 and up to £250,000 for Commercial Rent Debt - 5 debts totalling £659,432.56
Cabinet Member:	Councillor John Batteson, Climate Emergency, Jobs & 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

The income generated from the Council's commercial property portfolio plays a vital role in supporting the delivery of services across the borough. From social care and the maintenance of our parks to contributing to the Housing Revenue Account (HRA), commercial properties are a valuable asset that benefit both residents and businesses.

The Council's three-year budget, adopted in February 2024, includes year-on-year revenue growth, with significant new assets being added to the commercial property portfolio. Effective management of existing tenant agreements and the timely collection of outstanding debts are essential to ensuring the continued provision of key services.

However, we recognise that some debts are unrecoverable. In cases of insolvency, where the debtor is no longer operating, where negotiated settlements have been reached, or where the cost of pursuing recovery is disproportionate, it is necessary to write off these debts to maintain accurate accounting and focus resources on recoverable amounts.

RECOMMENDATIONS

1. That cabinet approval is given for the write off of £659,432.56 for 5 debts
2. That cabinet advises any further action they require on any write-off not agreed within this report.

REASONS FOR RECOMMENDATIONS

3. A detailed explanation for each proposed write off is set out in Appendix 1 of the closed version of this report in accordance with the reason list set out in paragraph 7 below.

POST DECISION IMPLEMENTATION

4. The debt write off will be actioned on each individual tenant's commercial rent account via the Councils Commercial Estate Management System and Corporate Finance System following approval.

BACKGROUND INFORMATION

5. Under Southwark Council's constitution write-off of debts of over £50,000 and up to £250,000 is delegated to the Strategic Director of Resources in consultation with the Cabinet Member for Finance.
6. Following consultation, it is recommended by the Strategic Director of Resources that these debts should be referred for full Cabinet approval.
7. There are several key reasons why the council may wish to write off a debt. These include:
 - The debt is uneconomic to collect i.e., the cost of collection, including substantiation, is greater than the value of the debt.
 - The debt is time barred, where the statute of limitation applies. Generally, this means that if a period of six years has elapsed since the debt was last demanded, paid in part or, acknowledged, the debt cannot be enforced by legal action (dependent on the specific type of debt and previous actions taken).
 - There has been a negotiated settlement as part of a complaint or dispute resolution which leaves a residual amount to be written off.
 - The debtor cannot be found or communicated with despite all reasonable attempts to trace the debtor.
 - The debtor is deceased and there is no likely settlement from the estate or next of kin.
 - Insolvency where there is no likelihood of settlement.

KEY ISSUES FOR CONSIDERATION

Policy framework implications

8. The proposed write-offs set out in this report are recommended in accordance with the Council's agreed write-off policies and procedures, in accordance with the list in paragraph 7 above.

Community impact statement

9. All write-offs are considered with due regard to any potential community impact and on their own merits. This decision is judged to have no or a very small impact on local people and communities.

Equalities (including socio-economic) impact statement

10. Southwark Council treats all individuals consistently and fairly and ensures that individuals rights under The UK General Data Protection Regulation (UKGDPR)

and human rights legislation is protected. Commercial Rent write offs are managed through a write off policy and each write off contained in this report is considered on an individual basis through a standard, consistent and transparent approach.

Health impact statement

11. The health implications have been considered and there are none relevant to this report.

Climate change implications

12. There is no climate impact.

Legal implications

13. In the case of the debts noted, there are no further implications for four of the debtors and associated debt recovery operations will also cease and one debtor has chargeable assets and associated debt recovery legal action will continue at a future date.

Resource implications

14. The cost of writing off the £659,432.56 commercial rent debts will be contained within the bad debt provisions held within the Commercial Property Holding Account at £192,619.79, Housing Revenue Account at £188,344.76, Parks & Natural Environment at £143,843.73 and Corporate Facilities Management at £134,624.28, respectively.

Consultation

15. No other officers were required to be consulted.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance Reference RS080/849 (KE)

16. This report recommends that the debts, as set out in appendix 1 of the closed version of this report, be written off in accordance with the council's procedure on debt write off as set out in the Council's Debt Strategy and in the Council's Constitution. Each Debt is above £50,000.
17. The report has set out the matters that the Council would usually consider before coming to a decision to write off a debt. These include matters such as a debtor becoming bankrupt, a time barred debt, where there has been a negotiated settlement, where the debtor is deceased or has gone away or where the debt is uneconomic to collect - that is, where the cost of collection, including substantiation, is greater than the value of the debt. In such circumstances pursuing the debt would be a very difficult and costly exercise with little or no chance of success.

18. Both the Council's constitution and Council's Debt Strategy state that individual debts over £50,000 and up to £250,000 can be written off by the agreement of the Strategic Director of Resources in consultation with the Cabinet Member for Finance.
19. The Council's Constitution lists the writing - off of any bad debt in excess of £50,000 per case, as one of those decisions which should always be treated as a key decision.
20. The report writer notes that these debts have arisen as a result of non-payment of commercial rent.
21. It is noted that the recommendation to full cabinet for approval is made following consultation with the Strategic Director of Resources.
22. The Assistant Chief Executive, Governance and Assurance considers that the recommendation to write off the debts is lawful as it is in accordance with the council's procedures.

Strategic Director of Resources

23. As per paragraph 7 the write-offs comply in accordance with the Council's agreed policy and procedures.
24. The debt recommended for write-off, is considered irrecoverable. The recommended write-offs of £659,432.56 is contained within the Resource Department, Housing Department, Environment, Sustainability & Leisure Department and Governance & Assurance Departments' bad debt provisions as set out in paragraph 14.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Climate Emergency, Jobs & Business		
Lead Officer	Stephen Platts, Director of Planning & Growth		
Report Author	Julia Page, Business Development Manager		
Version	Final		
Dated	4 September 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			4 September 2025

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Motions Referred from Council Assembly
Cabinet Member:	Not applicable
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Proper Constitutional Officer

RECOMMENDATION

1. That the cabinet considers the motions set out in the appendices attached to the report.

BACKGROUND INFORMATION

2. Council assembly at its meeting on 9 July 2025 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, cabinet can decide to:
 - Note the motion; *or*
 - Agree the motion in its entirety, *or*
 - Amend the motion; *or*
 - Reject the motion.

KEY ISSUES FOR CONSIDERATION

4. In accordance with council assembly procedure rule 2.10.6, the attached motions were referred to the cabinet.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the cabinet for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
Link: Agenda for Council Assembly on Wednesday 9 July 2025, 7.00 pm - Southwark Council		

APPENDICES

Number	Title
Appendix 1	Keeping Southwark Safe: Fighting crime and the causes of crime
Appendix 2	Southwark welcomes 400th refugee family
Appendix 3	Southwark Stands Against Welfare Cuts
Appendix 4	Making Space for Girls in Parks and Open Spaces
Appendix 5	Implementation of a Tourist Tax
Appendix 6	Limiting the spread of damaging gambling premises in the Blue

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services		
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer		
Version	Final		
Dated	18 August 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments sought	Comments included	
Strategic Director of Resources	No	No	
Assistant Chief Executive – Governance and Assurance	No	No	
Cabinet Member	No	No	
Date final report sent to Constitutional Team		7 May 2025	

APPENDIX 1**Keeping Southwark Safe: Fighting crime and the causes of crime****1. Council Assembly notes:**

- a. That tackling crime and anti-social behaviour is a top priority for many of our residents.
- b. The council's commitment to making Southwark safer for all.
- c. The council's continued ambitions to work collaboratively with local communities to identify key concerns, target action in hotspot areas, including on our streets and our estates, work to restore trust and confidence in the police, and to invest in prevention.
- d. This Labour government's commitment to 13,000 extra neighbourhood police, visible on the beat, cracking down on anti-social behaviour, and a named, contactable officer in every community.
- e. On protecting our public spaces:
 - i. The upcoming rollout of new nighttime wardens following a £450,000 investment in Southwark Labour's budget amendment this year, with new officers patrolling streets and estates from 6pm to 2am.
 - ii. The powers to be given to wardens to carry out enforcement, with training from the police allowing them to address and prevent anti-social behaviour.
 - iii. The launch of the council's £2m Anti-Social Behaviour Task Force, with 100 officers recruited to work on tackling crime and antisocial behaviour.
 - iv. The pilots to improve safety in our parks developed with friends of parks, the wider community, the metropolitan police service and council to monitor impact of efforts to deter anti-social behaviour (ASB) and crime in a named park.
 - v. The £3 million investment in upgrading existing CCTV across our borough.
 - vi. The upgrading of over 2,800 street lights since 2022, and ambitions to upgrade all our street lights by 2026, which are on track.
 - vii. The Home Secretary's initiative to keep streets safe this summer, with new local ASB Action Plans and a Summer Surge Delivery Plans.

- viii. The Council's enforcement cracking down on fly-tipping, with fees increased from £400 to £1,000 and new powers from the Labour government for the police to identify, seize and crush vehicles of waste criminals.
- f. On working to improve public trust in the police:
 - i. The successful launch of the Southwark Policing Oversight Board, the first of its kind in London, which puts residents at the heart of improving public trust and confidence in the Metropolitan Police by increasing accountability and transparency and allowing residents to share their concerns.
 - ii. This council's initiative to bring young people in to advise on Stop and Search, helping to train over 100 police officers to meet the highest standards.
 - iii. This Labour government's Neighbourhood Policing Guarantee, which includes measures that will put named and contactable officers back in our neighbourhoods, with a 50% increase in community police officers by 2029.
- g. Local councillors are fighting to save a police hub in Rotherhithe:
 - i. That despite this guarantee, Bermondsey Safer Neighbourhood Teams have vacated their base at Seven Islands Leisure Centre.
 - ii. That the council alongside British Land have offered the Borough Commander several potential sites for a dedicated police hub.
 - iii. That all of these sites have been declined by the Borough Commander.
 - iv. That the Safer Neighbourhood Teams are now based at Southwark Police Station which is further than the Met Police's commitment of no more than twenty minute journey for local based policing.
 - v. Further notes the work of the Leader of the Council, the Cabinet Member for Community Safety and Neighbourhoods and the Rotherhithe Ward councillors in lobbying the Assistant Commissioner of the Met Police and the Borough Commander to actively engage in finding a suitable location for a police hub.
 - vi. The petition set up by the Rotherhithe Ward councillors that has gained local support.
- h. Tackling violence against women and girls:

- i. Southwark now has 20 Safe Havens and 58 Safe Spaces where any resident who feels unsafe, particularly women, can drop in for support and advice.
 - ii. The council's 'Through Her Eyes' campaign has been shown in over 1,000 schools, and garnered over 1 million views across various social media platforms, raising awareness amongst men and boys to change their attitudes towards women and girls.
 - iii. This council has dedicated resources to extend work being done to improve women's safety at night – with £150,000 for training, spiking kits, and accelerating the rates of signups to the Women's Nighttime Safety Charter.
 - iv. The government's Crime and Policing Bill, when introduced, will criminalise the taking or recording of intimate images or videos without consent.
- i. Notes and supports Women's Aid's Motion for Change: Together against violence towards women and girls (VAWG):
- i. Welcoming Labour's commitment to halve VAWG in the next decade.
 - ii. Noting that Labour's bold ambition cannot be realised by national government alone - we need action from local councillors, council leaders and Police and Crime Commissioners to turn the tide on VAWG in our local communities.
 - iii. Agrees that VAWG services should meet the needs of all survivors, including the most marginalised survivors.
- j. Resident engagement in hotspot areas:
- i. During national ASB awareness week, with the council and partners holding a range of events to encourage reporting and to highlight support available to victims and witnesses of ASB and crime.
 - ii. With upcoming town centre engagement days to be held in Camberwell, Elephant and Castle, Rye Lane and Borough High Street, with information stalls included materials on town centre action plans, business crime prevention, reporting and opportunity to meet community wardens and local police officers.
 - iii. The six days of action in Elephant and Castle, which included robbery and VAWG operations to deter phone snatches and to

promote and increase signups to the London nighttime women's safety charter.

- iv. The Cabinet Member for Community Safety and Neighbourhoods, Councillor Natasha Ennin, has been regularly visiting hotspot areas, listening to residents, identifying key issues and acting to prevent crime and antisocial behaviour.
- k. Prevention:
 - i. Welcomes the government's announcement that rough sleeping will be decriminalised for the first time since the Vagrancy Act 1824, to which Emma Haddad, Chief Executive of St Mungo's, said: *"The repeal of the Vagrancy Act, which criminalises rough sleeping, cannot come soon enough... The answer is not to criminalise people for living on the streets but instead to focus on tackling the health, housing and wider societal issues that are causing homelessness in the first place."*
 - ii. The appointment of a new Rough Sleeper Coordinator to help progress toward the council's ambitions to end rough sleeping.
 - iii. Increasing youth engagement, with street-based outreach from youth advisors on healthy relationships and offers of youth activities across the borough, to act as diversion to young people at early risk of committing ASB or crime during the summer holidays. This work is supported by our Southwark Violence Reduction Unit in partnership with our local My Endz provider Active Communities Network.
 - iv. New youth engagement days to ensure the youth voice is heard within our residents' neighbourhoods and to encourage reporting in areas that they feel are unsafe, facilitated and supported by local voluntary organisations working with young people in each neighbourhood.
 - v. Council Assembly supports Labour's plans to intervene earlier to stop young people being drawn into crime, creating a new Young Futures programme with a network of hubs reaching every community.

2. This council resolves to:

- a. Take action on the results of the Women's Safety Survey 2025:
 - i. Improve areas in which women have reported feeling unsafe including visual audits of locations of concern to make improvements to the public realm.

- ii. Hold information sessions across the borough to provide women with practical tools to increase feelings of safety at night including, personal safety alarms, anti-spiking kits and torches.
 - iii. Improve the council's communications to ensure that women and anyone who feels unsafe in borough knows where safe spaces are to get support.
- b. Explore the possibility of appointing a councillor as a VAWG Champion to ensure council services and actions in preventing violence against women and girls are as comprehensive and effective as possible.
- c. Continue to roll out better lighting and CCTV to make streets, parks and estates safer, to deter crime and continue to help the police catch criminals.
- d. Open a Women's Safety Centre to provide services to support women facing violence and domestic abuse.
- e. Establish safe routes to school for our children and young people, with increased policing, CCTV support and other means to deter crime and protect children.
- f. Help ensure a policing presence is maintained in Rotherhithe by:
 - i. Asking cabinet to work with the GLA Police and Crime Committee and our London Assembly Member, Marina Ahmad, to hold the police to account.
 - ii. Continuing to work with the police to identify a suitable site within 20 minutes' walk of Rotherhithe.
 - iii. Calling on the Borough Commander to be open and transparent about the reasons for refusing space for a temporary police hub.

APPENDIX 2**Southwark welcomes 400th refugee family**

1. Council Assembly celebrates:
 - a. The council's achievement in resettling the 400th family under the Refugee Resettlement Programme.
 - b. The outstanding contribution of the voluntary and community sector for their continued work in helping sanctuary seekers and refugees to settle in our borough.
 - c. The generosity and support of Southwark residents in coming forwards and opening their hearts and homes to refugees.
 - d. The efforts of partner organisations and officers in helping to resettle so many families in our borough.
 - e. The collective efforts of the council, voluntary and community sector (VCS) and partner organisations in making Southwark a Borough of Sanctuary, welcoming refugees and sanctuary seekers in all walks of life.
2. Council Assembly recognises:
 - a. The support provided by the council for 116 children seeking sanctuary since 2022.
 - b. The council's work in supporting almost 600 Ukrainian refugees following Russia's invasion in 2022.
 - c. The council's work in supporting 50 Afghan refugees as part of the Afghan Resettlement Scheme in addition to the 200 individuals supported in the borough.
 - d. The council's support of the Home Office accommodated 574 asylum seekers.
 - e. The council's £24.6 million expenditure since 2022 in supporting almost 800 households with No Recourse to Public Funds.
 - f. The continued support for the Southwark Law Centre's vital work in supporting sanctuary seekers and refugees.
 - g. The support provided to over 650 sanctuary seekers and refugees who found themselves homeless.
3. Council Assembly stands united in:
 - a. Welcoming sanctuary seekers and refugees to Southwark.

- b. Doing everything in our power to support those who have fled the most unimaginable of circumstances.
 - c. Our belief that our diversity makes our borough stronger, and that our culture, cuisine, community and spirit have been enriched a thousand-fold by citizens and families from all over the world.
 - d. The continued belief that sanctuary seekers should be granted the right to work rather than having to wait 12 months or for their application to be decided, supporting the Lift the Ban coalition.
- 4. Council Assembly reiterates:
 - a. Its commitment to the five City of Sanctuary values:
 - 1. Inclusivity: welcoming and respecting people from all backgrounds, placing value on diversity and committing to equality
 - 2. Openness: Committing to a culture of working collaboratively across the City of Sanctuary network and in partnership with other councils
 - 3. Participation: Working with people seeking sanctuary and valuing and recognising the contribution of all. Aspiring to ensure that people seeking sanctuary are involved in all decision making at all levels and are supported to become leaders in the organisation, networks and the wider movement.
 - 4. Inspiring: Working with enthusiasm and positivity and being determined to surpass what has already been achieved to welcome refugees and people seeking sanctuary.
 - 5. Integrity: Aspiring to high standards of honesty and behaviour and always acting in the interests of people seeking sanctuary.
- 5. Council Assembly notes:
 - a. The four objectives of the Borough of Sanctuary Action plan:
 - 1. Stand together: We want Southwark to be a place of safety, support and opportunity for those seeking sanctuary and amplify their voices and experiences to shape positive change.
 - 2. Voice: We want to celebrate the culture, diversity and contributions of those seeking sanctuary and amplify their voices and experiences to shape positive change.
 - 3. Shaping Services: We want to better understand the experiences and needs of those seeking sanctuary and ensure

that services and local agencies are responding to these issues and enabling opportunities.

4. Bespoke support: We want to foster collaboration between different local agencies so they can respond effectively, cooperatively and flexibly to the ongoing and changing needs of sanctuary-seekers.
6. Council Assembly asks Cabinet to:
- a. Continue its role in delivering on the Borough of Sanctuary Action Plan to surpass what has already been achieved to welcome refugees and people seeking sanctuary.
 - b. Enable our Borough of Sanctuary team to continue to provide essential wrap around support for refugees, asylum seekers and vulnerable migrants.
 - c. Ensure a whole council approach is being taken to support refugees and sanctuary seekers, including helping those who find themselves homeless.
 - d. Publish a report to mark one year of Southwark as a Borough of Sanctuary.
 - e. Reiterate its support for and membership of the Lift the Ban coalition.
 - f. Actively support our sisters and brothers in their annual celebration of refugee week to make Southwark Refugee Week the loudest, most inclusive and celebratory refugee celebrations in the country.

APPENDIX 3**Southwark Stands Against Welfare Cuts**

1. Council Assembly notes:
 - a. That 3.7 million people in England and Wales currently receive Personal Independence Payments (PIP).
 - b. PIP is a benefit not linked to being in work or out of work, but instead designed to help people with the additional unavoidable costs of having a disability. Many disabled people use PIP to cover the cost of getting to and from work, for paying for essential equipment and for meeting their social care charges.
 - c. That Universal Credit contains a health-related element that currently supports 2.25 million people with severe health problems.
 - d. Research by the Joseph Rowntree Foundation which has found that 50% of recipients of the health element of Universal Credit are either unable to heat their home, are behind on their household bills or have low food security.
 - e. That there are 900,000 children currently living in households where someone receives the health-related Universal Credit.
2. Council Assembly notes:
 - a. The regrettable consequences of austerity on Southwark's most vulnerable residents, instigated by the Conservative - Liberal Democrat collusion, which has had deleterious and long-lasting effects on our residents living with disabilities and health conditions, including children. Policies such as the Bedroom Tax and Benefit Cap pushed vulnerable people into poverty and homelessness.
 - b. That the previous Labour government took a million children out of poverty and reduced homelessness by more than two-thirds.
 - c. That the £22 billion black hole in the public finances left by the Conservative Government has resulted in tough decisions having to be made.
 - d. That despite tough decisions, the Labour Party is committed to fixing the broken welfare system, and that tackling poverty and inequality has always been central to the Labour Party's mission.
3. Council Assembly welcomes:
 - a. The work of the Southwark Labour administration to provide welfare support to those most in need across our borough:

- i. We have delivered the country's most comprehensive free healthy school meals programme across our nursery, primary and secondary schools, and in the school holidays. Furthermore, Southwark Labour has led the way nationally, by providing free school meals universally to primary school children since 2013, and by extending free school meal provision in secondary schools with £3.2m of investment for children who need it most.
 - ii. In 2024 alone, the Southwark Cost of Living Support Fund distributed more than £40 million to families in immediate need. Since the start of the Cost of Living Crisis in 2021, the Council has reached over 100,000 Southwark residents, those on the lowest incomes and most vulnerable to the impacts of rising costs.
 - iii. Offering a package of cost-of-living support that includes help for residents on low or insecure incomes and dealing with problem debt
 - iv. The Holiday Food and Fun programme funded nearly 70,000 free meals for children aged 4-6 in 2024
 - v. The distribution of Rose Vouchers, to help families buy fresh fruit and vegetables
 - vi. The Pension Credit take-up campaign, which supported eligible residents in applying for Pension Credit, enabling them to benefit from the Winter Fuel Allowance
 - vii. The Southwark Energy Savers Scheme, which provides energy-saving advice and support to residents struggling with rising energy bills and the cost of living crisis.
- b. The role that Labour MPs have played:
- i. Voting for the amended Welfare Reform Bill, recognising the impact that the original bill would've had on those claiming PIP
 - ii. The work done by MPs Florence Eshalomi and Helen Hayes, in scrutinising the government's welfare plans and securing changes, so that no one currently in receipt of the health top-up of universal credit, will lose out.
- c. The proposed Timms Review to examine eligibility for PIP, and the changes now secured around the implementation timetable to take account of that review which will be co-produced with disabled people.

4. Council Assembly recognises:

- a. That the Labour government inherited a mess from the Tories but that over the last year, important steps have been taken to invest in the NHS and get waiting lists down and put money back in people's pockets through a significant increase in the national minimum wage.

- b. That the current welfare system needs a thorough review, to take account of emerging health challenges, address high levels of worklessness amongst young people, and to tackle child poverty and homelessness.
- c. That the government has committed to investing £1bn in vital back to work support;
- d. That despite this, there have been significant concerns raised by disabled people and anti-poverty organisations about proposals that were put forward around PIP eligibility, and the health-related top-up to Universal Credit.

5. Council Assembly resolves to:

- a. Ask that the Council continues to provide support to residents who need it most:
 - i. Continuing to provide Short Breaks to children with SEND through the Thrive-to-25 programme
 - ii. Continuing to lend a helping hand to families during school holidays in providing free healthy meals through initiatives such as Holiday Food and Fun
 - iii. Continue to provide free healthy school meals in nursery, primary and secondary schools, including the Department of Education's pilot free breakfast clubs currently running in some Southwark primary schools
 - iv. Continuing to provide financial assistance to those receiving domiciliary care
- b. To write to the Secretary of State for Work and Pensions, to set out our priorities for Welfare Reform, including the abolition of the two-child limit in Universal Credit and permanent re-pegging of the Local Housing Allowance.
- c. To engage with the Timms Review and ensure that the voices and experiences of disabled Southwark residents are heard in that process

Making Space for Girls in Parks and Open Spaces

1. This Council notes:
 - a. This Labour administration's continued investment in parks, green spaces, and leisure facilities, including:
 - i. Having 30 Green Flag parks and an extensive parks and playground investment and improvements programme that has delivered major upgrades the length and breadth of the borough.
 - ii. A borough-wide plan to tackle safety and antisocial behaviour in parks.
 - iii. Upgrades to outdoor gyms and sports facilities.
 - iv. Initiatives such as the creation of more community growing spaces and the borough-wide action plan for Right to Grow so that our green spaces can meet the leisure needs of even more of our residents.
2. This Council also notes:
 - a. That despite these positive developments, there is compelling evidence from the Make Space for Girls campaign showing that teenage girls continue to feel excluded from parks and open spaces.
 - b. That the provision of multi-use green areas (MUGAs), skateparks and other facilities tends to cater to boys, and does not reflect the social needs of girls.
 - c. That often facilities such as outdoor gyms are designed with equipment that can be daunting or inaccessible to female users and particularly teenage girls.
 - d. That the work concerning our green and open spaces, while extensive, does not yet include specific design standards or data monitoring to ensure teenage girls are equitably served.
 - e. That research from Women in Sport indicates that teenage girls are almost twice as likely than teenage boys to disengage from sport during adolescence. Primary reasons for this include fear of judgement, a lack of confidence and not feeling safe outdoors.
 - f. That exercise has significant physical but also mental health benefits and can support young people with improved social and emotional resilience.
3. This Council believes:
 - a. That all young people deserve green and public spaces where they feel welcome, safe and seen – and that girls and young women must

be part of shaping the parks, playgrounds, sports facilities and outdoor spaces that serve them.

- b. That we have an opportunity to build on Southwark's leadership in public space investment by becoming a national leader in designing spaces for teenage girls and young women.

4. This Council resolves to:

- a. **Include a gender-inclusion strand** in the new Green Spaces Plan, specifically focused on teenage girls' use of parks and green spaces, and informed by the research and guidance from Make Space for Girls.
- b. **Undertake an audit** of a representative sample of Southwark's parks and play areas by Autumn 2026 to assess current usage, inclusion, and accessibility for teenage girls and other underrepresented groups.
- c. **Engage girls and young women** across the borough – including through schools, youth groups and other community partners – to understand what facilities, layouts and activities would make public spaces work for them.
- d. **Deliver at least three co-designed pilot interventions** in parks or green spaces or new public realm by Summer 2027. These will be pilots within existing capital projects. The pilots will look to include some of features known to support the use of spaces by girls and young women such as:
 - i. **Social Seating Arrangements:** Designing seating in clusters or circles facilitates social interaction, allowing girls to gather comfortably without feeling isolated or exposed.
 - ii. **Subdivided and Open Sports Areas:** Instead of large, enclosed multi-use games areas (MUGAs), creating smaller, open courts can prevent domination by single groups and make the spaces more inviting for all users, including girls.
 - iii. **Inclusion of Swings and Natural Play Elements:** Incorporating swings and natural play features like logs or climbing structures can cater to varied interests and promote active engagement among girls.
 - iv. **Accessible and Quality Toilets:** Providing clean and well-maintained toilets can remove barriers to access and comfort for girls. 78% of girls say they avoid sport during menstruation.
 - v. **Circular Pathways:** Designing circular paths around parks encourages movement and can be particularly appealing for walking and socialising, activities often preferred by teenage girls.

Above all, these pilots should actively involve teenage girls in the design process to ensure that their specific needs and preferences are addressed, leading to more inclusive spaces.

- e. Build on these pilot interventions by then **embedding girl-inclusive principles** in all future park and playground refurbishments.
- f. **Join the Make Space for Girls local authority network**, working collaboratively to share learning and push national standards forward.
- g. **Publish an update report** alongside the pilot projects delivery, and ensure equalities reporting, with data broken down by sex and age, is regularly reviewed by Cabinet.

Implementation of a Tourist Tax

1. Council Assembly notes:

- a. That millions of people visit Southwark every year, with the Imperial War Museum receiving over 1 million tourists annually and Borough Market attracting 500,000 visitors every week.
- b. That visitors to Southwark, whilst significantly contributing to the local economy, place additional strain on infrastructure, public services, and the local environment.
- c. That many cities, such as Venice and Amsterdam, successfully employ a tourist contribution scheme (colloquially known as a tourist tax) to offset these impacts, without deterring visitors to the local economy.
- d. That several cities in the UK have now implemented, or are in the process of implementing their own tourist tax, including Manchester, York, Liverpool, and Edinburgh, with the latter two having just implemented the tax in May 2025.
- e. Manchester City Council reportedly made £2.8 million from their tourist tax, whilst Edinburgh expects to bring in as much as £50 million per year.
- f. The recent support for a tourist tax from the Mayor of London.
- g. That a tourist tax could provide additional revenue for maintaining public spaces, public transport, heritage conservation, waste management, sustainability projects, supporting the borough's long-term goals and for promoting Southwark.

2. Council Assembly believes:

- a. Welcome though visitors are, a tourist tax would allow Southwark to ensure visitors contribute fairly to the borough's upkeep and to its sustainability, and to better manage the pressures that mass tourism brings.
- b. Evidence from numerous cities shows a modest visitor levy would not deter tourists and is now an accepted contribution across Europe to the costs of maintaining and enhancing popular visitor destinations.
- c. A London-wide tourist tax could, by some estimates, potentially generate hundreds of millions of pounds in revenue for the capital

3. Council Assembly resolves to:

- a. Utilise our strong relationships with Business Improvement Districts in order to understand the potential impact of a tourism levy on businesses, particularly those in the hospitality sector.
- b. Support the call to implement a London-wide tourism levy through accommodation costs.

Limiting the spread of damaging gambling premises in the Blue

1. Council Assembly:

- a. Notes the successes of the Blue Lettings Strategy, established with the support of local councillors, Blue Bermondsey business improvement district (BID) and the council over the past decade, that has seen:
 - i. Major public realm improvements
 - ii. Market infrastructure upgrades
 - iii. Shopfront improvements
 - iv. Four new restaurants set up on the high street
 - v. New locally owned uses such Brotherhood of Games thriving and bringing footfall and vitality
 - vi. The upcoming launch of the new B223 Multi-arts centre and community centre in the Thorowgoods building
 - vii. New affordable workspace supported to be established in the arches.
- b. Notes that more needs to be done drive footfall and improved mix of shops and stalls, creating new jobs as well as progression for local entrepreneurs, especially with the growing population (as well as retail competition) deriving from the new development at the Biscuit factory.
- c. Notes the growing prevalence of Adult Gaming Centres in the borough and nationally, and recent research showing their propensity to target areas of higher deprivation, and findings from addiction experts showing a spike in clinical referrals for gambling addicts.
- d. Notes that the Blue currently has an over-concentration of five gambling premises along a 150 yard stretch, in units that could do more to support the local economy, and less to fuelling addiction and financial distress.
- e. Calls on the council assembly to restate its commitment to the Blue lettings strategy, working with private commercial landlords and the Blue Bermondsey BID, to curate the high street and prioritise marketing and letting of commercial premises that:
 - i. Bring pride &/or distinction to the area
 - ii. Are independent businesses
 - iii. Avoid duplication
 - iv. Introduce uses that meet the needs of different incomes and backgrounds in the community
 - v. Drive footfall

- vi. Generate local jobs and promotes skills development opportunities
 - vii. Support progression for locally owned businesses
 - viii. Avoid known public health risks.
-
- f. Calls on the council to re-commit to the Blue lettings strategy covering the above principles, and to use every available lever to avoid turning over leases of existing betting shops within its property portfolio in deprived or over-saturated areas.
 - g. Calls on the Leader and Cabinet Member for Business to organise a meeting with local ward councillors, Blue Bermondsey BID and other stakeholders to support the strategy for improving the Blue, and long-term prospects for commercial property portfolio.
 - h. Calls on the council to explore options for strengthening planning policy to combat over-concentration of gambling premises, through its forthcoming review of the Southwark Plan.
 - i. Calls on the council to commission independent field research with local health charities and research organisations, to better understand the spending profiles and psychological backgrounds of repeat customers of gambling shops at the Blue, and to publicise those findings on its website.

Meeting Name:	Cabinet
Date:	16 September 2025
Report title:	Appointment to London Councils Transport Environment Committee (S101 Joint Committee) / JPP Panel / Southwark Tenant Management Organisation Committee 2025-26
Cabinet Member:	Not applicable
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Proper Constitutional Officer

RECOMMENDATION

1. That the cabinet consider and agree appointments (for the remainder of the 2025-26 municipal year as set out (one nomination to each):
 - London Councils Transport and Environment Committee (S101 Joint Committee) – **Councillor James McAsh**
 - Joint Partnership Panel (JPP) – **Councillor Sarah King** and
 - Southwark Tenant Management Organisation Committee – **Councillor Michael Situ**.

REASONS FOR RECOMMENDATIONS

2. Councillor Kieron Williams stepped down from the position of leader of the council on 9 July 2025 at council assembly and it has been necessary to review some of the appointments made as part of the annual appointment process in May / June 2025.
3. Additionally, following the appointment of Councillor Michael Situ as cabinet member for council homes on 29 July 2025 it has been necessary to review the appointment to the Southwark Tenant Management Organisation Committee (previous cabinet member Councillor Sarah King was appointed by cabinet on 17 June 2025).

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. Not applicable.

POST DECISION IMPLEMENTATION

5. As set out.

Key Activity	Target completion date
Inform outside bodies and councillor of agreed appointments	18 September 2025

BACKGROUND INFORMATION

6. Each year the council makes appointments/nominates individuals to outside bodies on an annual basis, and these are reviewed accordingly when required.

KEY ISSUES FOR CONSIDERATION

London Councils Transport and Environment Committee (S101 Joint Committee) – 1 vacancy

7. London Councils advise that usually lead member for transport or environment is appointed to this position. Councillor Kieron Williams was appointed to this position by council assembly in May 2025. One nomination is sought.

Appointment to Joint Partnership Panel (Trade-Union Consultation) – 1 vacancy

8. This panel provides a member-level trade union consultation forum for dialogue on corporate policy issues and corporate proposals affecting the workforce.
9. Cabinet at its 17 June 2025 meeting appointed Councillors Kieron Williams and Stephanie Cryan. A nomination is sought to replace Councillor Kieron Williams.

Southwark Tenant Management Organisation Committee – 1 vacancy

10. To discuss with representatives of tenant managed organisations issues of mutual interest.
11. This committee is a cross-party committee comprised of four councillors and includes the cabinet member with the responsibility for housing. Following the appointment of Councillor Michael Situ as cabinet member for council homes it is necessary to review the appointment.

Policy framework implications

12. This is a process in line with the matters reserved for cabinet decision making.

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

Community impact statement

13. The nominations process has no direct impact on the community.

Equalities (including socio-economic) impact statement

14. There are no specific implications arising.

Health impact statement

15. There are no specific implications arising.

Climate change implications

16. There are no specific implications arising.

Legal implications

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

Consultation

18. The political group whips were consulted as part of the annual appointments process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services		
Report Author	Paula Thornton, Constitutional Officer		
Version	Final		
Dated	3 September 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance		No	No
Strategic Director, Resources		No	No
Date final report sent to Constitutional Team			3 September 2025

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