Open Agenda

Executive

Monday 20 July 2026
3.00 pm
Ground Floor Meeting Rooms, 160 Tooley Street, London SE1 2QH

Membership	Portfolio
Councillor James McAsh (Chair)	Leader of the Council
Councillor Victor Chamberlain (Vice-Chair)	Deputy Leader and Executive Member for Neighbourhoods, Strategic Planning, and Wellbeing
Councillor Alexandra Austin	Executive Member for Public Works and New Homes
Councillor Rachel Bentley	Executive Member for Inclusive Economy, Equalities and Democracy
Councillor Rebecca Corn	Executive Member for Education and Care
Councillor Sam Foster	Executive Member for Finance & General Purposes
Councillor Reginald Popoola	Executive Member for Council Homes
Councillor Vanessa Threadgold	Executive Member for Parks and Recreation
Councillor Eloise Waldon-Day	Executive Member for Council Coordination and Climate
Councillor David Watson	Executive Member for Community Safety and Engagement

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Contact

Maria Lugangira on email: maria.lugangira@southwark.gov.uk

Members of the committee are summoned to attend this meeting
Althea Loderick
Chief Executive
Date: 10 July 2026

Executive

Monday 20 July 2026
3.00 pm
Ground Floor Meeting Rooms, 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.

EXCLUSION OF THE 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

20. MINUTES

To approve as a correct record the closed minutes of the cabinet meeting held on 16 March 2026.

Date: 10 July 2026

Agenda Item 5

Southwark Council

Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 16 March 2026 at 3.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Sarah King (Chair)
Councillor Jasmine Ali
Councillor Evelyn Akoto
Councillor John Batteson
Councillor Stephanie Cryan
Councillor Ellie Cumbo
Councillor Helen Dennis
Councillor Portia Mwangangye

1. APOLOGIES

An apology for absence was received from Councillor Natasha Ennin.

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

The chair gave notice of the following late items as follows:

- Item 8: Addendum report: Petition: Save our high street, support Dulwich Village businesses and
- Item 13: Addendum report: Alms House delivery via land transaction at 1 Ann Moss Way and 153-159 Abbeyfield Road.

Reasons for urgency and lateness will be included in the items.

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 2 February 2026 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 no deputation requests.

8. PETITION: SAVE OUR HIGH STREET - SUPPORT DULWICH VILLAGE BUSINESSES

A response to the issues raised by the petition were published in a report to cabinet. Additionally, an addendum report was published which the chair agreed to accept on the grounds of urgency. Officers and petitioners had separately identified an inaccuracy in the original report after this was published and the addendum corrected the record.

RESOLVED:

That the petition submitted by Clive Rates and Tristan Honeybourne about Dulwich Village High Street, requesting Southwark Council offer more free parking, remove road restrictions and reverse parking charges in Dulwich Park be considered.

Councillor John Batteson, cabinet member for climate emergency, jobs and transport responded to the petition at the meeting, reinforcing his commitment to continue working with local businesses, the trader’s association, residents, ward councillors and the Dulwich Estate.

9. CORPORATE PARENTING ANNUAL REPORT 2025

Cabinet heard a contribution from a representative of Speakerbox. A summary of the issues raised by the representative of Speakerbox is set out as follows:

- Focus to empower young people and their voice to impact stakeholders

- Positive support provided by Speakerbox that enables children and young people to build confidence and talk about their experiences
- Theatre visits and other trips that are organised
- Boost to confidence and work around employment that has enhanced opportunities for the young people.

Request from Speakerbox:

- More attendance of councillors to Speakerbox meetings
- Outcomes and young people being made aware of the decisions made and impact of their involvement
- Speakerbox to maintain and enhance resources available in order to promote equitable life opportunities for children and young people
- A request to better understand the process of decision making.

RESOLVED:

1. That the report including progress of corporate parenting strategy, areas of focus for 2025 and work of the corporate parenting committee be noted.

2. That it be noted that a child and young person friendly easy read version of the report will be shared widely with children in care and care leavers and made publicly available and easily accessible on the council's website.

3. That changes to Southwark council's housing allocations scheme, which will see care leavers have access to one-bed properties, as well as bedsit and studio properties be supported.

10. END OF TERM REPORT 2022 - 2026

RESOLVED:

That the council's performance and delivery against our council delivery plan commitments as outlined in our end of term report (Appendix 1 of the report) be noted.

11. AYLESBURY ESTATE: FUTURE PHASES

RESOLVED:

1. That the basis of the variation to the development partnership agreement (DPA) be agreed, which will see the developer complete three phases of the estate renewal (Plot 18, FDS C, Phase 2B) and for the future phases (Phases 2C, 3 and 4) of the estate renewal to return to the control of the council, as detailed in paragraph 17 of the report.

2. That authority be delegated to negotiate and approve a proposal for the variation of the development partnership agreement (DPA) to the strategic director of housing, in consultation with the strategic director of resources.

3. That it be noted that a report will be presented to a future cabinet meeting on the revised way forward for delivering the future phases of the Aylesbury Estate.

12. ACQUISITION OF THE PLOT H1 ELEPHANT AND CASTLE HEALTH CENTRE

RESOLVED:

1. That the acquisition of premises for the Elephant and Castle Health Centre delivered to shell and core using strategic community infrastructure levy (CIL) be approved.

2. That the negotiations of detailed terms be subject to a full business case, prior to formal committal, and delegated to the cabinet member for equalities, democracy and finance in consultation with the strategic director of resources and the director of planning and growth be approved.

3. That finalising the fit-out cost is subject to a business case at a later stage be delegated to cabinet member for equalities, democracy and finance in consultation with the strategic director of resources and the director of planning and growth be approved.

4. That it noted that it is the intention of the council to use strategic community infrastructure levy (CIL) to fund the fitting out of the premises.

5. That taking forward of negotiations and finalising terms with the relevant NHS body for an under lease of the premises at a market rent from the council be delegated to the director of planning and growth.

13. ALMS HOUSE DELIVERY VIA LAND TRANSACTION AT 1 ANN MOSS WAY AND 153-159 ABBEYFIELD ROAD

An addendum report with additional information was circulated. The chair agreed to accept for reasons of urgency as the main report had been published and members needed to be aware of this information and consider at the same time as the main report.

RESOLVED:

1. That it be agreed that the council will work with United St Saviour's Charity (USTSC) to explore the feasibility of bringing forward new older people's housing developments on the sites at 1 Ann Moss Way and 153-159

Abbeyfield Road, drawing on the principles of the Appleby Blue development.

2. That it be noted that this work will assess the potential to deliver approximately 50 homes at social rent levels, subject to site capacity, financial viability and wider programme considerations.

3. That funding for the developments on the two sites is anticipated to come from a combination of planning contributions from a donor scheme and grant be noted.

4. That taking forward negotiations for the disposal of land, and other appropriate documentation, be approved under delegated authority by the strategic director of resources in consultation with the assistant director of property and the cabinet member for new homes and sustainable development.

5. That the allocation of a site for the Social Purpose of Land (SPoL) initiative at 209-219 Rotherhithe New Road as the substitute site, in lieu of 153-159 Abbeyfield Road, which is now recommended for alms housing, as set out in paragraph 1 of the report be approved.

14. GATEWAY 2: MENTAL HEALTH SUPPORTED HOUSING PROVISION

RESOLVED:

1. That the award of eight contracts for the delivery of mental health supported housing provision be approved. The contracts will commence on 6 July 2026, for a period of either four or five years as shown in the table in paragraph 02 of the report, with an option to extend for a further two years, for an estimated maximum annual contract value of £1.95m and a whole life contract value inclusive of extensions of £12.88m.

2. Contracts recommended for award:

   Four-year contracts to align with Integrated Care Board (ICB) contracts

Provider	Lots	Sub-lots/ scheme	Initial Contract Term (years)	Annual Contract Value	Initial Contract Value	Total Contract Value (4+ 2-years)
Turning Point Services Ltd	Lot 1 - High needs	Lot 1b	4	£384,120	£1,536,480	£2,304,720
Hestia Housing and Support	Lot 3 - High needs (24-hour support)	Lot 3	4	£386,287	£1,545,148	£2,317,722
Totals				**£770,407**	**£3,081,628**	**£4,622,442**

Five-year contracts

Provider	Existing Buildings Available (Y/N)	Lots	Sub-lots/scheme	Initial Contract Term (years)	Annual Contract Value	Initial Contract Value	Total Contract Value (5+ 2-years)
Peabody Trust	N	Lot 2 - Medium support	Lot 2a	5	£177,143	£885,715	£1,240,001
Southside Partnership	N		Lot 2d	5	£125,343	£626,715	£877,401
Hestia Housing and Support	Y	Lot 4 - Medium support	Lot 4a	5	£225,987	£1,129,935	£1,581,909
Southside Partnership	Y		Lot 4b	5	£196,467	£982,335	£1,375,269
Hestia Housing and Support	Y		Lot 4c	5	£243,757	£1,218,785	£1,706,299
St Mungo Community Housing Association	Y		Lot 4d	5	£211,123	£1,055,615	£1,477,861
	Totals				**£1,179,820**	**£5,899,100**	**£8,258,740**
	Total four- and five-year contracts				**£1,950,227**	**£8,980,728**	**£12,881,182**

3. That it be noted that one lot for short term medium support within the procurement was unable to be awarded due to the lack of quality bids. Available options, including conducting single supplier negotiations to award the contract, are currently under review.

4. That it be noted that the approval of any unawarded lot following the chosen procurement exercise will be approved by the strategic director for children and adult services, in consultation with the cabinet member for health and wellbeing for a period of five years with an option to extend for a further two years (5+2).

5. That it be noted that the total estimated maximum value for the contract not awarded is £193k per annum and a whole life contract value of £1.35m over the lifetime of the contract.

6. That the change to the procurement strategy within the gateway 1 (GW1) procurement strategy report as set out in paragraph **Error! Reference source not found.**13 of the report be noted.

15. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - HEATING AND WATER REPAIRS, MAINTENANCE, REFURBISHMENT AND REPLACEMENT WORKS AND COMMUNAL HEATING MAJOR WORKS FRAMEWORK

RESOLVED:

1. That the procurement strategy outlined in the report to undertake a procurement exercise for eight heating and water repairs, maintenance, refurbishment and replacement be approved. Work contracts for the lots

referred to below, each for an initial period of five years from 5 April 2027 (at an estimated combined total of £112m for the initial period) with the option to extend for up to a further five years (at an estimated combined total of £144m for the extension period), making a total estimated contract value for the eight Lots of £256m:

- Lot 1 - Individual Heating and Water Repairs and Maintenance:
  - Bermondsey, Rotherhithe, Walworth and Borough & Bankside (north of the borough) at an estimated annual cost of £4.7m.
- Lot 2 - Individual Heating and Water Repairs and Maintenance:
  - Camberwell Dulwich, Peckham and Nunhead (south of the borough) at an estimated annual cost of £4.3m.
- Lot 3 - Communal Heating and Water Repairs and Maintenance:
  - Bermondsey, Rotherhithe, Walworth and Borough & Bankside (north of the borough) at an estimated annual cost of £3.8m.
- Lot 4 - Communal Heating and Water Repairs and Maintenance:
  - Camberwell Dulwich, Peckham and Nunhead (south of the borough) at an estimated annual cost of £4.7m.
- Lot 5 - Communal Water Maintenance Refurbishment and Replacements:
  - Bermondsey, Rotherhithe, Walworth and Borough & Bankside (north of the borough) at an estimated annual cost of £0.99m.
- Lot 6 - Communal Water Maintenance Refurbishment and Replacements:
  - Camberwell, Dulwich, Peckham and Nunhead (south of the borough) at an estimated annual cost of £1m.
- Lot 7 - Building Energy Management Systems Repairs and Upgrades:
  - Bermondsey, Rotherhithe, Walworth, Borough & Bankside, Camberwell, Dulwich, Peckham and Nunhead (borough-wide) at an estimated annual cost of £254k.
- Lot 8 - Temporary Boilers:
  - Bermondsey, Rotherhithe, Walworth, Borough & Bankside, Camberwell, Dulwich, Peckham and Nunhead (borough-wide) at an estimated annual cost of £0.6m.

2. That the procurement strategy outlined in the report to undertake a procurement exercise for a multi supplier, borough-wide communal heating major works framework, for an initial period of four years from 5 April 2027 with the option to extend for a further year at an estimated total of £40m be approved:

   - Communal Heating Major Works Framework:
     - Bermondsey, Rotherhithe, Walworth and Borough & Bankside, Camberwell, Dulwich, Peckham and Nunhead (borough-wide) at an estimated annual cost of £8m.

3. That the rationale for the geographical division of contract areas for heating

and water repairs, maintenance, refurbishment and replacement work contracts referred to in paragraph 1 of the report, which is designed to support the efficient and effective service delivery of the works, as detailed in paragraphs 11 to 14, including back up arrangements be noted.

4. That it be noted that the Notice of Intention letter (in accordance with Section 20 of the Landlord and Tenant Act 1985) has been issued borough-wide to leaseholders regarding this planned procurement.

16. RESPONSE TO RECOMMENDATIONS BY THE OVERVIEW AND SCRUTINY COMMITTEE: SOUTHWARK COMMUNITY SAFETY PARTNERSHIP

A correction to the report title was notified. The response was to the overview and scrutiny committee (not the scrutiny commission as listed).

RESOLVED:

That the response to recommendations 1-10 of the overview and scrutiny committee be noted.

17. RESPONSE TO THE OVERVIEW AND SCRUTINY COMMITTEE: CHILTON GROVE ESTATE

RESOLVED:

That all recommendations made by the overview and scrutiny committee as set out in the report be agreed.

EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in categories 3 and 5 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution.

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

18. MINUTES

The closed minutes of the cabinet meeting held on 2 February 2026 were approved as a correct record and signed by the chair.

19. AYLESBURY ESTATE: FUTURE PHASES

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

20. ACQUISITION OF THE PLOT H1 ELEPHANT AND CASTLE HEALTH CENTRE

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

21. ALMS HOUSE DELIVERY VIA LAND TRANSACTION AT 1 ANN MOSS WAY AND 153-159 ABBEYFIELD ROAD

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

22. GATEWAY 2: MENTAL HEALTH SUPPORTED HOUSING PROVISION

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

The meeting ended at 5.15pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 24 MARCH 2026.

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.

Agenda Item 8

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Affordable, safe and green- The Joint Administration's ambition for Southwark
Executive Member:	Councillor James McAsh, Leader of the Council
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

Purpose

1. This report is for information only. It accompanies the Joint Administration's statement of ambition, "Green, Safe and Affordable" (Appendix 1).

2. The purpose of bringing this document to Executive is to provide clarity to residents, partners and the organisation on the direction of travel for the Joint Administration and to set the foundation from which the Borough Action Plan will be developed.

The administration's ambition

3. Appendix 1 establishes green, safe and affordable as the practical test against which decisions will be made and evaluated over the next four years. Climate is treated as a unifying principle running through all of the priorities listed below. Full details on all seven priorities, including specific initiatives under each is set out in Appendix 1.

Serious action on climate

4. Climate is treated not as a standalone workstream but as a lens which all council decisions, services and investments are shaped. The administration's approach focuses on carbon reduction, climate adaptation and climate justice to avoid worsening inequality. It includes climate budgeting, investment in retrofit and renewables and protecting parks and green spaces.

A borough we can afford

5. Responds to the scale of cost of living pressures locally, including child poverty after housing costs which is at 43%, among the worst affected rates in the country. Initiatives include a Child Poverty Office, review of council tax support and clearer routes into jobs and skills.

Tackling the housing crisis

6. Focuses on improving the experience of current residents while increasing the supply of genuinely affordable homes. Initiatives include urgent action on disrepair, damp and mould, maximising affordable housing on new developments and greater certainty for the Aylesbury Estate.

A safer Southwark

7. Combines enforcement with prevention and protection, with tackling violence against women and girls as a major priority. Initiatives include High Street Task Forces, additional Community Wardens and closer partnership working with the Metropolitan Police.

Clean and green streets

8. Covers the everyday condition of public space including cleanliness, traffic, recycling and walking and cycling conditions. Initiatives include free bulky waste collection, Streets for People measures and expanded electric vehicle charging.

Defending Southwark's interests

9. Sets out the financial context facing the council and commits to prudent financial management alongside greater transparency and earlier resident involvement in budget decisions.

A council that listens and that residents can shape

10. Commits to a more participatory model of decision making. Initiatives include resident-led Community Councils, one stop shops in every neighbourhood and faster more transparent complaints handling.

Next Steps: Developing the Borough Action Plan

11. Executive Members and Officers will now work jointly over the summer to translate this ambition into a fully costed Borough Action Plan, through a programme of joint Executive-CMT away days and Borough Action Plan workshops. The intention is to develop the Borough Action Plan to bring to Executive in November, and subsequently to council Assembly.

Milestone	Timing
Draft plan with measures and milestones	End September 2026
Costings	Early October 2026
Resident and stakeholder engagement	Throughout
Final Borough Action Plan agreed	November 2026, Executive and Assembly

Recommendation(s) for Executive

12. The Executive is recommended to note the Joint Administration’s ambition for Southwark “Green, Safe and Affordable” (Appendix 1), as the basis for the development of the Borough Action Plan.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

13. A response from the Head of Procurement is not required.

Strategic Director, Resources

14. The Strategic Director of Resources notes the contents of this report. Whilst there are no direct financial or resourcing implications arising, it will be incumbent on officers and members to work together to deliver on these ambitions within the confines of a severely constrained budget envelope and any specific proposals subsequently brought forward will need to considered in that context.

Director of Law and Governance (NBC 20260709)

15. This report sets out the Joint Administration’s statement of ambition, “Green, Safe and Affordable”. The purpose this document is to provide clarity to residents, partners and the organisation on the direction of travel for the Joint Administration and to set the foundation from which a Borough Action Plan to be developed.

16. There are no significant legal implications arising from the recommendation or report in this report, but the Director of Law and Governance and their staff will provide advice to officers on any legal and governance issues arising during the continuing development of the action plan.

17. The Executive 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.

APPENDICES

No.	Title
Appendix 1	Green, Safe and Affordable- The Joint administration’s ambition for Southwark for the next four years.

Appendix 1

Affordable, safe and green: The Joint Administration's Ambition for Southwark for the Next Four Years

Foreword from Cllr James McAsh, Leader of the Council

Future historians will be fascinated by the period we are living through. Previous generations enjoyed a sense of certainty that no longer feels so sure. They expected their children to be better off than they were. They watched societies become more inclusive and tolerant. They behaved as though the planet's resources were limitless.

This reassuring tapestry of progress has begun to unravel. The financial crisis of 2007 inflicted lasting damage on our economy. The rise of the far right challenges our values of tolerance and inclusion we once took for granted. And the climate emergency is no longer a distant warning but a daily reality.
Against this backdrop, Britain's traditional two-party system is fragmenting. In Southwark, residents chose a different path. They voted for change, but they gave no single party a majority. In doing so, they sent a clear message: work together to address the borough's priorities. That is what this Joint Administration of the Green Party and Liberal Democrats will do.

We will build a Southwark that is affordable, safe and green—one where bold ambition is matched by practical action. We will remain true to our values, recognising that Southwark is part of a wider world. We will stand up for human rights, oppose the genocides taking place in Palestine and Sudan, champion our role as a Borough of Sanctuary, and play our part in creating a fairer, more peaceful and sustainable world.

Our new administration has inherited a difficult situation. The previous Labour administration left a funding gap of more than £100 million and a debt burden of over a billion pounds. Our housing service has been judged to be failing by both residents and the regulator. Across the borough, we are already experiencing the effects of extreme heat and increasingly unpredictable weather.
Yet Southwark's strengths are greater than its challenges. We are the greatest borough in the best city in the world, blessed with outstanding parks and green spaces, thriving high streets and town centres, excellent schools, and world-leading hospitals.

Above all, our greatest asset is the people of Southwark. Residents from across the world have brought their cultures, talents and experiences here, enriching every part of borough life for hundreds of years. We will draw on that strength. We will be a council that listens, a council that works with residents, and a council that you can shape. When historians look back on this chapter in Southwark's story, they will see not only what happened, but what we achieved together.

Foreword from Cllr Victor Chamberlain, Deputy Leader and Executive Member for Neighbourhoods, Strategic Planning, and Wellbeing

In the local elections in May, the people of Southwark sent a resounding message of change. They chose to not give any one party a majority, expecting politicians to put party political differences aside in the interests of making Southwark a better place to live.

From the housing emergency, rising crime and anti-social behaviour, and the cost of living crisis, we heard time and again that the status quo was not good enough.

Whilst the Green Party and Liberal Democrats are different political parties from different political traditions – we find much common ground. We share an ambition to make Southwark safer, greener, and more affordable.

This document is the starting point of what this Joint Administration will achieve – and what we will be held accountable to.

Our shared priorities have been shaped by what we heard from residents; on the doorsteps, through our casework and surgeries, in community organisations, and through representations in the town hall. As we rebuild trust in local democracy, community councils will play a central role in ensuring local people have a stronger voice in the decisions that affect their neighbourhoods.

The scale of the challenge we face cannot be under-estimated; we have inherited a legacy of an administration stuck in its ways for 16 years, and a gap in the council’s finances – due to cuts and underfunding from the Labour Government - of £102 million.

Liberal Democrats were elected on a promise to fix Southwark, and in these challenges, we see opportunities for change. We will protect frontline services and support for our most vulnerable residents, whilst delivering the fresh thinking and reform that residents voted for.

We will stand up for Southwark’s interests more loudly than ever, we will genuinely listen to residents and empower communities to take decisions about their own areas, and we will make our streets cleaner and safer.

We will deliver on these priorities not from the silo of Tooley Street, but with real, meaningful engagement with our communities. Together, we will fix Southwark, and make our borough safer, greener, and more affordable.

Introduction

Following the May 2026 local elections, Southwark’s Green and Liberal Democrat parties have formed a Joint Administration, united by a shared commitment to a more affordable, safer and greener Southwark where everyone can grow up and grow older with dignity, opportunity and hope.

This document sets out our ambition to rapidly transform how Southwark is governed, looking beyond short-term political cycles to long-term stewardship.

We are committed to a more open and collaborative style of leadership that shares power with residents and gives local people a genuine voice in shaping the borough’s future.

Southwark is a borough of extraordinary diversity and opportunity, but too many people face financial insecurity. Residents voted at a time of rising pressure on household budgets, housing and public services, and declining trust in politics. We will stand up for Southwark and challenge the financial pressures facing both the council and residents.

At the same time, Government decisions now mean the council must find £102 million in savings by 2030. This administration rejects the idea that cuts to public services are inevitable. We will be a strong voice for Southwark across London and nationally, campaigning for fairer funding, greater local powers and an end to the ongoing austerity that has weakened councils and communities.

We are immediately focusing on the issues that matter most: tackling the cost of living, increasing access to decent and affordable homes, creating safer and cleaner neighbourhoods, and ensuring everyone has the opportunity to thrive. We will embed climate justice, respect for nature, and emissions reduction across the council's work, improving health, reducing inequality, lowering energy bills and building a more resilient Southwark.

We are committed to excellent education, children's and adult services, recognising the vital role they play in helping residents thrive at every stage of life. Meeting these challenges will require innovation and close collaboration with residents, businesses, community organisations and public services.

This document sets out our priorities and strategic direction. It will form the basis of a fully costed Borough Action Plan to be published in November, translating these ambitions into measurable action. We will publish our progress openly, invite residents to hold us to account, and continually learn and adapt as we work together towards a greener, fairer, safer and more affordable Southwark.

Affordable, safe and green

Affordable, safe and green are more than our priorities – they are the principles that will shape how we make decisions, work with residents and measure our progress over the next four years.

- **Affordable:** Making Southwark a place where everyone can afford to live, work and thrive by tackling the cost of living, increasing access to good jobs and affordable homes, and reducing inequality.
- **Safe:** Creating communities where people feel safe at home and in public, by supporting vulnerable residents, investing in young people, preventing crime and antisocial behaviour, and maintaining welcoming public spaces.
- **Green:** Tackling the climate and nature emergencies while improving everyday life through warmer homes, lower energy bills, cleaner air, greener neighbourhoods and climate justice.

Shared priorities

Like every council, much of our work is delivering essential services that residents rely on every day, from support for children and families to adult social care. This document focuses on the areas where this Joint Administration will prioritise change over the next four years, while remaining committed to delivering and improving these vital services.

We want residents to see and feel the difference their council has made, guided by seven shared priorities:

- A borough we can afford
- Serious action on climate
- Tackling the housing crisis
- A safer Southwark
- Clean and green streets
- Defending Southwark’s interests
- A council that listens and that residents can shape

We will champion ethical investment and procurement, deliver value for money, and work with residents and partners to build a council that is effective, trusted and focused on long-term outcomes.

Priority: A borough we can afford

Everyone should be able to afford to live, work and thrive in Southwark. Young people who grow up here should be able to afford to build families and grow old in their neighbourhoods.

We will tackle the cost of living by making support easier to access, expanding opportunities for good jobs and affordable homes, and ensuring the council uses every lever available to reduce inequality. We will support families to give children the best start in life and help older residents to live independently, recognising that financial security at every stage of life strengthens our communities.

We will work with businesses, educational institutions and local partners to grow an inclusive, low-carbon economy that creates good local jobs, supports thriving high streets and town centres, and opens up opportunities through skills, apprenticeships and green industries.

Our aim is to make Southwark the best place for families and for growing older well: where people can build a secure future, remain intergenerationally connected, and not be priced out of the communities they call home.

Why this matters:

Too many residents face rising living costs and deep financial inequality. Child poverty after housing costs stands at 43.1%, among the highest rates in the country, and around 11,000 households live in fuel poverty. Families are moving out of the borough, contributing to a fall in birthrate by 36% in the past 15 years.

Residents consistently identify the cost of living and housing affordability as their biggest concerns, yet awareness of council support remains low. These challenges require a more joined-up approach that makes services easier to access, strengthens economic opportunity and helps more residents get the support they need.

Priority: Serious action on climate

Our administration will treat the climate and ecological emergency as it is: the defining challenge of this century. Climate action will shape every council decision, from housing and planning to transport, procurement and public health.

We will embed climate and nature recovery across all council services, delivering a rapid and just transition that improves everyday life through warmer homes, lower energy bills, cleaner air, greener neighbourhoods and greater resilience to heatwaves, flooding and other climate impacts.

We will ensure the transition is fair, supporting those most affected by fuel poverty, pollution and climate impacts. Our goal is to cut emissions while building a greener, healthier and more resilient Southwark for everyone.

Why this matters:

Southwark is already experiencing the impacts of climate breakdown, including rising temperatures, more frequent heatwaves, flooding and poor air quality. These impacts fall hardest on those who have contributed least to the crisis.

Almost half of the borough's carbon emissions come from industry and commercial activity, with transport and homes accounting for most of the rest. Air pollution continues to harm residents' health, while climate change is increasing health inequalities, putting pressure on public services and local infrastructure, and exposing unequal access to nature across the borough.

People in Southwark expect stronger action. More than three-quarters are concerned about climate change and four in five believe the council should do more, yet fewer than half think enough action is currently being taken. We know our businesses and educational institutions also look to the council for climate leadership, and we will utilise our role as a key convenor to drive climate action.

Incremental change is no longer enough. We must look to the future. Bold and practical climate action, united with other London boroughs, is essential to cut emissions, strengthen resilience, improve health, reduce inequality and demonstrate the local leadership needed to meet the scale of this challenge, alongside campaigning for more funding and powers to be devolved to local level from central government.

Priority: Tackling the housing crisis

Southwark is in the grip of a housing crisis. Everyone deserves a safe, secure and genuinely affordable home, yet too many residents face rising rents, poor-quality housing and insecurity. Housing is a right, and tackling this crisis is central to building a fairer, greener borough.

We want to improve and retrofit existing homes while increasing the supply of genuinely affordable housing. Our goal is to build well, maintain homes and keep communities together so people are not priced out of the places they call home.

We will improve standards across all tenures, with better-managed council homes, faster repairs, fairer allocations and more transparent services. When residents need help, they should be listened to and see action without delay.

A trusted housing service is key to restoring confidence in the council. Everyone in Southwark should have the opportunity to live in a good home that meets their needs.

Why this matters:

Housing pressures in Southwark are acute and growing. More than 23,000 households are on the housing waiting list, a constantly increasing number, while over 4,200 households are in temporary accommodation and costs have more than doubled since 2018/19.

Nearly one in three residents live in council-managed homes, giving the council a major role and responsibility within the local housing system.

Residents consistently identify housing affordability and supply as key concerns, and only around half feel the council is currently effective in ensuring access to safe, well-managed homes. These pressures underline the need for faster action on supply, stronger housing management and a service residents can trust.

Priority: A safer Southwark

We will build safer neighbourhoods by putting prevention first, strengthening safeguarding and early intervention, working closely with partners to protect vulnerable children and adults, and using effective enforcement where it is needed.

Alongside tackling crime and antisocial behaviour, we will prioritise action to prevent violence against women and girls, youth services and well-maintained public spaces. We will work with partners such as the Metropolitan Police to achieve our shared goals, while also holding them to account.

Our ambition is to ensure that, through a consistent protection and prevention framework, everyone can feel safe in their neighbourhood, regardless of their postcode, background or gender.

Why this matters:

Everyone deserves to feel safe in their neighbourhood, yet too many residents do not – especially after dark. While 92% of residents feel safe in their local area during the day, this falls to 59% at night, with women, older people and disabled residents reporting lower levels of safety.

Preventable harm continues to affect our communities and streets. Antisocial behaviour generates around 11,000 service requests each year, while fly-tipping remains a persistent issue, affecting neighbourhoods and costing the council millions of pounds annually.

Residents consistently identify crime and policing as major concerns, and trust in the Metropolitan Police remains below the London average. These challenges require a coordinated approach focused on preventing harm, protecting vulnerable residents and building confidence in the services that keep communities safe.

Priority: Clean and green streets

The quality of our streets and public spaces shapes how people experience Southwark every day. We will create cleaner, greener and healthier neighbourhoods by improving waste and recycling, tackling fly-tipping and graffiti, investing in greener streets. We will make it easier and safer to walk, wheel and cycle and end the scandal of people dying on our roads.

Our ambition is to ensure every neighbourhood is well cared for, welcoming and easy to get around.

Why this matters:

Residents rightly expect clean, attractive neighbourhoods and reliable environmental services. While satisfaction with waste collection and street cleaning is high, concerns remain about fly-tipping, graffiti and bulky waste collection, all of which have a significant impact on how people feel about their local area.

Household recycling rates also remain at 34%, highlighting the need to reduce waste and increase recycling. By improving the everyday environment, we can make Southwark a better place to live.

Priority: Defending Southwark's interests

We will be a strong voice for Southwark, standing up for the borough while managing public money responsibly. Faced with continued Government underfunding and an inherited budget crisis, we will plan for the long term, focus on prevention, and involve residents in decisions about priorities and spending.

We will be honest about the financial challenges we face, while refusing to accept declining services as inevitable.

Our ambition is to be a strong and trusted voice for Southwark, standing up for the borough's interests and ensuring residents know we will always put them first.

Why this matters:

Southwark faces a £102 million funding challenge over the life of this administration, driven by rising demand, increasing costs and continued Government underfunding.

These pressures make it more important than ever to use resources wisely and invest where they will have the greatest long-term impact.

Residents want a greater say in how the council spends its budget, particularly on priorities such as community safety, affordable housing, youth services and support for children and families. Meeting these expectations requires a more transparent, collaborative approach to decision-making that puts local people at the heart of difficult choices.

Priority: A council that listens and that residents can shape

We will build a more open, accountable and participatory council by changing how decisions are made, not just what decisions are made. We want to empower people to shape their own communities, including local priorities, budgets and services, while making it easier to contact the council, get answers and influence the issues that matter to you.

Our ambition is to create a culture of partnership, where power is shared and communities play a genuine role in shaping Southwark's future.

Why this matters:

While most residents are satisfied with how the council runs services, only 40% feel they can influence decisions in their local area. Many also report difficulties contacting the council or getting issues resolved first time.

This gap between delivering services and involving residents shows why reform is needed. Building trust means improving both the everyday experience of dealing with the council and giving local people a stronger voice in the decisions that affect their communities.

Next Steps

This document sets out our shared direction of travel. The next stage is to develop a fully costed Borough Action Plan translating these priorities into clear actions, milestones and measures. This will move beyond our initial shared priorities to cover the full extent of the council's vital services, including children's services and adult social care.

The Borough Action Plan will provide the framework for delivery and accountability over the next four years. As we put that plan into action, we will work differently making decisions more openly, collaborating across the Joint Administration, and giving residents, staff and partners a stronger role in shaping how priorities are delivered in their communities.

By changing not only what the council delivers, but how it works, we will build a more affordable, safer and greener Southwark where everyone can grow up and grow older with dignity, opportunity and hope.

Agenda Item 9

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Renters' Rights Act 2025 and adoption of new Private Sector Housing Enforcement Policy
Executive Member:	Councillor David Watson, Executive Member for Community Safety and Engagement
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD – COUNCILLOR DAVID WATSON EXECTIVE MEMBER FOR COMMUNITY SAFETY AND ENGAGEMENT

The new Joint Administration will put residents first and fix our housing crisis. While the private rented sector plays a vital role in Southwark, with nearly 30% of households in the borough currently renting from a private landlord, it is clear that standards need to be raised across the board.

Many people who rent privately do so through necessity rather than by choice. We know that residents that have rented from a private landlord have often had to face significant challenges around affordability and insecurity of tenure. We also know that housing conditions in the private rented sector are worse than in other tenures with many homes containing one or more significant hazards.

The passing of the Renters' Rights Act provides a key opportunity to rebalance the power dynamic between tenants and landlords. It will achieve this in part by eliminating arbitrary, "no-fault" evictions, limiting unfair rent hikes, improving living standards, and giving our residents that rent from a private landlord greater security and stability to build long-term roots in their community.

Legislation alone will not deliver on these ambitions. The council will closely monitor compliance with the new laws and take strong enforcement action where landlords fail to meet their legal obligations. Poorly managed and maintained privately rented homes not only impact on the tenants but also on the wider community. We also have a responsibility to the many landlords who do take their responsibilities seriously and who provide an excellent service and quality homes to hold to account those landlords who do not.

The adoption of a revised Private Sector Housing Enforcement Policy is an important and necessary first step towards a better regulated private rental sector, and one which people will choose with confidence and certainty. We build on this work to create a fairer, safer and more accountable private rented sector for everyone in Southwark.

RECOMMENDATION(S)

Recommendation(s) for the Executive

1. To agree to adopt the revised Private Sector Housing Enforcement Policy (as attached in Appendix 1) to be implemented and take effect when the decision of the Executive is implementable.

2. Delegates authority to the Strategic Director Environment Sustainability and Leisure, in consultation with the Strategic Director of Housing and the Monitoring Officer to approve technical or consequential amendments to the PSHEP to give effect to subsequent changes of legal requirements or organisational changes.

3. Delegates authority to the Strategic Director Environment, Sustainability and Leisure in consultation with the Strategic Director of Housing, the Monitoring Officer and the Executive Member(s) for Community Safety and Engagement and Public Works and New Homes to implement and finalise any further policies necessary to give effect to the Renters Rights Act 2025.

4. To note that the Strategic Director of Environment, Sustainability and Leisure, and the Strategic Director of Housing, will take the necessary steps to review and, where appropriate, update their Departmental Schemes of Management to ensure that suitably trained and experienced officers are properly authorised to exercise the new powers and discharge the duties arising from the Renters’ Rights Act 2025 and associated legislation.

5. To note the formation of a Renters’ Right Act Programme Board led by Director of Housing Needs and Support and the Director of Community Safety and Integrated Enforcement.

Recommendation(s) for the Leader of the Council

1. None

REASONS FOR RECOMMENDATIONS

2. The Renters' Rights Act 2025 (‘the Act’) is one of the most significant changes to the private rented sector in a generation. It aims to create a fairer system for tenants and support the work of good landlords. In doing so, it will place new and substantial responsibilities on local authorities.

3. The Act introduces several new laws and creates ‘breaches’ (civil) and ‘offences’ (criminal) where the laws are not complied with. The Act also represents a major shift in approach with a significant focus on enforcement and an expectation that local authorities will take specified enforcement actions in response to breaches of the new landlord legislation. The maximum civil penalty that can be imposed in respect of certain specified offences has been increased from £30,000 to £40,000 and the government has issued revised statutory guidance regarding matters that must be considered by local authorities when imposing civil penalties.

4. For all the reasons highlighted in paragraphs 7 and 8 above, it has been necessary to substantially revise the existing Private Sector Housing Enforcement Policy to incorporate government guidance and the requirements introduced by the Act including civil penalty starting points that became applicable from May 2026 when the core tenancy reforms became operative. It will be necessary to make further changes to the adopted policy in the future, for example to take account of legal precedents relating to the interpretation and enforcement of the new provisions and to incorporate other provisions in the Act which are phased to come into force in subsequent years.

5. The Act has significant implications and presents challenges for local authorities in meeting the various obligations placed on them. As part of governance arrangements, it is necessary to ensure that all officers whose role involves the enforcement of provisions contained in the Act have the necessary and appropriate delegation under the Council's constitution.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

6. The Council could decide to continue to use the existing Private Sector Housing Enforcement Policy instead of adopting a new version.

7. This is not recommended as the Council will not be able to rely on the current policy in order to take transparent and consistent enforcement actions under the Act and/or to defend appeals brought by landlords against such actions in the criminal or civil courts and gives rise to a risk of legal challenge. Reasons for this are outlined below;

   i)the current policy, does not include details of several of the new breaches and offences established by the Act.

   ii)the current policy sets out the approach for imposing financial (civil) penalties of up to £30,000 but the maximum penalty for relevant offences has been increased to £40,000 by the Act.

   iii) the Act places a duty on local authorities to enforce specified Landlord Legislation, and the current policy does not reflect this now necessary enforcement first approach.

POST DECISION IMPLEMENTATION

Key Activity	Target completion date
Review Policy	1 September 2027

BACKGROUND INFORMATION

8. The Act commenced on 1 May 2026, placing statutory duties on local authorities to enforce. It introduced significant changes as to how landlords recover possession relying on specific eviction grounds. The new laws are intended to give the eleven million people across England who rent privately

stronger rights, better protection and more security in their homes. The changes aim to strike a fair balance between renters and landlords, making the system more stable, safer and easier to understand.

9. The Act’s changes affect different parts of housing law. The measures in the Act are to be introduced in 3 phases, intended to allow time for tenants, landlords, letting agents, and local councils to be ready. A summary of the changes is set out below:
   - Core Tenancy Reform (came into force 1 May 2026) - The key date for the private rented sector (PRS), where the majority of changes became active for both new and existing tenancies.
   - New Systems & Infrastructure (Late 2026–2028) - During this phase the PRS Database and PRS Landlord Ombudsman will be introduced. The government is yet to finalise the precise, final scope of all data points to be included in the Private Rented Sector (PRS) database, although a core baseline has been established.
   - Property Standards (2030 onwards) - A Decent Homes Standard (DHS) will be introduced to the PRS for the first time and Awaab’s law will be extended to the PRS. The government is yet to confirm what the DHS will contain.

10. Since the first phase came into force on 1 May 2026, private rented sector (PRS) tenants have had significantly increased tenancy protections. Landlords can no longer use Section 21 “no fault” evictions. Possession can now only be sought by proving tenant wrongdoing or relying on specific statutory grounds under Section 8 of the Housing Act 1988. All PRS tenancies will convert from Assured Shorthold Tenancies (ASTs) to periodic assured tenancies (APTs), meaning they will continue on a rolling monthly or weekly basis with no fixed end date, giving tenants greater stability and flexibility; tenants will also retain the right to end the tenancy with two months’ notice.

11. Rent increases will be limited to once per year, with renters able to challenge any rises they believe to be unfair. To promote transparency and fairness in the rental market, landlords will no longer be permitted to invite or accept offers above the advertised rent, preventing bidding wars, and they will not be allowed to request more than one month’s rent in advance. The reforms will also prohibit discrimination against prospective tenants based on receiving benefits or having children. Additionally, tenants will be able to request permission to keep a pet in the property, and landlords will be required to consider such requests reasonably.

12. The Act is expected to provide tangible benefits for responsible landlords who provide high-quality homes and a good service to their tenants. Not only will it improve the reputation of the sector as a whole, but it will also ensure that good landlords enjoy simpler regulation, and clear and expanded possession grounds, so that they can regain their properties quickly when necessary.

13. The Act places new and substantial responsibilities on local authorities. The implementation of the Renters' Rights Bill and its new statutory duties are strategically significant. The Act includes a new duty to enforce the ‘landlord legislation’, and a duty to report on the exercise of its functions in relation to the landlord legislation.

14. Operation Jigsaw, funded by Ministry of Housing, Communities and Local Government (MHCLG), has been responsible for spreading information and sharing good practice about the Act and the wealth of new enforcement duties it will introduce. Officers have utilised this resource to inform and frame the arrangements that have been put in place to support the Council’s preparedness to implement the Act’s provisions.

Southwark’s Governance Framework and Communications

15. Officers have established a governance framework that ensures that there is proper oversight and coordination in relation to the various workstreams that need to be progressed at pace. In this regard, a Programme Board has been established, co-chaired by Directors of Community Safety and Integrated Enforcement and Housing Needs , supported by a Renters’ Rights Act Delivery Group to ensure that there is a clear mechanism as to how options relating to identified issues are considered and key decisions made and how reassurance is provided to senior leaders and members around operational grip.

16. Various Renters’ Rights Act workstreams have been identified, each with cross-service officer membership and a nominated lead officer. These workstreams will collectively consider the range of issues relating to the Council’s implementation of the Act’s provisions. These issues include:
    - Consideration as to the service/officers who will enforce the new provisions, particularly those relating to tenancy reform.
    - Mapping current staffing levels and skills in relevant teams against the requirements. Identifying current capacity, gaps in coverage, and where extra posts might be needed. Identifying new job roles needed. Identifying training needs and considering joint working arrangements across the teams.
    - Auditing existing private rented sector data, reviewing what data is already collected on the private rented sector, assessing its quality, and identifying any known gaps.
    - Carrying out customer journey mapping to ensure that customers are given consistent and accurate information regarding the implications of the Act and to ensure that customers are signposted to the correct service providers, particularly where a service request requires a multi-service response.
    - Targeted Comms to key stakeholders to support the rollout of the various stages of the Act.

Revised Private Sector Housing Enforcement Policy

17. The revised Private Sector Housing Enforcement Policy, at **Appendix 1** to this report, represents the output of one of the workstreams referenced in the paragraph above. The policy has been devised having due regard to statutory government guidance and, where appropriate, to the Regulators’ Code. The policy details the approach to the enforcement of the breaches and offences created by the Act and the increased maximum civil penalty that may now be imposed in respect of certain offences under the Housing Act 2004. Although not part of the Renters’ Rights Act, the policy also includes reference to the newly introduced power for a local authority to impose a penalty of up to

£7,000 in respect of each serious 'Category 1' housing hazard as assessed under the Housing Health and Safety Rating System.

18. The revised policy reflects the duty imposed by the Act that directs that local authorities must enforce the 'Landlord Legislation' (which essentially means the breaches and offences that relate to tenants and tenants protections rather than housing standards) and that enforcement means that local authorities should impose civil penalties or instigate prosecution proceedings (where this is an option) where a breach or offence is evidenced.

19. The policy sets out the overall aim of enforcement action, namely, to protect health and improve housing standards by:
    - changing the behaviour and seeking legal punishment of those who breach the law.
    - eliminating financial gain or benefit from non-compliance.
    - providing transparent and consistent regulation within a private market.
    - promoting professionalism and resilience within the private rented sector.
    - providing a 'light touch' for compliant landlords and create a level playing field by tackling non-compliant landlords within the sector.

20. The main responsibilities for enforcing the Act's provision will be shared by the Private Sector Housing (PSH) team (principally in relation to evidenced Housing Act offences) and Housing Needs (for most tenancy-related breaches and offences). Trading Standards will enforce the limited provisions of the Act that revise the Tenant Fees Act 2019. Where it is determined that a civil penalty should be imposed, there is a maximum cap for breaches at £7,000 and £40,000 for the more serious breaches and offences. The penalty income will be ring fenced for future enforcement resources in these areas.

21. The Act introduced a new requirement for data collection and reporting to MHCLG. Local authorities will be required to provide quarterly returns covering more than 70 data points to MHCLG. At present, data is supplied by local authorities on a voluntary basis, but it is anticipated that this will become mandatory from early 2027. The required data covers a range of issues and regulatory activity under headings including:
    - <u>Licensing</u> – includes information as to whether discretionary schemes are in place and numbers of licensed addresses
    - <u>Inspections</u> – includes information relating to the level of service requests, numbers of inspections and details of hazards identified
    - <u>Case Closures</u> – details of cases closed through formal or informal action
    - <u>Notices and Orders</u> – details of formal notices served, or action taken under Part 1 of the Act or under other associated legislation
    - <u>Financial Penalties (CPs)</u> – Numbers of CPs issued broken down by breach/offence, total value of CPs issued and amount of recovered imposed penalties.
    - <u>Resourcing</u> – Total spend on PRS enforcement and numbers of FTE staff in PSH enforcement team.

KEY ISSUES FOR CONSIDERATION

22. The Act represents a major shift in approach with a significant focus on enforcement and an expectation that local authorities will take specified enforcement actions in response to breaches of the new landlord legislation. This approach has been fully reflected in the revised Enforcement Policy which has a significantly increased emphasis on taking formal action in response to evidenced non-compliance compared to the previous (current) policy.

23. The imposition of a CP is an important enforcement option, and in many cases will be the only enforcement option in cases where the Council has evidenced a breach of Landlord Legislation, which it is under a duty to enforce via specified actions.

24. Statutory guidance issued by the government sets out a number of factors that a local authority should take into account when deciding on the level of a CP, including the need to punish the offender and to be set at a level that has a deterrent effect. Statutory guidance specifies the starting points for civil penalties based on the seriousness of the breach or offence. These starting points are applicable nationally but the guidance provides that local authorities in areas where rents are lower or higher than average may, at their own discretion, may wish to apply a general adjustment via their civil penalty policy in recognition that a civil penalty of the same amount is likely to have a weaker deterrent effect in local authorities with high average rents than those with low average rents.

25. ONS data shows that average private rents in Southwark are about two-thirds higher than national average rent levels. In order that the level of civil penalty has a sufficient deterrent effect, a general adjustment has been applied to the starting points for civil penalties in the Enforcement Policy, which will be 20% higher than the starting points set out in the national guidance.

26. Whilst the revised policy places a much stronger emphasis on taking appropriate formal action, it also stresses that the Council will work with responsible landlords with the aim of promoting a professional landlord community throughout the borough. This will include the provision of advice, guidance and signposting to assist landlords in becoming more professional and knowledgeable in their role.

Policy framework implications

27. The PRS in Southwark constitutes approximately 30 per cent of the housing stock in Southwark and plays a crucial role in meeting the housing requirements of residents.

28. Improving housing conditions in the PRS, especially through the designation, administration and enforcement of large-scale discretionary property licensing schemes, supports Southwark’s Fairer Future Commitments particularly the themes 'homes for all' and 'tackling health inequalities’.

29. Southwark’s Housing Strategy expresses an ambition to transform the PRS such that all homes provide good quality, secure accommodation. It states that the Council will work with landlords to support and encourage them to

drive up standards in the PRS whilst also cracking down on rogue landlords. It signals that a zero-tolerance approach would be taken where landlords prejudiced the health and safety and welfare of residents through licensing and enforcement action. The adoption of the revised Enforcement Policy, with its necessary emphasis on stronger enforcement against non-compliant landlords, will support this ambition.

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

Community Impact statement

30. The Private Rented Sector has significantly increased in size since 2002, now representing 29% of all households in Southwark. A functioning sector can provide flexibility to those who want it, and a secure stepping stone for aspiring homeowners. A sector that does not work for those who depend on it is bad for economic growth and productivity, poor for health and a drain on aspiration. While most landlords provide a good service, the sector as a whole currently provides the least affordable, poorest quality and most insecure housing of all tenures, leading to poor outcomes for tenants and costs to the state; for example, the cost to the NHS in treating ill-health attributable to unsafe PRS homes. Landlords also face delays in evicting tenants who are at fault, and report frustration at being undercut by a criminal minority who believe they can operate with impunity. The introduction of the Act will reform landlord possession grounds and provide the tools to bolster enforcement against rogue landlords

31. In accordance with section 17 of the Crime and Disorder Act 1998, the Council has had due regard to the likely effect of these proposals on the need to do all that it reasonably can to prevent crime and disorder, including antisocial and other behaviour adversely affecting the local environment, and to prevent substance misuse, reoffending and serious violence in the exercise of its functions. The adoption of the revised Private Sector Housing Enforcement Policy is expected to have a positive impact by strengthening the Council's ability to identify, investigate and take action against rogue landlord practices and poor property management that can contribute to crime and disorder. In particular, the policy supports earlier intervention where overcrowding, poor management, neglect of common parts, waste accumulation, persistent nuisance and unsafe conditions create an environment in which antisocial behaviour, exploitation, acquisitive crime and wider disorder are more likely to occur or escalate. By setting out a clear and robust enforcement framework, the policy also improves deterrence, promotes landlord compliance, supports better property standards and management, and helps to reduce the opportunity for properties to be operated in ways that undermine community safety and neighbourhood confidence. No adverse implications in respect of crime and disorder have been identified arising from the recommendations in this report.

Equalities (including socio-economic) impact statement

32. Sections 20 and 149 of the Equality Act 2010 are directly relevant to these proposals, as the Council must ensure reasonable adjustments are made where physical features create substantial disadvantages for disabled people,

and must consider the access needs of disabled residents and visitors to advance accessibility. In exercising its functions, the Council also has a duty to have due regard to eliminating discrimination, harassment and victimisation, minimising disadvantages experienced by equality groups, advancing equality of opportunity, and fostering good relations between people who share protected characteristics and those who do not. Together, these requirements form the Council's Public Sector Equality Duty and underpin the expectation that all schemes and enforcement activity are designed and delivered in a way that promotes fairness, inclusion, and equal access for all residents.

33. The Act introduces significant structural protections for tenants, including:
- the abolition of no-fault evictions;
- safeguards on rent increases and
- strengthened anti-discrimination provisions.

34. Enforcement of the new statutory powers through civil penalty notices or formal actions against non-compliant landlords will assist the most vulnerable members of our community who are living in privately rented housing, often in the poorest quality accommodation. Therefore, no negative impact has been identified.

35. The discretionary decision to uplift all civil penalty starting points by 20% has been considered in the context of the Council's Public Sector Equality Duty. This approach is justified by the significantly higher rents in Southwark, currently more than 60% above the national average, which create greater financial incentives for non-compliant landlords and amplify the risks faced by vulnerable tenants when offences occur.

36. Applying a higher civil penalty starting point ensures that penalties remain a credible deterrent in the local market and support the protection of groups who are disproportionately represented in the Private Rented Sector. The uplift therefore has a positive equalities impact, as it contributes to preventing exploitation, improving housing conditions, and reducing the likelihood that vulnerable tenants will experience harm arising from landlord non-compliance.

37. The use of culpability and harm-based mitigation and aggravation factors further strengthen the equalities benefits of the enforcement framework. By assessing factors such as the vulnerability of affected tenants, whether harm has materialised, the speed of remedial action, and landlords' compliance history, the Council ensures that civil penalties are proportionate to both risk and impact. This approach prevents blanket or arbitrary fines and allows the Council to respond more robustly where offences affect at-risk groups, while reducing penalties where genuine mitigation exists.

38. Equality considerations will be embedded as a core element of business-as-usual activity across the Private Rented Sector Housing (PRS) programme. This will include ongoing monitoring, regular review, and assessment of equality impacts to ensure that the service continues to identify and address any disproportionate effects on residents and other service users. Where issues or gaps are identified, targeted improvements will be made to strengthen outcomes and promote fair access to services. A dedicated Board will provide oversight, ensuring accountability and transparency in how

equality is considered and reported. This governance approach will support a culture of continuous improvement, with equality impact and performance kept under active review to inform service development and delivery.

Health impact statement

39. Poor-quality housing can have a negative impact on the physical health, mental health, educational attainment, and productivity of residents. This affects the lives of tenants and has wider implications for society as a whole.

40. It has been long known that poor-quality housing harms health. In 2010, the Marmot Review found housing conditions to be one of the key, and increasingly significant, drivers of health inequality. Houses which are damp or mouldy can leave occupiers, particularly older people and children, at a higher risk of respiratory problems and infections, allergies or asthma. Nationally, 1.6 million children are struggling with damp, mould or excessive cold in their home and children in cold homes are twice as likely to suffer from respiratory problems such as asthma and bronchitis

41. We also know that the disparity in health between those in poor quality and good quality homes has widened in recent years. Nationally, in 2013, the proportion of households with a member suffering a health condition was similar in damp (33%) and non-damp (32%) homes. By 2023, those in damp homes were significantly more likely to suffer from long term health conditions (47% vs 39%). Similar disparities were seen for those in cold and overcrowded homes.

42. The introduction of the Act (and the complementary legally binding Decent Homes Standard) is likely to deliver transformative changes designed to improve living standards, with major reductions in respiratory illnesses, stress, and healthcare burdens, with consequent savings to the state.

Climate change implications

43. It is estimated that approximately 27% of the borough’s carbon emissions are from domestic/residential buildings. The council is committed to supporting the retrofitting of private homes across the borough to reduce emissions, improve energy efficiency and reduce fuel bills. The revised policy therefore supports the delivery of ‘Action 2: Support the retrofit of private homes’ in the council’s adopted Climate Action Plan (2025).

44. The adoption of the revised policy will support the effective enforcement of standards in the PRS, including the improvement of older and less energy efficient buildings homes with low Energy Performance Certificate (EPC) ratings. Improving energy efficiency in homes will reduce the amount of energy that is used, lower carbon emissions, and support efforts to tackle fuel poverty by lowering energy bills.

By giving tenants greater security and clearer enforcement pathways, the Act also encourages landlords to invest in sustainable upgrades such as loft insulation, low-carbon heating and repairs that address damp and mould, contributing to healthier homes and a lower-carbon borough.

Resource implications

45. There are no immediate resource implications in respect of the approval of the new enforcement policy. There are likely to be implications arising from the anticipated increase in necessary enforcement actions to police the new duties introduced by the Act, actions which will be taken with due regard to the new policy. Where this is the case, the resource implications will be considered fully and reported through the relevant governance processes.

46. The PSH service, which is responsible for regulating property conditions and management practices utilising, in the main, powers under the Housing Act 2004, has experienced significant chronic staffing challenges. The service is currently developing a revised workforce strategy to increase its establishment of permanent staff, reducing the current over-reliance on agency staff to fill key front-line enforcement roles.

Financial implications

47. There are no direct financial implications arising from the acceptance of the recommendations set out in this report.

48. In common with all local authorities, Southwark has received new burdens funding to support the discharge of its duties under the Renters' Rights Act 2025. The Council has been allocated approximately £450,000 across the 2025/26 and 2026/27 financial years.

49. While this funding has supported the Council's preparedness for the introduction of the Act, it is anticipated that government support will reduce from 2027/28 onwards. The government expects local authorities to establish financially sustainable models for the ongoing regulation of the private rented sector. In this context, it will be important for the Council to maximise the effective use of its civil penalty powers in line with the Enforcement Policy and to ensure robust end-to-end processes are in place to secure and retain ringfenced penalty income to support future enforcement activity.

Note: Legal (and when to seek supplementary advice)

50. The legal implications are set out under Director of Law and Governance.

Consultation

51. There is no statutory requirement to consult. However, to ensure a robust approach all relevant internal stakeholders have been consulted.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

52. None

Head of Procurement

53. Not applicable

Director of Law and Governance (Ref: DA/07.07.2026)

54. The Renters' Rights Act 2025 introduces new and expanded statutory duties, powers and enforcement expectations for local housing authorities. Section 107 in particular, places a statutory duty on councils to enforce landlord legislation, marking a shift from a discretionary enforcement framework to one where active enforcement is required.

55. The Act also expands investigatory powers, introduces new offences, strengthens the use of civil penalties, Rent Repayment Orders and Banning Orders. Government Guidance establishes a statutory framework for penalty-setting.

56. The Council is required to ensure that its enforcement decisions are taken lawfully, consistently and in accordance with published policy. The Council's existing Private Sector Housing Enforcement Policy, civil penalty policy and officer authorisations were developed under the pre-Act legislative framework and do not fully reflect the duties and powers introduced by the Act. Continued reliance on these documents without revision would increase the risk of enforcement decisions being procedurally flawed, ultra vires, or vulnerable to challenge.

57. Adopting the Private Sector Housing Enforcement Policy provides a clear legal framework within which officers can exercise the Council's powers, supports compliance with statutory expectations, and reduces the risk of successful appeals or judicial review. Updating officer authorisations ensure that enforcement action is taken by officers acting within proper delegated authority, which is essential to the lawful exercise of powers.

58. Ongoing review of the Policy will be required to ensure the policy framework remains aligned with any further statutory guidance, parliamentary orders or statutory instruments made under the Renters' Rights Act 2025.

59. Enforcement decisions are made on a case-by-case basis by the enforcement officer and ultimately with the Director of Law & Governance in respect of prosecutions on the basis of the relevant evidence, the public interest, and any other factors applicable at the time and taking into account the Code and the Code for Crown Prosecutors.

60. The delegated of authority for the Strategic Director Environment Sustainability & Leisure, in consultation with the Strategic Director of Housing and the Monitoring Officer to approve minor variations, will enable the Council to keep the policy aligned with any updates to statutory guidance and further commencement phases under the Renters' Rights Act 2025 (including the introduction of additional guidance as new parts of the Act come into legal force) to give effect to the Renters Rights Act 2025

Strategic Director of Resources (ESL26/021)

61. The Strategic Director of Resources (SDR) notes the recommendations in Paragraphs 1–5 to Cabinet to adopt the revised Private Sector Housing Enforcement Policy from 22 July 2026, including the application of a 20% uplift to civil penalty starting points, and to delegate authority to the Strategic Director Environment, Sustainability & Leisure to make necessary updates to the policy in response to organisational or legislative changes, as well as to delegate authority to the Strategic Director Environment, Sustainability & Leisure, the Strategic Director of Housing, and the Director of Law and Governance, in consultation with the relevant Portfolio Holder, to implement and finalise any additional policies required under the Renters' Rights Act 2025 and to approve any consequential amendments to the Council's Constitution and Scheme of Delegation necessary to give effect to the new statutory powers.

62. The SDR also notes that there are no direct financial implications arising from the recommendations within this report; however, the implementation of the Renters' Rights Act 2025 introduces significant new statutory duties which are expected to increase enforcement activity and create future service pressures. While the Council has received approximately £450,000 of new burdens funding across 2025/26 and 2026/27 to support initial preparedness, it is anticipated that this funding will reduce from 2027/28 onwards. In this context, it will be important for the Council to develop a financially sustainable approach to ongoing regulation of the private rented sector, including maximising the effective use of civil penalty powers under the revised Enforcement Policy and ensuring robust processes are in place to secure and retain ringfenced income to support future enforcement activity.

63. Officers' time and any other costs associated with the recommendations will be contained within existing divisional revenue budgets.

Other officers

64. None

REASONS FOR URGENCY

Legislative requirement

65. Under section 107 of the Act, the Council is under a duty to enforce specified 'Landlord Legislation' as defined.

When required

66. The key tenancy reforms introduced by the Act came into effect on 1 May 2026. Without a revised policy setting out how the Act will be implemented, the council may face practical and legal challenges in exercising its enforcement functions effectively and consistently.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Private Sector Housing Enforcement Policy

AUDIT TRAIL

This section must be included in all reports.

Executive Member	Councillor David Watston - Executive Member for Community Safety and Engagement	
Lead Officer	Aled Richards - Strategic Director Environment Sustainability and Leisure	
Report Author	Anju Sidhu - Head of Regulatory Services David Beach - Consultant	
Version	Final	
Dated	8 July 2026	
Key Decision?	Key	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	Yes	Yes
Strategic Director of Resources	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		8 July 2026

APPENDIX 1

LONDON BOROUGH OF SOUTHWARK

STANDARD OPERATING PROCEDURE

PRIVATE SECTOR HOUSING ENFORCEMENT POLICY

This is a CONTROLLED COPY

Copy No: 1

Date: 20 July 2026

Only copies of this Procedure marked with a "Copy Number" are subject to automatic updating.

This Procedure may not be copied by any means without the permission of the Head of Regulatory Services

Approved by Anju Sidhu

Head of Regulatory Services

Approved by: Executive

CONTENTS

1.0 Introduction

1.1 This enforcement policy is drawn up in line with the principles of good enforcement and with specific regard to the Regulators' Code 2014 under the Legislative and Regulatory Reform Act 2006 and the Regulatory Enforcement and Sanctions Act 2008. The applicable legislation for the above is set out in The Legislative and Regulatory Reform (Regulatory Functions) Order 2007 ('the 2007 Order'):

- Public Health Acts 1936 & 1961
- Prevention of Damage by Pests Act 1949
- Local Government (Miscellaneous Provisions) Acts 1976 & 1982
- Parts 8, 9 and 10 of the Housing Act 1985
- Environmental Protection Act 1990
- Part 8 of the Housing Act 1996
- Parts 2 to 5 of the Housing Act 2004
- Regulatory Reform (Fire Safety) Order 2005

This policy also ensures compliance with section 107 of the Renters' Rights Act 2025, which imposes a duty on the Council to enforce the Landlord Legislation. See paragraph 5.3 below for definition of 'Landlord Legislation' and further detail.

1.2 Whereas the Regulators' Code 2014 requires regulators to operate in a transparent, accountable, and proportionate manner, including where appropriate, to take an informal approach when initially dealing with breaches and formal action when this is not effective, the Landlord Legislation is predicated on an enforcement-first approach. When the Council enforces legislation relating to the regulation of private sector housing, and to which the Regulators' Code does not apply, it will generally adopt a staged approach to enforcement unless such an approach is precluded by the relevant legislation or it considers that it is not appropriate to do so due to case-specific circumstances.

1.3 This policy sets out how Southwark Council as the Local Housing Authority will deal with suspected breaches of housing law and other public health legislation. It seeks to ensure the law is applied fairly and consistently, to tackle offenders in proportion to their offending, whilst minimising the impact for the compliant, recognising the needs of local businesses and reducing administrative burdens. The overall approach to enforcement is consistent with the ambition set out in the Council's Housing Strategy; the Council will work with landlords to support and encourage them to drive up standards in the private rented sector, whilst taking necessary action where private landlords fail to meet their legal obligations.

1.4 Duties fall under five main headings as follows:

- promoting and regulating responsible and effective tenancy management to support sustainable tenancies.

- Undertaking inspections/audits and providing guidance to ensure that residential accommodation meets minimum legal standards. Taking formal action as necessary to secure compliance with statutory requirements.
- The administration and enforcement of the mandatory and additional licensing of prescribed house in multiple occupation (HMO) accommodation.
- The administration and enforcement of the selective licensing of other privately rented homes.
- Maximising the use of the existing housing stock through a range of measures to bring vacant homes back into use.

1.5 Where there is evidence of other offences arising from the actions of landlords, such as breaches of the Digital Markets, Competition and Consumers Act 2024, Proceeds of Crime Act 2002, or Fraud Act 2006, the Council will consider instituting proceedings, including confiscation proceedings, in addition to any action taken within the scope of this policy.

1.6 This policy should be read in conjunction with the Council's divisional Regulatory Services Enforcement Policy (2021), which sets out the principles of good regulatory practice and the approaches taken by officers across Regulatory Services.

1.7 In this policy 'landlord' encompasses superior landlords and, where the landlord (including for the avoidance of doubt any superior landlord) is a limited company, includes directors and any other named officer(s) of that company, including any person purporting to act in such capacity. It also includes those acting or purporting to act on behalf of landlords (e.g. letting agents, managers, persons in control, licence holders). For the unlawful eviction offence, a penalty notice can be served on anyone who has committed that offence and that person would also fall under the scope of this policy.

1.8 This document is an enforcement policy. It sets out the Council's principles, approach and framework for exercising its statutory enforcement functions. It is not intended to provide detailed operational procedures; however, officers will apply the structured decision-making framework set out in this policy to ensure that enforcement action is consistent, proportionate, and evidence based. Departure from this approach will only occur where there is a clear and evidenced justification. Detailed operational procedures and service-specific processes will be set out in separate internal guidance documents.

2.0 Aim of Policy

2.1 The council aims to meet its Executive Priorities to protect public health, reduce anti-social behaviour and safeguard housing standards by ensuring compliance with the relevant legislation, whilst recognising the needs of local businesses. Whilst the main regulatory focus of the Council is on the regulation of standards and management practices in the private rented sector (PRS), it also has a regulatory/enforcement role in some circumstances in relation to owner-occupied accommodation and homes owned/controlled by a Registered Provider of social housing (RP).

2.2 The overall aim of our enforcement action is to protect health, improve housing standards and encourage landlords to adopt a proactive/preventative approach by:

- changing the behaviour and seeking punishment in accordance with the law of those who breach the law,
- eliminating financial gain or benefit from non-compliance,
- providing transparent and consistent regulation within a private market,
- promoting professionalism and resilience within the PRS,
- providing a 'light touch' for compliant landlords and create a level playing field by tackling non-compliant landlords within the sector.

2.3 Through appropriate enforcement actions, the Council will aim to ensure that:

a) Tenants of a private landlord or RPs live in homes free of significant hazards which affect, or may affect, their health and safety.

b) Privately rented accommodation, including HMOs, are managed in accordance with legal requirements.

c) All licensable properties are licensed, and licence conditions met.

d) Vulnerable occupiers, or those unable to support independent living, live in accommodation free of significant risks to their health and/or safety.

e) Owners or occupiers of privately-owned land or property do not cause a statutory nuisance to owners or occupiers of other land or property.

f) Owners or occupiers of privately-owned land or property do not present an unacceptable risk to public health, safety or the environment.

g) Persons are held accountable for actions which are deemed detrimental to local environmental quality or to the health, safety and welfare of residents.

h) The Council meets its statutory duties in its regulatory role as a local housing authority.

2.4 The council considers the need for transparency and consistency in the discharge of its functions under the above legislation to be of primary importance; its principal principle will be that like matters are treated alike, and that different matters are treated differently. The objective of this policy is to promote both transparency and consistency in the exercise of the council's functions and, in particular, to maximise consistency in the use of the council's enforcement powers.

3.0 The Policy

3.1 The protection of public health and the tackling of anti-social behaviour will be paramount when enforcing the law and assistance will be given to landlords and tenants to comply with legal requirements, as at paragraph 5.2 below.

3.2 All enforcement action taken will be in accordance with statutory Codes of Practice, Council procedures and protocols, and official guidance from central and local government bodies.

3.3 Formal enforcement action will normally be pursued to secure appropriate housing standards, particularly where there is a risk of tenants falling into or remaining in unhealthy or unsafe conditions and the Council is under a corresponding duty to take action. Informal approaches will only be used where it is clear that less serious issues can be resolved promptly without compromising tenant safety or wellbeing. Where legislation advocates an enforcement-first approach, the Council will apply this alongside a proportionate, case-by-case assessment, having regard to the individual circumstances of which it is aware and the equalities duties under the Equality Act 2010, set out in paragraph 5.9 below

3.4 Formal action will be initiated in the following circumstances, unless there is a clear and evidenced reason to adopt an alternative approach:

- Where there is a serious risk to public health,
- Where there is a blatant or deliberate contravention of the law,
- Where there is history of non-compliance, or cooperation for an informal approach is not forthcoming,
- Where landlords fail to take action in the timescales agreed within an informal process.

3.5 Reasonable effort will be made to ensure compliance with the law by a process of advice and education where the Council considers it appropriate, prior to taking formal action.

4.0 Authorisation of Officers

4.1 All Housing and Licensing Officers and other enforcement officers are fully trained, competent and authorised to carry out their duties, authorised in accordance with the Divisional Scheme of Management and Officers' Scheme of Authorisation. All investigations will be carried out in accordance with the requirements of the:

- Police and Criminal Evidence Act 1984,
- Criminal Procedure and Investigations Act 1996,
- Human Rights Act 1998,
- Regulation of Investigatory Powers Act 2000.

5.0 Overview of approach to enforcement

5.1 In safeguarding housing conditions and wider environmental issues arising from rented homes in Southwark, the Council wants to work with responsible landlords to help them to reduce anti-social behaviour and raise housing standards. Where appropriate, the Council will instigate appropriate enforcement action against landlords who fail to comply with their legal requirements. Where legislation requires an enforcement-first approach, this will be applied alongside a proportionate, case-by-case assessment, taking into account known individual circumstances, any vulnerabilities, and the Council's equalities duties.

5.2 In conjunction with our expectation of landlord compliance, we will also work with responsible landlords and aim to promote a professional landlord community throughout the borough. We will expect landlords to have a good understanding of housing standards and management and for them to inform themselves of the range of professional obligations. Ultimately landlords will need to ensure that they are informed and keep up to date with the range of their responsibilities and this duty rests primarily with landlords themselves. A failure to keep updated and informed is not of itself a defence in respect of a failure to comply, and will not excuse failure to comply, with the law. We will however provide advice, guidance and signposting to assist landlords in becoming more professional and knowledgeable in their role; to be clear, this will be in the way of advice to landlords generally, rather than indicating that the Council intends to impose upon itself a target duty in respect of any particular landlord. For those landlords who require help in improving their knowledge and skills we will aid them by providing guidance documents e.g. on minimum property standards and requirements for HMOs.

5.3 Where there is a statutory duty to enforce the Council will do so, subject to the legal investigative framework, i.e. the Council will require evidence of the breach of the law that triggers the duty. This relates to the duty to enforce the Landlord Legislation under section 107 of the Renters' Rights Act 2025 and the duty to take some form of formal action under Part 1 of the Housing Act 2004 (including where a Category 1 hazard has been identified). The Landlord Legislation is comprised of the following:

- Chapters 3 and 6 of Part 1 of the Renters' Rights Act 2025,
- Part 2 of the Renters' Rights Act 2025,
- Sections 1 and 1A of the Protection from Eviction Act 1977, and
- Chapter 1 of Part 1 of the Housing Act 1988.

5.4 The Renters' Rights Act 2025 gives the Council the power to enforce the Landlord Legislation in relation to breach or an offence that occurs outside of its area. The Council will take such enforcement action as is necessary in collaboration with the local authority or authorities where the property to which the breach or offence relates to is located. In these cases, such action as is necessary will be taken having due regard to this policy document.

5.5 Large-scale discretionary property licensing schemes have operated in Southwark since 2016. The Council believes that property licensing provides an important legislative framework that enables it to effectively regulate conditions and management practices in the PRS placing, where a licence has been granted, legal obligations on the Licence Holder (and any other named person) to proactively manage and maintain the rental home.

5.6 Based on an assessment of risk, harm, and the seriousness of the breach, the Council will normally give landlords the opportunity to address issues prior to formal enforcement action, unless there is a clear reason to proceed directly to enforcement. The Council expects responsible owners to undertake necessary repairs and improvements without the need for it to instigate formal action. The Council also expects landlords and agents to comply with all aspects of its property licensing schemes, including the need to ensure that licensable addresses are licensed, to comply with the terms of any granted licence and to take all necessary steps in the event that a licence is refused.

5.7 In tandem with the approach to landlords set out above, we would normally expect tenants to engage with their landlords and report issues of disrepair direct to them (ideally in writing to preserve a chain of evidence), giving reasonable time for their landlord to respond and action any complaint, unless the issue is an emergency (for example, and not exhaustively, if there is an evidenced risk of harm) in which case tenants may contact the Council in the first instance. In most circumstances, on receipt of a complaint from a tenant, the Council's initial response will be to bring the matter to the attention of the landlord (specifically the licence holder if there is one) as part of its triaging of new service requests, with a request that the landlord investigates the matters raised and details their findings to the Council along with their proposals to address any issues identified within a specified period of time. Where the landlord fails to respond in time, or to respond adequately, arrangements will be made for an enforcement officer to inspect the property, if such an inspection has not already been carried out.

5.8 The Council will also seek to empower service users by providing advice, guidance and signposting to relevant organisations, such as Shelter and Citizens Advice Bureau, amongst others.

5.9 In making enforcement decisions the Council will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not. The Council will carefully consider any equalities impacts arising out of enforcement decisions, having due regard to any known protected characteristic, and consider whether the approach proposed is appropriate having regard to case-specific circumstances. The Council is also conscious of the proscription on discrimination and the requirement to make reasonable adjustments as contained in the Equality Act 2010. In making enforcement decisions it will take account of the same in respect of known protected characteristics. The Council will seek to reduce the impact of any adverse equalities impacts where possible.

5.10 The Council will use data, intelligence and audits of certain licensed and other properties to target its proactive and reactive inspections, for example, it will prioritise inspecting those premises that suffer disrepair, overcrowding, nuisances and/or other public health issues and also those without property licences and those in breach of their licence. In respect of property inspections, depending on individual case circumstances, the Council may or may not give advance notice of the visit to the landlord and, where necessary may enter pursuant to a warrant power of entry.

5.11 The Council will be unable to intervene in cases of landlord/tenant disputes which sit outside the legal framework available to it. The Council's Private Sector Housing (PSH) service, which has primary responsibility for regulating standards in privately rented homes, will not be able to intervene on matters of rehousing, certain civil contractual disputes or cases of legal possession proceedings. However, issues encompassed by the Landlord Legislation (such as the requirement to provide a written agreement, or disputes which incorporate landlord harassment or attempted illegal eviction) will be investigated in accordance with this policy. Where we are unable to investigate, tenants will be signposted to the relevant Council team and/or other third-party advocates such as Citizens Advice Bureau or Shelter.

5.12 The Council will assist tenants in providing advice and guidance to make it easier to understand the permitted letting fees paid by tenants in private sector housing and the other Landlord Legislation in relation to granting and/or maintaining a tenancy. There is a range of sanctions available to the Council against a landlord who has, for example, charged a prohibited payment or breached the other related legal requirements. The Council will exercise these powers using the principles in this Policy, including the Financial Penalty Policy in Appendix 1.

5.13 In circumstances of alleged harassment and the threat of unlawful eviction the Council will initially provide advice and mediation to try and promote a preventive approach as well as signposting tenants to civil remedies such as Rent Repayment Orders (RROs) and claims for compensation. In more urgent cases where there is evidence of such breaches, or an imminent possibility of it, the Council will undertake investigations and take possible enforcement action against perpetrators in line with the Landlord Legislation duty. This may involve initiating a prosecution case or the issue of a Financial Penalty Notice, as set out in Appendix 1 below.

5.14 The Council will also investigate long-term empty properties, with a particular focus on those properties which are causing a disproportionate negative impact upon their local neighbourhood. A stepped approach will be taken so that all reasonable avenues are explored before formal enforcement options are considered. This will include an initial engagement phase with owners, followed by formal enforcement action where compliance is not achieved or where the risk or seriousness of the case warrants immediate action. Responsibility will rest with, and actions will be led, by the relevant service area based on the nature of the case, with escalation to senior management where required.

Partnership working

5.15 Working with the London Fire Brigade and others the Council will seek to ensure that all residential blocks containing self-contained flats are subject to proper oversight and investigation, including where appropriate, enforcement action in order to ensure the health and safety of residents, particularly in relation to fire safety.

5.16 The Council will work with other teams such as the Greater London Authority (GLA) and relevant Government Departments to tackle the issues of fuel poverty, poor energy efficiency in homes and related issues such as damp and mouldy homes. This will be via a mixture of enforcement work to achieve improvements, e.g. using Excess Cold and Damp & Mould hazards under the Housing Health & Safety Rating System (HHSRS) or assessing any statutory nuisance under s80 of the Environmental Protection Act 1990, and also using other mechanisms such as facilitating grant uptake for energy efficiency improvements.

5.17 Leaseholder complaints: the Council would not normally be able to respond to complaints by long leaseholders requesting assistance in taking action against other long leaseholders or freeholders. The Council will only offer assistance in cases where there are exceptional circumstances; this may include cases where there is imminent risk to health. Where complaints relate to disputes relating to head or sub lessees' refusal to licence their property then this will be dealt with using the principles set out in elsewhere in this Policy. In all other situations the leaseholder will be redirected to: The Leasehold Advisory Service http://www.lease-advice.org

5.18 Registered Provider complaints: RP tenants will be expected to liaise with their own RP using their formal repairs reporting procedure and, if this does not achieve the required improvements, then the tenants will be advised to pursue the problem through their RP's formal complaints procedure. All damp and mould and emergency issues fall under the scope of Awaab's Law, which sets out specific response times for RPs to triage and respond to these issues and the Council will advise RP tenants of their rights in this respect and expect them to utilise those rights. Additionally, the tenant will be advised that they will then be expected to report problems to the Housing Ombudsman via their online complaint form: https://www.housing-ombudsman.org.uk/residents/ Housing Ombudsman Service, PO Box 1484, Unit D, Preston, PR2 0ET Telephone 0300 111 3000. Where there is evidence that the RP have not responded to any of the formal processes described above then the Council will investigate, albeit only where it is an emergency case or where the Council believes the case to be a significant health risk and priority (provided the reporting actions noted above have been followed and evidence submitted), in which case the enforcement principles in this policy will apply.

6.0 Informal Action

6.1 In cases where the Council has determined that significant housing hazards exist at a property, informal action will only be considered in exceptional circumstances. Generally, informal action might include letters or emails or other written communications. In some cases, on receipt of a complaint regarding housing conditions or other reported issue at an address, the Council would first write to the landlord to highlight the alleged deficiencies and request that the complaint be investigated, and remedial action be taken as necessary. A visit may be made at the outset in cases where the initial complaint indicates that an immediate investigation by a Council officer is warranted.

6.2 In cases where officers visit an address, whether this is a result of a landlord's failure to adequately resolve a highlighted issue or as part of an audit or other investigation, written advice may be deemed sufficient should the inspection highlight only minor deficiencies.

6.3 With regard to assessments made under the HHSRS made under Part 1 of the Housing Act 2004, the Council would not normally take formal action, beyond a Hazard Awareness Notice, if the identified defects equated only to minor or moderate Category 2 hazards.

6.4 Where written advice is deemed necessary and is provided, suggested timescales will normally be included to undertake any specified works or actions. For defects that relate to moderate or minor Category 2 hazards, a Hazard Awareness Notice may be issued; that is not to say that the Council excludes the possibility that such notices might be appropriate in more serious cases, although such circumstances are likely to be rare in practice.

6.5 If there are more substantial issues to be addressed, the letter will detail the actions to be taken and timescales. A clear distinction will be made in the letter between what is required by law and anything included that is recommended good practice.

7.1 **Statutory Notices**

7.1.1 These are notices used when a landlord is failing to comply with housing or other health and environmental legislation. They normally require that necessary remedial action be taken at a specified property by the recipient within a specified time period, which will vary depending on the nature and scale of the works.

7.1.2 For defects that give rise to Category 1 HHSRS hazards under Part 1 Housing Act 2004, the Council has a duty to take appropriate enforcement action to deal with that hazard. The Council will also normally seek to deal with any significant Category 2 hazards identified at an address, whether or not Category 1 hazards are also present.

7.1.3 In the event that the Council determines that the property contains at least one Category 1 and/or significant Category 2 HHSRS hazard, it will take what it considers to be the most appropriate enforcement action in all but exceptional circumstances. Such action will vary depending upon the circumstances of the case but is most likely to involve the service of an Improvement Notice requiring remedial works but could also involve a Prohibition Order prohibiting the use of all or part of the property, a Demolition Order or a Hazard Awareness Notice. Expedited or suspended enforcement actions are also available, which are dealt with under 'emergency or suspended enforcement actions' below. Where the property has at least one Category 1 HHSRS hazard, it may additionally impose a civil penalty (or multiple civil penalties if there is more than one Category 1 hazard) of up to £7000 (see also below, paragraph 7.6).

7.1.4 In cases where a property contains one or more Category 1 hazard(s), it is unlikely that the service of a Hazard Awareness Notice would be the preferred enforcement action, unless the circumstances of the occupiers were such that other options were not practical([e.g. major improvement works required in a home occupied by a frail resident). In cases where a formal notice other than a Hazard Awareness Notice was served, a monetary charge would normally be made for this.

7.1.5 Other formal notices served by the Council will not relate to the landlord undertaking remedial works but will cover a range of other matters including exercising a request to provide information or the need to abate or avoid overcrowding.

7.1.6 Legal Notices served by the Council will detail any rights of appeal, and an extension of time to comply with any notices requiring works can be requested if there are legitimate reasons, usually prior to expiry of the deadline for compliance. However, failure to comply with the requirements of any issued Notice is an offence and would normally result in prosecution or, where appropriate, the issuing of a civil penalty.

7.2 **Work in default**

7.2.1 In situations where a landlord fails to comply with a formal notice requiring remedial works, the Council may undertake these works in default of the owner and take steps to recover any costs incurred, including its administrative costs. This power may be exercised in addition to any prosecution proceedings taken or civil penalty imposed for non-compliance with the subject notice.

7.3 **Emergency or suspended enforcement actions**

7.3.1 Where there is a Category 1 HHSRS hazard present that is considered to represent an imminent risk of serious harm to the health and safety of the occupiers of a dwelling, the Council may serve an Emergency Prohibition Order or take Emergency remedial action. Such emergency actions would involve either the removal of certain defects giving rise to the immediate risk or the closure of all or part of a dwelling.

7.3.2 The Council also has the power to suspend action taken under Part 1 Housing Act 2004 in situations where it has the power or duty to take enforcement action through the service of an Improvement Notice or a Prohibition Order. Such action would not normally be the preferred enforcement action unless the circumstances of the current occupiers were such that other options were not practical.

7.4 **Licensing**

7.4.1 The significant majority of privately rented property in the Borough is currently required to have an appropriate property licence. In determining an application for any property licence, the Council must decide whether to grant or refuse a licence. Where the Council is minded to grant a licence, the licence period must not exceed 5 years. A summary of these provisions and the adopted approach is detailed in paragraphs 7.4.2 to 7.4.6 below.

7.4.2 In order to secure a property licence, the licence holder [and manager if different] will be assessed against 'Fit and Proper Person' criteria. In granting a licence, the Council must be satisfied that the licence holder and any separate manager of the address are fit and proper persons.

Fit and Proper Person

7.4.3 In applying the Fit and Proper Person test, the Council will consider a range of relevant factors. The Council's general approach, illustrated with examples that are not intended to be exhaustive, will be:

- To consider the nature of any convictions (including where appropriate the circumstances underlying convictions that are spent, or those convictions themselves. For example, convictions relating to fraud, running an unlicensed HMO or violence are likely to be relevant in determining 'fit and proper'. A landlord that has criminal convictions for harassment and/or unlawful eviction is unlikely to be deemed fit and proper. A conviction based upon the existence of a significant hazard may give some clue as to the applicant's approach to health and safety. A previous historic breach of the law relating to a less serious matter where the offence occurred more than five years ago is unlikely to carry any significant weight in determining 'fit and proper' status.
- To consider the nature of any civil penalties that have previously been issued in relation to identified contraventions of the law
- More than one contravention or conviction will normally carry more weight than isolated or one-off incidents, unless the single breaches are particularly serious.

7.4.4 Each case will be considered on its own merits and any mitigating factors of which the Council is aware will be considered. The Council will adopt a common-sense approach, exercising its discretion reasonably and proportionately, taking into account relevant considerations and ignoring irrelevant ones.

7.4.5 Where there is a failure of a licence holder or manager to meet the Fit and Proper Person test, a licence application will be refused (unless an appropriate alternative licence holder or manager is identified) and any existing licence revoked (unless the failure relates to the property manager and an appropriate alternative manager is identified).

Duration of licence

7.4.6 In the event that there are no contra-indications [that relate to person or property], the Council will normally grant a licence that has a 'full-term' duration of up to 5 years. However, where the Council identifies concerns relating to either the property to be licensed [for example a material breach of planning control] or to the licence holder/manager [but not such that the Fit and Proper Person test is failed outright] then a shorter licence term may be granted dependent upon the circumstances and nature of concerns as to why a 'full-term' should not be granted. In the event that the Council decides to grant a reduced term property licence this will usually be for a period of 2 years, although discretion will be applied on a case-by-case basis. Once the two years (or other varied period) of licence expires a full new licence application will then be required, including full payment of the fee.

7.4.7 The operation of the licensing regime places several obligations on landlords, including the need to:

- Ensure that relevant properties are licensed,

- Carry out necessary safety checks and provide relevant documentation, when necessary.
- Comply with a set of licence conditions, including the need to deal with any anti-social behaviour at their rented property and to keep the property in a reasonable state of repair.

7.4.8 A failure to meet one or more of the housing standards or licensing requirements will be individually assessed but may result in one, or a combination of 2 or more, formal enforcement outcomes including:

- Prosecution,
- The imposition of a civil penalty (but not prosecution for the same offence),
- The service of formal notices,
- Refusal or revocation of a licence and/or the granting of a shorter licence period through a consequent failure to meet, or fully meet, fit and proper person criteria.

7.5 **Prosecution**

7.5.1 Where formal action is required, a prosecution may be necessary if the alleged offence is sufficiently serious. Any decision to prosecute will be taken in accordance with the Regulators' Compliance Code, the Council's Enforcement Protocol and the Code for Crown Prosecutors.

The following factors will be taken into account:

- The seriousness of the offence,
- The previous history of the party concerned,
- The willingness of the party to prevent a recurrence of the problem,
- Whether the issuing of a simple caution would be more appropriate or effective,
- Whether the offence was committed deliberately, and by reference to any evidence of obstruction of the officers in their lawful duty or of the investigation,
- Financial considerations - the benefit obtained from the alleged offending.

7.5.2 Where an offence under the Housing Act 2004 committed by a body corporate, such as a Limited Company, is proved to have been committed with the consent or connivance of, or to be attributable to any neglect on the part of—

(a) a director, manager, secretary or other similar officer of the body corporate, or

(b) a person purporting to act in such a capacity,

they as well as the body corporate commit the offence and are liable to be proceeded against and punished accordingly.

The Council will determine, on a case-by-case basis, whether to prosecute any person or persons that they consider fall within the scope of (a) or (b) above in addition to prosecuting the body corporate.

7.6 (Financial Penalties) Civil penalties

7.6.1 The Council will apply its civil penalty framework consistently and in accordance with statutory guidance, ensuring that decisions are proportionate, evidence-based, and transparent. Where legal action is necessary to address housing breaches and offences, financial penalties, under section 249A of the Housing Act 2004 or various sections of the Renters' Rights Act 2025, will be used as an enforcement tool as an alternative to a prosecution. The Council may impose civil penalties of up to £7,000 for a range of initial or lower-level breaches of PRS requirements, including administrative, transparency and standards-related duties. For serious, persistent or repeated non-compliance, civil penalties of up to £40,000 may be imposed, or criminal prosecution pursued where appropriate. Appendices 1 and 2 to this document set out the policy in relation to this enforcement tool. They detail the decision-making process in determining the penalty amount, as set out in the relevant Financial Penalty Matrix and in compliance with statutory guidance.

7.6.2 Where the Council determines that a residential property has been let that is in contravention of the Minimum Energy Efficiency Standard (MEES) Regulations, it may issue a financial penalty. Penalties vary depending on the nature of the breach up to £4000 for a single breach. Given the seriousness of breaches of the MEES Regulations, the relatively low penalties that can be imposed, and high average private rent levels in Southwark, the Council will normally impose penalties at the maximum level permitted, unless there are exceptional circumstances.

7.6.3 Breaches of:
a) Redress Schemes for Letting Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014/2359
b) Consumer Rights Act 2015 (Part 3 Chapter 3)
c) Tenant Fees Act 2019
d) Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019/986

will be dealt with in accordance with the Trading Standards Financial Penalties Policy for Letting Agents and Landlords – see https://moderngov.southwark.gov.uk/documents/s94604/Appendix%201.pdf

7.6.4 Where the legislation provides a choice in relation to an evidenced offence, the Council will determine, on a case-by-case basis, whether to instigate prosecution proceedings or to serve a civil penalty in respect of any of the offences listed above. Examples of situations in which a decision to prosecute would normally be taken include:

- Where the offence committed is judged to be particularly serious,
- Where the offender has committed similar offences in the past, whether or not the offender has been prosecuted or penalised for the same.

7.6.5 The content of paragraph 7.5.2 applies equally in respect of civil penalties.

7.7 **Rent Repayment Orders**

7.7.1 The Council may apply to the First-tier Tribunal (Property Chamber) (FTT) for a Rent Repayment Order (RRO) where a landlord has committed a relevant offence (as set out in Section 40 Housing and Planning Act 2016) to recover an amount in respect of a relevant award of universal credit paid in respect of rent under the tenancy for up to 24 months. An application for an RRO may be in addition to other formal action, such as prosecution proceedings or the imposition of a Civil Penalty.

7.8 **Banning Orders**

7.8.1 Banning orders will considered and pursued where there is evidence of serious, repeated or deliberate non-compliance, or where the Council considers that other enforcement actions would not provide sufficient protection to tenants or the wider public.

7.8.2 For serious offenders, where a landlord has committed one or more offences specified in the Housing and Planning Act 2016 (Banning Order Offences) Regulations 2018/216, the Council may apply to the FTT for a banning order that bans a landlord from:

- Letting housing in England;
- Engaging in English letting agency work;
- Engaging in English property management work; or
- Doing two or more of those things.

A banning order, if granted, must be for a minimum period of 12 months. There is no statutory maximum period for a banning order.

7.8.3 The Council will generally pursue a banning order for the most serious offenders. It will take into account the seriousness of the offence(s), whether the landlord has committed other banning order offences (or received any civil penalty in relation to a banning order offence) and any history of failing to comply with their obligations or legal responsibilities. It will also take into account other relevant factors, including:

- The harm, or potential harm, caused to the tenant,
- The need to punish the offender,
- The need to deter the offender from repeating the offence,
- The need to deter others from committing similar offences.

7.9 **Publicity**

7.9.1 The Council will work with various media organisations and persons to promote and inform people about our enforcement regime. The Council participates in the GLA's Rogue Landlord and Agent Checker, sharing details of relevant enforcement actions with the GLA to be included in a database. The Council believes that the GLA's database performs several important functions which are in the public interest, including that of empowering tenants or other interested parties to check on their landlord or agents' history, enabling them to make informed choices regarding their options when privately renting. The Council's default position, therefore, is that details of relevant convictions should be made available on the above public database unless it is satisfied that there is a compelling reason as to why the data should not be made public and that any actual or potential damage and/or distress arising from publication outweighs the public interest.

7.9.2 The Council does not currently routinely upload details of enforcement actions on the national rogue landlord database beyond what it is compelled to do i.e. breaches of

Banning Orders. This is an approach that the Council is keeping under review. That it does not routinely upload such details does not prevent it from doing so in a particular case.

7.9.3 Media coverage will normally be invited in the following cases:

- The offence is a serious one or has significant factors such as the risk to health of tenants, visitors or neighbours, the exploitation of tenants, anti-social behaviour or an issue affecting the wider area or PRS.

- Coverage will assist in securing compliance by others or is in the public interest to demonstrate the Council's actions and to help inform issues in the wider housing sector.

- To draw attention to a particular issue or set of hazards.

- To provide potential renters and tenants with information that will enable them to check whether a landlord has a poor operating history. It will seek to ensure that the private rented housing market operates in a fairer and more transparent way, and that tenants are protected from exploitation by unscrupulous landlords.

- To support other local authorities and regulatory partners in their enforcement efforts, through information sharing, and to increase awareness of criminal and rogue landlords who operate across borough boundaries to crack down on poor and criminal behaviour.

- The offence is serious and/or was committed wilfully and the Council wishes to draw attention to their willingness to take a hard line in such cases.

- Coverage is otherwise in the public interest.

- A press release will also be issued about convictions and/or civil penalties where it is considered that publicity will bring in benefits by promoting compliance with those statutory requirements designed to protect the health, safety and welfare of customers, residents, workers and visitors, as well as the Borough's environment.

- Media coverage will not be sought where the primary motive is to cause damage to the subject.

8. Data Protection

8.1 All information obtained will be treated in confidence and in accordance with the UK General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The Council operates secure mechanisms to share information with internal and external partners, including law enforcement bodies, where this is necessary and proportionate for enforcement purposes including data sharing agreements which set out when, why and how we share data and established between relevant services where it is necessary to do so. The Council will coordinate enforcement activity across relevant services to minimise duplication, ensure consistency of approach, and make effective use of available resources

9.0 Complaints and Appeals Procedures

9.1 Some legal notices have a statutory appeals procedure, and landlords are entitled to appeal against such notices through the specified appeal provisions.

9.2 We are always willing to discuss with you the reasons why we have acted in a particular way or asked you to act in a particular way. You can contact the Head of Regulatory Services at resi@southwark.gov.uk to discuss our approach to enforcement against you for a specific case/address.

9.3 We manage complaints about our service through Southwark's Corporate Complaints Policy. Click on 'complaining about council services', email complaints@southwark.gov.uk or telephone 020 7525 0042.

Private Sector Housing Enforcement Policy

Appendix 1 - Civil penalties under the Renters' Rights Act 2025 and other housing legislation

1.0 Introduction and Overview

1.1 This policy applies in the event that the Council has made a decision to impose a civil penalty.

1.2 In this policy, the term 'landlord' should be read as including superior landlords, letting agents, managing agents, licensors, property owners, corporate landlords, directors of corporate landlords, registered providers of social housing and any other person involved in the letting or management of accommodation.

1.3 In this policy, the term 'corporate landlord' should be read as referring to a body corporate that meets the definition of 'landlord' above.

1.4 In this policy, the terms 'House in Multiple Occupation' or 'HMO' are defined by the Housing Act 2004.

1.5 The term **'breach'** is used to refer to non-compliance by landlords where a local authority may impose a civil penalty of up to £7,000 and there is not an option to prosecute. The term '**offence**' is used to refer to non-compliance by landlords where a local authority may either prosecute or impose a civil penalty of up to £40,000.

1.6 The following breaches are subject to a civil penalty with a statutory maximum of £7,000:

- Failure to give a written statement of terms and any other prescribed information under section 16D of the Housing Act 1988.
- Attempting to let a property for a fixed term under section 16E of the Housing Act 1988.
- Attempting to end a tenancy by service of a notice to quit under section 16E of the Housing Act 1988.
- Attempting to end a tenancy orally or requiring that it is ended orally under section 16E of the Housing Act 1988.
- Serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988.
- Relying on a ground where the landlord does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988.
- Failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988.
- Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025.
- Discrimination relating to children in the lettings process under section 33 of the Renters' Rights Act 2025.

- Discrimination relating to benefits in the lettings process under section 34 of the Renters' Rights Act 2025.
- Failure to specify proposed rent within a written advertisement or offer under section 56 of the Renters' Rights Act 2025.
- Inviting, encouraging or accepting any offer of rent greater than the stated rate under section 56 of the Renters' Rights Act 2025.
- Letting a qualifying residential premises that has at least one Category 1 HHSRS hazard.

1.7 The following breaches are subject to a civil penalty with a statutory maximum of £40,000:

- Breach of duty under Regulation 3, 3B, 3C, and 3D of the Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020/312.

1.8 The following offences are subject to a civil penalty with a statutory maximum of £40,000:

- Unlawful eviction and harassment of occupier under section 1 of the Protection from Eviction Act 1977.
- Continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn under section 16J of the Housing Act 1988.
- Conduct giving rise to liability under s.16I, where within the preceding five years the landlord has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct under section 16(J) of the Housing Act 1988.
- Relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988.
- Breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 under section 16J of the Housing Act 1988.
- Breach of a banning order under section 21 of the Housing and Planning Act 2016.
- Failure to comply with an Improvement Notice under section 30 of the Housing Act 2004.
- Contravention of an overcrowding notice under section 139 of the Housing Act 2004.
- Failure to obtain a selective licence under section 95 of the Housing Act 2004.
- Failure to obtain an HMO licence under section 72 of the Housing Act 2004.
- Knowingly permitting over-occupation of an HMO under section 72 of the Housing Act 2004.
- Failure to comply with management regulations in respect of HMOs under section 234 of the Housing Act 2004.
- Failure to comply with HMO licence conditions under section 72 of the Housing Act 2004.

- Failure to comply with selective licence conditions under section 95 of the Housing Act 2004.

1.9 If a landlord has committed multiple breaches or offences, a separate civil penalty can, and usually will, be imposed for each breach and offence. In each case, the level of any civil penalty imposed will be determined in accordance with this policy.

1.10 If multiple landlords have committed a breach or offence arising out of the same facts at the same property, a separate civil penalty can, and usually will, be imposed on each offender. In each case, the level of civil penalty imposed on each offender will be in accordance with this policy.

1.11 This policy outlines the Council's methodology and mechanism for assessing and setting the level of a civil penalty at all stages where a civil penalty is under consideration, including the preparation of a notice of intent, and where a final decision has been made to impose a civil penalty.

1.12 When applying the civil penalties matrix, interim calculations at individual stages may result in figures that exceed the statutory maximum. Where the final amount reached following application of all relevant steps exceeds the statutory maximum, the civil penalty will be reduced to the applicable statutory maximum.

1.13 The Council considers the need for transparency and consistency to be of primary importance to ensure fairness in the discharge of its functions. The general objective of this policy is, therefore, to promote both transparency and consistency in the imposition of financial penalties so that those involved in the letting or management of accommodation (a) know how the Council will generally penalise relevant breaches and offences and (b) are assured that, generally, like cases will be penalised similarly, and different cases penalised differently. For these reasons in particular, the Council will depart from this policy and the guidance below in exceptional circumstances only. It will consider carefully, and on a case-by-case basis, whether any such circumstances exist, in light of the information with which it is provided.

1.14 The Council recognises that, despite its best efforts, landlords may operate unlawfully for a significant period without detection, and that only a proportion of those committing relevant breaches and offences will be identified. Accordingly, the Council seeks to ensure that civil penalties are set at a level that makes it clear to the landlord concerned and to others that operating unlawfully as a landlord is financially disadvantageous when compared to operating lawfully.

1.15 The Council has a duty to act fairly, transparently and consistently when assessing civil penalties. To maintain fairness between all landlords, the Council will not give weight to claims advanced as factors that might reduce the amount of a civil penalty unless those claims are supported by evidence that the Council reasonably considers to be relevant, reliable, credible, and sufficient in scope and detail to enable proper assessment of the claim, having regard to the nature of the claim, the information ordinarily available to the landlord, and the need for consistent and fair decision-making. Allowing inadequately evidenced assertions to influence outcomes would risk rewarding those who provide incomplete or misleading information and would create an unfair advantage over landlords who provide a full and properly evidenced account. Accordingly, the Council expects landlords against whom a civil penalty is being considered to provide all documents and records that would ordinarily exist if their account were accurate. Where such evidence is not provided, and no explanation that the Council considers adequate is given, the Council may draw an adverse inference.

1.16 Where claims are advanced without sufficient supporting evidence, the Council may request specified supporting material before determining whether to issue a final notice or whether any mitigation has been sufficiently evidenced so as to justify a lower civil penalty.

1.17 The further objectives of using financial penalties in particular as a means of enforcing the above breaches and offences are explained below.

2.0 Statutory Guidance

2.1 The Government has issued statutory guidance entitled (see [Civil penalties under the Renters' Rights Act 2025 and other housing legislation - GOV.UK]). The Council has had regard to this guidance in the drafting of this policy, and will have regard to it in the exercise of their functions in respect of civil penalties.

2.2 The Council has considered the following factors in developing this civil penalty policy to help ensure that the civil penalty is set at an appropriate level.

- **Severity of the breach or offence.** The more serious the breach or offence, the higher the penalty should be.
- **Culpability and track record of the offender.** A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities.
- **The harm caused to the tenant.** This is a very important factor when determining the level of penalty. The greater the actual harm or the potential for harm, principally to the tenant but also potentially the local community, the higher the penalty should be.
- **Punishment of the offender.** The penalty should, in a way that is fair, both punish the offender and demonstrate the consequences of not complying with their responsibilities.
- **Deter the offender from repeating breaches or offences.** The ultimate goal is to prevent any further offending and help ensure that the offender fully complies with all of their legal responsibilities in future. The level of the penalty should therefore be set at a level that it is likely to have a very significant deterrent effect.
- **Deter others from committing similar breaches or offences.** While the fact that someone has received a civil penalty may not be in the public domain, the civil penalty policy itself will be and local authorities should consider how their formal enforcement activity can be effectively publicised. An important aspect of deterrence is the realisation on the part of landlords that the local housing authority is proactive in levying civil penalties where the need to do so exists and the civil penalty will be set at a high enough level such that operating lawfully will be the sensible financial choice.
- **Remove any financial benefit the offender may have obtained as a result of committing the breach or offence.** The principle here is that it should not be in the offender's financial interest to commit a breach or offence rather than comply, for example that the penalty for breaching licensing conditions in respect of occupancy of a property

is less than the additional rent received as a result of the over-crowding. The absence of any financial benefit to the landlord does not mean though that the penalty should be reduced.

3.0 Civil Penalties Matrix

3.1 In determining the level of a civil penalty, officers will have regard to the matrix set out below.

3.2 The matrix consists of the following sequential steps:

1. Determining the starting point based on the seriousness of the breach or offence, by reference to (potential) harm and culpability, and the 'Landlord Type' (for 'Landlord Type', see 3.6 to 3.8 below)
2. Consideration of mitigating and aggravating factors the Council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants.
3. Taking account of financial considerations.
4. Consideration of Totality.

Step 1 Starting point based on seriousness of the breach or offence

3.3 The Ministry of Housing, Communities & Local Government (MHCLG) has provided statutory guidance that prescribes starting points for all breaches and offences based on the seriousness of the breach or offence. The exception to this prescription is for breaches of licensing conditions under sections 72(3) and 95(2) of the Housing Act 2004, where the Council has determined its own starting levels based on its determination of the seriousness of the specific licence condition or type of licence condition where there is evidenced non-compliance.

Starting point for civil penalties – general adjustment

3.4 The statutory guidance sets out the starting points for civil penalties based on the seriousness of the breach or offence. These starting points are applicable nationally but the statutory guidance provides that local housing authorities in areas where rents are lower or higher than average may, at their own discretion, wish to apply a general adjustment via their civil penalty policy in recognition that a civil penalty of the same amount is likely to have a weaker deterrent effect in areas with high average rents than those with low average rents.

3.5 Office for National Statistics (ONS) data (see Private rent and house prices, UK - Office for National Statistics) shows that average private rents in Southwark are about two-thirds higher than national average rent levels. In order that the level of civil penalty has a sufficient deterrent effect, a general adjustment has been applied to the starting points for civil penalties in Southwark, which will be 20% higher than the starting points set out in the national guidance (before any other adjustments are made – see below).

Starting point for civil penalties - Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; experience of the landlord ("Landlord Type")

3.6 While all landlords are expected to comply fully with their legal obligations, the Council considers that a higher standard of professionalism and regulatory awareness is reasonably expected of landlords who operate at greater scale, who have greater experience, or who are involved in more complex forms of letting. Where such landlords fail to comply with their obligations, this will ordinarily justify a higher civil penalty.

3.7 In particular, a higher degree of professionalism is expected of landlords who:

- Control, own, or manage a significant portfolio of properties;
- Have significant experience in the letting or management of property;
- Are or have been involved in the letting or management of HMOs;
- Are corporate landlords; or
- Are or have been directors of corporate landlords.

3.8 An upward adjustment of 20% of the applicable starting point will be applied where the landlord meets any one or more of the following criteria:

- The landlord has, at any point in time, controlled, owned, or managed six or more properties (of all types). These properties need not have been held concurrently or at the time civil penalty proceedings are brought.
- The landlord has, at any point in time, controlled, owned, or managed three or more properties that operated as HMOs, whether or not lawfully, and whether or not concurrently.
- The landlord is, or has previously been, a director of a corporate landlord.
- The landlord is a corporate landlord.
- The landlord has, in the Council's assessment and by reference to the available evidence, significant experience in the letting or management of property.

<u>The starting point for civil penalties for each of the breaches and offences based upon the seriousness of that breach or offence, the general adjustment made to reflect average local rents and 'landlord type' are set out at Appendix 2.</u>

Step 2 - Mitigating and aggravating factors the Council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants

3.9 To promote fairness and consistency in the administration of civil penalties, the Council will apply a structured and consistent framework when determining the extent to which mitigating and aggravating factors affect the quantum of any civil penalty. Some examples of aggravating and mitigating factors are identified below but these are not intended to be exhaustive.

General approach

3.10 Each breach or offence may have offence-specific mitigating and/or aggravating factors, which will be considered alongside the generic factors set out below.

3.11 Where multiple civil penalties are issued under this policy against the same landlord at the same time, and except where expressly stated otherwise, mitigating and aggravating factors will be considered and applied separately to each civil penalty when determining the quantum of each penalty, in recognition of the fact that some such factors may not be relevant to all of the breaches and/or offences.

Mitigating factors

3.12 The Council may reduce the level of a civil penalty by up to 20% of the applicable starting point where it is satisfied that there is one or more evidenced mitigating factor.

3.13 The following are examples of generic mitigating factors that, if appropriately evidenced, will be considered in respect of each breach or offence. These generic factors will not be relevant to all breaches or offences. For example, remedying 'the significant elements of the breach leaving only less significant elements' will clearly not apply to a failure to license offence.

<u>Steps taken to remedy the basis of the breach or offence</u>

3.14 Non-exhaustive examples include:

- Promptly remedying all elements of the breach or offence after receiving communication from the Council. (*Note – it may not always be possible for a breach to be remedied e.g. If there has been a failure to provide specified documentation within a given time period to comply with a licence condition*).
- Promptly remedying, withing the time period specified, all the significant elements of the breach or offence leaving only less significant elements of the breach or offence.

<u>A high level of cooperation</u>

3.15 Non-exhaustive examples include:

- Proactive provision of significant information the Council reasonably considers relevant beyond that required by statutory notice.

<u>Acceptance of liability</u>

3.16 Non-exhaustive examples include:

- Accepting liability before or within the period for representations.

Where a landlord relies on a reasonable excuse defence or otherwise contests liability, this mitigating factor will not apply.

<u>Health circumstances</u>

3.17 Non-exhaustive examples include:

- A serious health condition or medical incident experienced by the landlord during, or in the period immediately preceding, the breach or offence, where there is clear and reliable evidence that the condition had a direct and material impact on the landlord's ability to comply with the relevant legal obligation. Examples may include, but are not limited to, a heart attack, stroke, cancer diagnosis, or other acute or serious medical event causing significant incapacity or impairment. This potential mitigation would generally not apply where the offending continued over an extended period, and the offender or their representative did not take steps to meet the relevant obligation or remedy the breach.

Diminished culpability (limited responsibility)

3.18 Non-exhaustive examples include:

- A joint landlord who has evidenced that compliance arrangements for the subject property were the principally the responsibility of the other (or another) joint landlord.
- A landlord who became involved only after an unforeseen change in circumstances (such as the death of the previous landlord) and who committed the breach or offence only for a limited period while putting their affairs in order.

3.19 The instruction of a managing or letting agent, or reliance on an agent's actions or omissions, will not of itself constitute diminished culpability.

Aggravating factors

3.20 The Council may increase the level of a civil penalty by up to 20% of the applicable starting point to reflect the presence of aggravating factors.

3.21 The following generic aggravating factors will be considered in respect of each breach or offence. These generic factors will not be relevant to all breaches or offences. For example, the 'duration of non-compliance' will not be an aggravating factor in cases where the offender has failed to provide information within a specified time period in breach of a licence condition.

Previous history of non-compliance.

3.22 Non-exhaustive examples include:

- Previous successful prosecutions (including the circumstances underlying relevant spent convictions), previous civil penalties, previous rent repayment orders, previous works in default, previous simple cautions.

3.23 Concurrent investigations or proceedings relating to other civil penalties, prosecutions, or rent repayment orders will not be treated as previous non-compliance.

Non-cooperation with the Council.

3.24 Non-exhaustive examples include:

- Failure to comply with notices issued under section 16 of the Local Government (Miscellaneous Provisions) Act 1976, section 235 of the Housing Act 2004, or section 114 of the Renters' Rights Act 2025.
- Failing to provide a substantive response to a letter of alleged offence.
- Failing to attend previously agreed meetings, and failure to attend PACE interviews whether or not there was prior agreement to do so.

3.25 Where the Council has prosecuted, or is pursuing a prosecution, in respect of the same act or omission involving failure to provide legally required information (including failure to comply with a statutory notice), that conduct will not also be treated as an aggravating factor for the purposes of setting the civil penalty.

Deliberate intent or negligence when committing the offence.

3.26 Non-exhaustive examples include:

- Knowledge that the breach or offence was occurring.
- Continuation of offending after communication from the Council.
- Premeditation or planning, including steps taken to prevent detection or effective investigation.
- Providing false or misleading information to the Council.
- Applying pressure to occupants to deter cooperation with the Council.

Duration of non-compliance.

3.27 Non-exhaustive examples include:

- The offence or breach occurred over an extended period, being more than 6 months.

Vulnerability of occupants

3.28 Non-exhaustive examples include children and young adults, persons vulnerable by reason of age, disability or sensory impairment, persons with drug or alcohol dependency, victims of domestic abuse, children in care, persons with complex health needs, persons who do not speak English as a first language, victims of trafficking or sexual exploitation, refugees, asylum seekers, and pregnant women.

The practical application of identified aggravating and/or mitigating factors to determine the level of the penalty

3.29 The Council will decide on a case-by-case basis, whether evidenced/observed mitigating or aggravating factors, individually and/or collectively, are ‘significant’, ‘moderate’ or ‘minor’ and will increase or decrease the level of the penalty by an appropriate percentage accordingly. Decisions will be supported by an internal framework for assessing the degree to which each aggravating and mitigating factor affects the quantum of any penalty to ensure the fair and consistent administration of civil penalties.

3.30 Illustratively, in the event that the Council decides that one or more significant mitigating factors has been made out/evidenced, and where there are no identified aggravating factors, the level of the penalty will be reduced by up to 20%. For example, where a breach is remedied (at a point after the Council has evidenced the breach but before the end of the representation period following the service of a Notice of Intent to impose a financial penalty) the Council would consider this to be a significant mitigating factor.

3.31 Conversely, in the event that the Council decides that one or more significant aggravating factors has been made out/evidenced, and where there are no identified mitigating factors, the level of the penalty will be increased by up to 20%. For example, if there was evidence that the offender was aware of the Council’s licensing regime but had failed to license a property including that they were aware of a prior licensing designation (this might include cases where the offender was named as the licence holder or other interested party for another address or had started but not completed a licence application) the Council would consider this to be a significant aggravating feature.

3.32 In the event that the Council determines that there are both mitigating and aggravating factors that apply, it will decide on a case-by-case basis as to how the relevant factors, taken in the round, will impact on the level of the penalty. This may mean that the Council determines that the nature of the mitigating and aggravating factors are such that they cancel each other out (meaning that the level of penalty identified at step 1 is not changed) or that a percentage decrease or increase of less than 20% is applied, but there will be cases where the Council decides that the nature of the identified aggravating factors significantly outweigh the mitigating factors such that the maximum 20% increase should be applied (or vice-versa where the mitigating factors significantly outweigh the aggravating factors).

3.33 Under this policy, the Council will increase or decrease a penalty by a maximum of 20% where aggravating and/or mitigating factors are identified. The Council may otherwise depart from its policy should it determine that there are ‘exceptional circumstances’ (see below) but the presence of multiple mitigating factors or multiple aggravating factors will not of themselves constitute exceptional circumstances.

Step 3 - Financial considerations

3.34 The Council will review the quantum of the civil penalty and consider whether it is sufficient to act as an effective deterrent to future non-compliance. Where the Council has evidence that it considers to be sufficiently reliable regarding rental income and/or asset value from the landlord, it may determine that an increase in the level of the penalty is appropriate in order to achieve effective deterrence.

3.35 It is essential that, as an absolute minimum, landlords do not financially benefit from their offending behaviour.

3.36 Financial circumstances will ordinarily be considered after any written representations have been received and as part of the determination of any final notice.

3.37 Where a landlord seeks to rely on a strained or limited financial position as a basis for reducing the level of a civil penalty, that position must be supported by appropriate and verifiable evidence sufficient to enable the Council to assess the landlord’s financial position consistently, objectively, and transparently. Unsupported assertions, partial disclosure, or selective provision of information will not be given weight.

3.38 At a minimum, and where such information exists, the following should be provided as part of any written representations:

- The last three full tax years’ full self-assessment tax returns filed with HMRC, including all additional and supplemental pages;
- The last three full tax years’ SA302 documents & tax year overviews;
- The last three months’ payslips;
- The last three years P60 certificates;
- The last twelve months’ Universal Credit payment statements;

- A list of all property assets owned or jointly owned (not limited to rental properties), together with corresponding Land Registry title documents;
- A list of all property assets owned by any corporate entity in which the landlord has a beneficial interest or in which the landlord holds a directorship, together with corresponding Land Registry documentation;
- The most recent annual mortgage statement for each property, or the relevant number of monthly mortgage statements where the mortgage has been in place for less than twelve months;
- Valuation statements for all ISAs held;
- Statements from any crypto asset exchange accounts showing balances and valuations;
- A list of all shareholdings;
- Recent bank statements for any account holding a balance in excess of £5,000;
- Recent statements for all secured and unsecured loans;
- Bankruptcy orders and official notifications of bankruptcy.

3.39 Where the Council is not satisfied that it has been provided with sufficiently reliable, complete, and accurate information to assess the landlord's financial position, the Council may draw the inference that the landlord is able to pay the civil penalty as imposed.

3.40 A claimed inability to pay will not, of itself, outweigh the need to ensure effective deterrence or to remove any financial benefit obtained as a result of the breach or offence.

The practical application of financial considerations to determine the level of the penalty

3.41 The Council's starting point, and working assumption, is that the landlord should pay the penalty identified having completed steps 1 and 2 above (subject to any reduction for Totality or discount for early payment – see below) but will take account of relevant information and evidence that indicates that the penalty should be decreased or increased.

3.42 In considering whether, based on any available evidence, the penalty should be increased or decreased, the Council will have regard to any adjustments made at stage 2 above (mitigating and aggravating factors). Under the terms of this policy, the combined effect of applying any mitigating or aggravating factors at step 2 and financial considerations at step 3 will not have the overall impact of decreasing or increasing a penalty by more than 20% unless it determines that there are exceptional circumstances.

3.43 In the event that the Council has identified significant mitigating factors at step 2, without identifying any or significant aggravating factors, and reduced the penalty accordingly, the Council may decide that the additional presence of significant financial information/evidence that indicates that the proposed penalty is still too high constitutes exceptional circumstances. In such cases, the Council may reduce the proposed penalty by no more than 20% to take into account both steps 2 and 3 (mitigating factors and the financial circumstances of the offender).

3.44 In the event that the Council has identified significant aggravating factors at step 2, without identifying any or significant mitigating factors, and increased the penalty accordingly, the

Council may decide that the additional presence of significant financial information/evidence that indicates that the proposed penalty is still too low constitutes exceptional circumstances. In such cases, the Council may increase the proposed penalty by more than 20% to take into account both steps 2 and 3 (aggravating factors and the financial circumstances of the offender). In considering the financial circumstances of the offender and the need to ensure that any imposed penalty has the necessary deterrent effect, due regard will be given to the fact that the Council has applied a general adjustment to the starting point of all penalties to reflect the relatively high level of local private sector rentals.

Exceptional circumstances

3.45 The Council may, exceptionally, including for the reason given in the two paragraphs immediately above, increase the penalty identified in step 1 by more than 20% or, again exceptionally, decrease the penalty identified in steps 2-3 by more than 20%. In order to meet the objectives of this policy and of financial penalties in particular, however, including the need for transparency and consistency in the use of such penalties, the Council will exercise its discretion to increase or decrease a penalty by more than 20% from the amount of penalty identified in step 1 in exceptional circumstances only [excluding any reduction or discount offered when applying ***Totality*** or ***Discount*** as set out below]. The Council will consider on a case-by-case basis, in light of the information with which it is provided, whether any such circumstances exist.

Step 4 - Totality

3.46 In deciding what level of penalty to impose, the Council will also consider Totality where it considers it appropriate and proportionate to do so. In such circumstances Totality will arise at the fourth step of the process outlined above.

3.47 For cases where the Council has determined, having considered Totality, that the level of penalty should be reduced, a reduction of <u>up to</u> 20% may be applied to the financial penalty calculated after steps 1 to 3 above. The level of the reduction offered will in each case depend on case-specific factors and circumstances. In some cases, the offered reduction will be offered subject to specified conditions.

3.48 Any reduction against the level of financial penalty offered under Totality would be in addition to the ‘Early Payment’ discount that the offender was entitled to as set out under the ‘Discounts’ heading of this policy.

3.49 In accordance with the statutory guidance, any rent repayment orders made in respect of the same breach or offence will be disregarded for the purposes of assessing the totality of civil penalties under this policy. The totality policy is not intended to reflect the entirety of the liability the landlord may suffer; only the liability for civil penalties.

3.50 The Council will *consider* Totality in the following circumstances:

1. Where a person has committed more than one offence at or around the same time and the Council intends, correspondingly, to impose more than one financial penalty; and/or

2. Where the offence is committed by a body corporate and the Council intends to impose a separate financial penalty on both the company and one or more company directors who are also have shareholdings of at least 50% in the company, pursuant to s.251 Housing Act 2004.

3.51 In considering Totality, the overriding policy objective is to reflect all of the offending behaviour (with reference to overall harm and culpability, together with any aggravating and mitigating factors relating to the offences and those personal to the offender) to determine the level of a financial penalty that is (or penalties that are) appropriate in the circumstances.

3.52 In applying this element of the enforcement policy:

a) There is no automatic right to a reduction under Totality. For example, where the offender is a portfolio landlord or large property agent that has committed multiple offences resulting in multiple financial penalties, the Council may decide that no Totality reduction should be offered given the nature and scale of the offending. In this regard, it should be noted that in relation to the offences for which a local authority has the power to impose a financial penalty of up to £40,000 as an alternative to a criminal prosecution, the Magistrates' Court has the power to impose an unlimited fine for these same offences.

b) In cases where the Council has determined to impose financial penalties in respect of the same offence (including for example on a company and one or more of its directors), it may decide to offer a reduction under Totality to one person (or persons) and not the other(s) or to offer different levels of reduction to each person based upon the circumstances of the case.

c) The Council may make the offer of any reduction(s) under Totality conditional. For example, in the event that the Council has decided to impose multiple financial penalties against a person and, having considered the circumstances of the case, has determined to offer a reduction under Totality for each or any of the penalties, the reduction may be conditional on the person paying each of those penalties by a given date. In the event that fewer penalties were subsequently paid, the offered reduction would normally be withdrawn or reduced in value. Similarly, in the case of a reduction offered under Totality in relation to the situation described in b) above, the reduction would normally be withdrawn or reduced in value should it later be determined that the other party (or parties) should not pay a penalty or should pay a lesser penalty than originally imposed.

d) In cases where more than one element of the Authority's Totality policy is engaged (for example, where the Authority intends to impose multiple penalties on a person and, in respect of the same offences, on a company for which the person is a share-holding director owning at least 50% of the shares), the combined reduction in the level of a penalty or penalties will not normally exceed 25% of the original calculated penalty.

3.53 Where the Council has considered Totality in respect of 2) above and determined that the level of each penalty should be reduced, it will usually reduce the penalties for the body corporate and each shareholding company director that is to be penalised by 10%; it may in certain circumstances instead divide the total reduction of 20% between the two parties unevenly.

3.54 Where the Council has considered Totality in respect of 1) above and determined that the level of each penalty should be reduced, the following rates will normally be applied to the penalty that has been arrived at by application of steps 1-3 above:

Numbers of financial penalties	Reduction in amount of each penalty (%)
Less than 3	zero
3 or 4	2.5
4 or 5	5
6 or 7	10
8 or 9	15
10 or more	20

3.55 Under this policy, where the Council determines that it is appropriate to consider Totality in relation to a person (which can be an individual or a company) in relation to both 1) (multiple penalties) and 2) (separate penalties imposed on Body Corporate and Director), the maximum reduction in the amount of each penalty shall normally be capped at 25%.

Joint ownership

3.56 When an address where an offence has been committed is jointly owned (e.g. by a wife and husband), and the Council determines that it is appropriate to impose a separate financial penalty on two or more individuals, it will not consider Totality (unless Totality is otherwise engaged e.g. a property is owned by two persons who are also directors of a limited company and the Council has determined to impose penalties both on the company and one or more directors).

3.57 When an address is jointly owned and the Council is satisfied that a relevant housing offence or offences has/have been committed without a reasonable excuse, it may impose separate penalties on each individual owner. It may also decide not to impose a separate penalty on an individual owner if it is satisfied that this person has played no active role in the letting or management of the rented property, even though they may have committed an offence through a strict interpretation of the relevant provisions, which are strict liability offences. The Council may also impose different fine levels where more than one joint owner is issued with a financial penalty and where different mitigating/aggravating features and/or exceptional circumstances apply.

4.0 Process for imposing a civil penalty and the right to make representations

4.1 Before imposing a financial penalty on a person, the Council will give the person notice of the authority's proposal to do so [a 'Notice of intent'].

4.2 A person who is given a Notice of Intent may make written representations to the Council about the proposal to impose a financial penalty. Any representations must be made within a 28-day period, this period starting the day after the date on which the Notice of Intent was given. As the burden lies with the recipient of any such notice to explain why, exceptionally, the Council should, or should not, depart from the Civil Penalties Matrix and this policy, the Council will expect the recipient of a Notice of Intent to explain and provide cogent evidence to support the existence of any such circumstances when he or she makes representations in response to the notice.

4.3 In the event of two or more persons receiving separate Notices of Intent for the same matter, it should be noted that acceptance/payment of a civil penalty by one person will not negate the Council's intention to impose a civil penalty on the second or further persons. Each person served with the Notice of Intent is considered individually liable to pay the civil penalty notified to them. It is therefore important that any recipient of a Notice of Intent takes the opportunity to make representations should they consider for any reason a civil penalty should not be individually imposed upon them.

4.4 After the end of the period for representations the Council will—

(a) Decide whether to impose a financial penalty on the person, and

(b) If it decides to impose a financial penalty, decide the amount of the penalty

4.5 In determining whether to impose a financial penalty, and the level of any penalty, the Council will consider any representations received. Where the Council decides to impose a financial penalty, it will consider whether it is necessary to vary the level of the financial penalty to reflect any evidenced mitigating or aggravating factors and/or financial considerations that were not taken into account at the Notice of Intent stage.

An offender's compliance with the identified breach during the representation period would not, in itself, be reason for the Council to determine that the imposition of a financial penalty was inappropriate i.e. compliance at that stage would be relevant to the amount of any imposed financial penalty and would be considered and applied, as appropriate, at step 2 above.

4.6 If the Council decides to impose a financial penalty on the person, it will give the person a notice (a "final notice") imposing that penalty.

4.7 The final notice will set out and summarise—

a) The amount of the financial penalty,

b) The reasons for imposing the penalty,

c) Information about how to pay the penalty,

d) The period for payment of the penalty,

e) Information about rights of appeal, and

f) The consequences of failure to comply with the notice.

Discount

4.8 The Council will automatically apply the following discounted rate to any imposed financial penalties in the following circumstances:

a) A discount of 20% of the calculated financial penalty should the penalty be paid within a specified time period [normally 28 days] or agreement be reached as to the basis on which the discounted penalty would be paid [i.e. the terms for stage payments to be made] within that specified time period.

4.9 With regard to the discount set out in paragraph a) above, this discount will not be available to the recipient of a financial penalty who decides to enter an appeal against the penalty or is otherwise joined in any appeal against the penalty.

4.10 Save for any reduction offered under Totality above, the discount set out at paragraph a) above is the only one that is liable to be credited under this policy.

Appendix 2 Offences and breaches where a civil penalty may be levied and offence/breach-specific considerations as to the level of that penalty – Starting points for penalties

The starting points set out below represent the Council's structured assessment of the seriousness of each offence, having due regard to the relevant statutory guidance. The starting points may exceed the statutory maximum. These starting points are used to differentiate between levels of offending prior to the consideration of any aggravating or mitigating factors and other relevant factors and considerations. In all cases, where necessary, the final penalty imposed will be capped at the applicable statutory maximum.

Protection from Eviction Act 1977 offences

Unlawful eviction and harassment of occupier - section 1 of the Protection from Eviction Act 1977

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£42,000	£48,400	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- Violence or threats of violence.
- Disposal of possessions or threats to dispose of possessions.
- Breach or evasion of an injunction or undertaking.
- Loss of home.

Housing Act 1988 breaches and offences

Failure to give a written statement of terms and any other prescribed information - section 16D of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£4,800	£5,760	£7,000

Breach-specific mitigating factors:

- Provision of some of the required terms and prescribed information within the required period.

Breach-specific aggravating factors:

- None.

Attempting to let a property for a fixed term - section 16E(1)(a) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£4,800	£5,760	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

Attempting to end a tenancy by service of a notice to quit - section 16E(1)(b) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the attempt to end the tenancy by service of the notice to quit.

Attempting to end a tenancy orally or requiring that it is ended orally - section 16E(1)(c) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the date of the attempt to end the tenancy orally.

Serving a possession notice that attempts to end a tenancy outside the prescribed section 8 process - section 16E(1)(d) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the date of the attempt to end a tenancy outside the prescribed section 8 process.

Relying on a ground where the person does not reasonably believe that the landlord is, will, or may be able to obtain possession on that ground and the tenant(s) surrendered the tenancy within the period of four months beginning with the date of the contravention, without an order for possession of the dwelling-house being made - section 16E(1)(e) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

Failing to provide a tenant with prior notice that a ground which requires it may be used - section 16E(1)(f) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£3,600	£4,320	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe - paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025 (The power to impose a civil penalty for this breach is contained in section 16I(1) of the Housing Act 1988, as amended by paragraph 7(1) of Schedule 6 to the Renters' Rights Act 2025)

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£4,800	£5,760	£7,000

Breach-specific mitigating factors:

- Provision of some of the required prescribed information within the required period.
- Provision of prescribed information but not in the prescribed form.

Breach-specific aggravating factors:

- None.

Continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn — section 16J(3) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Double the starting level for the two constituent breaches added together	Dependent on the constituent breaches	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- None.

Conduct giving rise to liability under s.16I, where within the preceding five years the person has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct – section 16(J)(4) of the Housing Act 1988

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Double the starting level for the two constituent breaches added together	Dependent on the constituent breaches	£40,000

Offence-specific mitigating factors:

- Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

Offence-specific aggravating factors:

- Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

<u>Relying on a ground where the person knows that the landlord would not be able to obtain an order for possession on that ground, or being reckless as to whether the landlord would be able to do so and the tenant(s) surrendered the tenancy within the period of four months beginning with the date the ground was relied on, without an order for possession of the dwelling-house being made – section 16J(1) of the Housing Act 1988</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£36,000	£43,200	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- None.

<u>Breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 - section 16J(2) of the Housing Act 1988</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£30,000	£36,000	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- None.

Housing and Planning Act 2016 offences

<u>Breach of a banning order - section 21(1) of the Housing and Planning Act 2016</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£42,000	£50,400	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- Concealment or evasion.

Renters Rights Act 2025 breaches

Discrimination relating to children in the lettings process – section 33(1) of the Renters' Rights Act 2025

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

Discrimination relating to benefits in the lettings process – section 34(1) of the Renters' Rights Act 2025

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

Failure to specify proposed rent within a written advertisement or offer – section 56(2) of the Renters' Rights Act 2025

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£3,600	£4,320	£7,000

Breach-specific mitigating factors:

- None.

Breach -specific aggravating factors:

- None.

Inviting, encouraging or accepting any offer of rent greater than the stated rate – section 56(3) of the Renters' Rights Act 2025

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£4,800	£5,760	£7,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 breach of duties

Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (3)(b), (3)(d), (3)(e). Regulation 3D: (a), (b), (c), (f)

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£6,000	£7,200	£40,000

Breach-specific mitigating factors:

- The report or record evidences that the electrical installations were compliant at all points.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (1)(a), (1)(b), (1)(c), (3)(a), (3)(c), (3)(ca), (5)(b), (5)(c). Regulation 3B: (1)(a), (1)(b), (1)(c). Regulation 3C: (1), (2)(a). Regulation 3D: (d), (e)

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£15,000	£18,000	£40,000

Breach-specific mitigating factors:

- The report or record evidences that the electrical installations were compliant at all points.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

<u>Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (4), (5a), (6). Regulation 3C: (2)(b), (4)</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£24,000	£28,800	£40,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

Housing Act 2004 offences

<u>Failure to comply with an improvement notice - section 30(1) of the Housing Act 2004</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£30,000	£36,000	£40,000

Offence-specific mitigating factors:

- The nature and extent of hazard(s) that are present once the deadline for compliance has passed.
- Whether the property is unoccupied once the deadline for compliance has passed.
- Access to the property was prevented by the actions or refusal of the occupant(s) and a landlord can evidence that they took steps to obtain access to the property for the purpose of carrying out the required works, but those steps fell short of establishing a reasonable excuse for non-compliance.

Offence-specific aggravating factors:

- The nature and extent of hazard(s) that are present once the deadline for compliance has passed.

<u>Failure to comply with an overcrowding notice - section 139(7) of the Housing Act 2004</u>

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£24,000	£28,800	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- The level of overcrowding present.

Failure to obtain a selective licence - section 95(1) of the Housing Act 2004

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£14,400	£17,280	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- The landlord has knowledge or experience of licensing requirements.
- The condition of the unlicensed property.

Failure to obtain an HMO licence - section 72(1) of the Housing Act 2004

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£20,400	£24,480	£40,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- The landlord has knowledge or experience of licensing requirements.
- The condition and/or facilities of the unlicensed property.

Knowingly permitting over-occupation of an HMO - section 72(2) of the Housing Act 2004

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£24,000	£28,800	£40,000

Offence-specific mitigating factors:

- None

Offence-specific aggravating factors:

- The level of over-occupation present.

<u>Failure to Comply with The Management of Houses in Multiple Occupation [England] Regulations 2006 and The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 – section 234(3) of the Housing Act 2004</u>

The Management of Houses in Multiple Occupation (England) Regulations 2006 impose duties on the persons managing HMOs in respect of:

- Providing information to occupiers [Regulation 3]
- Taking safety measures, including fire safety measures [Regulation 4]
- Maintaining the water supply and drainage [Regulation 5]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [Regulation 6]
- Maintaining common parts [Regulation 7]
- Maintaining living accommodation [Regulation 8]
- Providing sufficient waste disposal facilities [Regulation 9]

The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 impose duties on the persons managing HMOs as defined by Section 257 Housing Act 2004 in respect of:

- Providing information to occupiers [regulation 4]
- Taking safety measures, including fire safety measures [regulation 5]
- Maintaining the water supply and drainage [regulation 6]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [regulation 7]
- Maintaining common parts [regulation 8]
- Maintaining living accommodation [regulation 9]
- Providing sufficient waste disposal facilities [regulation 10]

Where there are multiple breaches of a single Management Regulation at a single HMO, a single civil penalty will be imposed which will cover all the breaches of that Management Regulation.

Where multiple Management Regulations have been breached at a single HMO, a separate civil penalty will be imposed for each Management Regulation that has been breached.

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to provide information to occupier	£3,600	£4,320	£40,000

Offence-specific mitigating factors:

- The nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The nature and extent of offences within the specific regulation
- The landlord has refused to provide any outstanding contact information more than 48 hours after it has been requested by an occupant or on behalf of an occupant.

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to take safety measures	£24,000	£28,800	£40,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to maintain water supply and drainage	£12,000	£14,400	£40,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to maintain gas and electricity	£14,400	£17,280	£40,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to maintain common parts, fixtures, fittings and appliances	£8,400	£10,080	£40,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to maintain living accommodation	£8,400	£10,080	£40,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Description of Management Regulation	Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
Duty of manager to provide waste disposal facilities	£8,400	£10,080	£40,000

Offence-specific mitigating factors:

- The nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The nature and extent of offences within the specific regulation
- The lack of sufficient refuse and/or litter containers either inside and/or outside the property has been previously reported
- The refuse and/or litter that requires disposal includes hazardous materials

<u>Breach of licence conditions – Section 72(3) Housing Act 2004</u>

All granted HMO licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the Council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

Failure to comply with licence conditions related to:

- ***Signage or the provision of information for tenants***
- ***Provision of written terms of occupancy for tenants***
- ***Procedures regarding complaints***
- ***Procedures regarding vetting of incoming tenants***
- ***Compliance with deposit protection legislation***
- ***The recording and provision of information regarding rent payments***
- ***Procedures relating to rent collection***
- ***The provision of information regarding occupancy of the property***
- ***The provision of information regarding change of managers or licence holder details***
- ***The provision of information related to changes in the property***
- ***Requirements relating to the sale of the property***
- ***Attending training courses***
- ***Requirements to hold insurance***
- ***The provision of insurance documentation***
- ***The provision of or obtaining of suitable references***
- ***The provision of keys and alarm codes***
- ***Security provisions for access to the property***
- ***The provision of suitable means for occupiers to regulate temperature***
- ***Carrying out items on a schedule of works not otherwise mentioned in the HMO licence conditions section of this policy, relating to non-compliance with items on a schedule of works***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£4,800	£5,760	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***Procedures and actions regarding Inspections***
- ***Procedures regarding Repair issues***
- ***Maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas***
- ***Safeguarding occupiers and minimising disruption during works***
- ***The provision of information regarding alterations and construction works***
- ***Procedures regarding emergency issues***
- ***Waste and waste receptacles, pests, minor repairs, alterations or decoration.***
- ***Giving written notice prior to entry***
- ***Allowing access for inspections***
- ***Minimising risk of water contamination***
- ***The compliance of furnishings or furniture with fire safety regulations***
- ***Carrying out items on a schedule of works in relation to provision of mechanical extraction or electrical sockets***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£8,400	£10,080	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances***
- ***Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status***
- ***Procedures and actions regarding ASB***

- ***Carrying out items on a schedule of works in relation to the provision of personal hygiene facilities, kitchen facilities or heating***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£15,000	£18,000	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***Minimum floor areas***
- ***Occupancy rates***
- ***Occupancy of rooms or areas that are not to be used as sleeping accommodation***
- ***Limits on number of households allowed to occupy the property or part of the property***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£24,000	£28,800	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***The condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements***
- ***The provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction***
- ***Carrying out items on a schedule of works in relation to fire safety or the provision of a Carbon Monoxide detector***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum

£30,000	£36,000	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Breach of licence conditions – Section 95(2) Housing Act 2004

All granted selective licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the Council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

Failure to comply with licence conditions related to:

- ***Signage or the provision of information for tenants***
- ***Provision of written terms of occupancy for tenants***
- ***Procedures regarding complaints***
- ***Procedures regarding vetting of incoming tenants***
- ***Compliance with deposit protection legislation***
- ***The recording and provision of information regarding rent payments***
- ***Procedures relating to rent collection***
- ***The provision of information regarding occupancy of the property***
- ***The provision of information regarding change of managers or licence holder details***
- ***The provision of information related to changes in the property***
- ***Requirements relating to the sale of the property***
- ***Attending training courses***
- ***Requirements to hold insurance***
- ***The provision of insurance documentation***
- ***The provision of keys and alarm codes***
- ***Security provisions for access to the property***
- ***The provision of suitable means for occupiers to regulate temperature***

- ***Carrying out items on a schedule of works not otherwise mentioned in the selective licence conditions section of this policy, relating to non-compliance with items on a schedule of works***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£3,600	£4,320	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***Procedures and actions regarding Inspections***
- ***Procedures regarding Repair issues***
- ***Maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas***
- ***Safeguarding occupiers and minimising disruption during works***
- ***The provision of information regarding alterations and construction works,***
- ***Procedures regarding emergency issues***
- ***Waste and waste receptacles, pests, minor repairs, alterations or decoration.***
- ***Giving written notice prior to entry***
- ***Allowing access for inspections***
- ***Minimising risk of water contamination***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£6,000	£7,200	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances***
- ***Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status***
- ***Procedures and actions regarding ASB***
- ***Minimum floor areas***
- ***Occupancy rates***
- ***Occupancy of rooms that are not to be used as sleeping accommodation***
- ***Limits on number of households allowed to occupy the property or part of the property***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£10,800	£12,960	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure to comply with licence conditions related to:

- ***The condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements***
- ***The provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction***

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£18,000	£21,600	£40,000

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

Failure by the responsible person to secure the removal of a Category 1 hazard at qualifying residential premises – Housing Act 2004, section 6A

Starting point – no Landlord Type adjustment	Starting point – with Landlord Type adjustment	Statutory Maximum
£7,200	£8,640	£7,000

Breach-specific mitigating factors:

- Access to the property was prevented by the actions or refusal of the occupant(s) and a landlord can evidence that they took steps to obtain access to the property for the purpose of carrying out the required works, but those steps fell short of establishing a reasonable excuse for non-compliance.

Breach-specific aggravating factors:

- Any evidenced failure to carry out routine inspections of the property and/or to act upon defects identified or reported by tenants

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Policy and Resources: Out-turn capital monitoring report 2025-26
Executive Member:	Councillor Sam Foster, Executive Member for Finance and General Purposes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD – COUNCILLOR SAM FOSTER, EXECUTIVE MEMBER FOR FINANCE AND GENERAL PURPOSES

This report gives the outturn position of the council's 2025-26 general fund capital programme and housing investment programme. This programme remains ambitious, requiring high levels of additional borrowing to cover. Financing costs are being prudently managed but present a significant ongoing risk for our new administration to manage, in the context of a volatile geopolitical environment.

Southwark's council housebuilding programme has faced challenges from over-extension, with external factors driving up build and borrowing costs and leading to the sometimes-abrupt pause or curtailing of individual projects. Nevertheless, the need for truly affordable housing has rarely been greater and the new administration remains committed to the delivery of as much new council housing as possible in this environment. No less important is the maintenance of existing stock, and the large-scale investment is critical to ensure regulatory compliance as well as truly decent homes for our residents. Given the challenging financial environment, projects must be delivered with well-monitored contracts and true value for money for our residents.

The general fund capital programme totals £479.1m from 2025-26 through to 2034-35. Investment in the 2025-26 programme includes on the relocation of Beormund School to Peckham, upgrades of street lighting, the opening of a women's safety centre, £3.5 million to the School Streets programme as part of the Streets for People initiative, and the opening of the Canada Water Leisure Centre.

RECOMMENDATIONS

Recommendations for the Executive to note:

1. The outturn 2025-26 and financing for the General Fund and the Housing Investment Programme (HIP), together with the ten-year capital programme forecasts.

2. The borrowing requirement of £313.7m for the General Fund to be fully delivered over the remaining term of the programme, as detailed in Table 2 and Appendix 1 of this report.

3. The borrowing requirement of £332.2m for the HIP to be fully delivered over the remaining term of the programme, as detailed in Appendix 4.

Recommendation for the Executive to approve:

4. The variations and virements to the General Fund and HIP capital programme as detailed in Appendix 5.

REASONS FOR RECOMMENDATIONS

5. Executive is asked to note the capital outturn position for the General Fund and the Housing Investment Programme.

6. Executive is asked to approve the virements and variations to the General Fund and Housing Investment Programme.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

7. None considered as this is a capital outturn report for 2025-26.

POST DECISION IMPLEMENTATION

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

BACKGROUND INFORMATION

9. The scale of the capital programme is immense, representing a major element of the council’s financial activities. It has a significant and very visible impact on the borough and hence on the lives of those who live, learn, visit and do business in the borough. Housing Investment Programme (HIP) spend is estimated at £1.3bn

over the 10 year period to 2034-35 and the General Fund £479m – total of £1.8bn.

10. Due to the size and scale of the programme and the number of projects involved, it is inevitable that unforeseeable delays can occur which lead to some variations against planned spend. Actual resources may also vary to the plan, due to, for example, a delay in the sale of a property, or an external development with s106 or Community Infrastructure Levy (CIL) obligations not being brought forward as quickly as anticipated.

KEY ISSUES FOR CONSIDERATION

Programme position at outturn 2025-26

11. This report is a detailed review of the capital programme outturn spend in 2025-26, and how the spending was funded. This report is structured as follows:

    - Housing Investment Programme (HIP)
    - General Fund capital programme
    - Financing Risks

12. The appendices provide more detail on the council’s capital programme.

    - Appendix 1 provides further detail on the General Fund capital programme 2025-2035
    - Appendix 2 sets out the detailed General Fund departmental narratives
    - Appendix 3. sets out the Housing Investment Programme detailed narrative
    - Appendix 4 sets out the Housing Investment Programme outturn and ten-year forecast
    - Appendix 5 sets out the capital programme budget variations and virements for approval.

<u>Housing Investment Programme</u>

Overview

13. The Housing Investment Programme (HIP) has two main strands, the New Build and Estate Renewal programme, which delivers new council homes, and the Repairs and Maintenance programme, which supports the council’s statutory responsibilities as a social landlord to maintain safe, decent and sustainable homes. As at March 2026, the council has delivered over 3,200 new council homes, with 333 of these completed during 2025-26, despite a particularly challenging economic and construction climate.

14. Table 1 forecasts a total spend for the period 2025 to 2035 of £1.3bn with outturn spend in 2025-26 at £198.4m. This comprises £84.0m for asset management, £111.6m for new buildings and £2.8m for other programmes.

15. The 2025-26 outturn spend for the HIP (£198.4m) was £31.4m lower than the month 6 forecast (£229.8m), primarily due to slippage across all programme areas. The variance of £11.1m within the New Homes programme (£111.6m outturn against a month 6 forecast of £122.7m) is largely attributable to the reprofiling of expenditure on the Tustin Phase 2 scheme. The remaining variance arising across Repairs and Maintenance and other programmes. It is anticipated that this slippage will be largely recovered during 2026/27.

16. Construction cost inflation remains a key financial risk to both the Repairs and Maintenance and New Build programmes. Persistent pressure on labour, materials and energy costs continues to affect tender pricing and contractor capacity, resulting in increased scheme costs and a heightened risk of delays to procurement and delivery. This has necessitated ongoing value engineering, scope adjustments and, where required, the reprofiling of expenditure across financial years.

17. Global geopolitical instability, including the ongoing conflict in the Middle East, presents an additional risk. This has contributed to volatility in global energy markets and supply chains, affecting both the cost and availability of key construction materials such as steel, cement and mechanical and electrical components. Rising energy prices also have a direct impact on manufacturing, transportation and on-site construction costs, further amplifying inflationary pressures across the programme.

18. These factors have a direct financial impact on the HIP programme in several ways:
    - Increased capital costs, placing pressure on scheme viability and requiring additional subsidy or redesign;
    - Higher borrowing requirements over time where costs exceed original assumptions, alongside exposure to elevated interest rates in a volatile market;
    - Programme delays and rephasing, which shift expenditure profiles and can result in short-term underspends while increasing whole-life costs;
    - Reduced market appetite and competition, particularly for complex estate renewal schemes, further increasing pricing risk.

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

Programme	Outturn	Forecast				
	2025/26 Outturn	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	2025/26-2034/35 Total Forecast
	£	£	£	£	£	£
Asset Management	84,061,552	121,581,860	87,074,044	51,772,557	373,974,544	718,464,558
New Build and Acquisitions	111,560,966	72,697,831	81,209,121	145,160,344	114,051,965	524,680,227
Other Programmes	2,794,795	2,756,205	2,500,000	2,500,000	15,000,000	25,551,000
Total Expenditure	**198,417,313**	**197,035,896**	**170,783,165**	**199,432,902**	**503,026,509**	**1,268,695,785**
Funded By						
Capital Receipt	42,479,564	32,280,062	-	-	28,771,759	107,370,259
Major Repairs Reserve	49,054,383	44,327,617	46,691,000	46,691,000	275,572,370	462,336,371
CERA (Capital Expenditure charged to the Revenue Account)	36,689,000	29,873,780	28,733,044	5,976,557	84,630,415	185,902,797
Grants & external contributions	18,399,103	40,439,120	36,427,221	1,605,000	28,067,500	121,099,070
S106 & Green Buildings Fund	4,443,426	11,663,915	10,000,000	10,000,000	23,644,276	59,751,618
Borrowing	47,351,837	38,451,402	48,931,899	135,160,344	62,340,188	332,235,670
Total Resources	**198,417,313**	**197,035,896**	**170,783,165**	**199,432,902**	**503,026,509**	**1,268,695,785**

19. While the Council continues to actively manage these risks, the scale and persistence of external volatility means that financial forecasts remain subject to change. Ongoing monitoring of inflation, interest rates and global market conditions will therefore be critical to maintaining programme affordability and delivery momentum.

General Fund capital programme

Overview

20. Table 2 shows that the General Fund programme totals £479.1m over 2025-26 to 2034-35, of which £313.7m is expected to be funded by prudential borrowing. It is financed through grant income, section 106, Community Infrastructure Levy (CIL) receipts and capital receipts, with any unfunded element met through prudential borrowing. The cost of borrowing is met from the council's revenue budget through the annual budget-setting process. Given current financial pressures, including inflation and higher borrowing costs, the council is focused on containing and reducing debt to maintain affordability.

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

Department	2025/26			2026/27			Total Programme 2025/26-34/35		
	Revised Budget	Outturn	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£m	£m	£'000	£m	£m	£m	£m	£m	£m
Children's (incl SSF) and Adults' Services	57.59	21.73	(35.86)	19.57	32.00	12.43	82.47	82.47	0.00
Schools DFC	0.00	2.49	2.49	0.00	0.00	0.00	0.00	2.49	2.49
Finance	13.93	15.70	1.77	4.67	4.92	0.24	28.90	28.90	0.00
Governance & Assurance	8.64	6.91	(1.73)	6.93	9.33	2.40	54.37	54.37	0.00
Environment, Sustainability & Leisure	43.11	34.09	(9.02)	62.93	40.00	(22.93)	160.10	160.10	0.00
Planning & Growth	22.82	22.82	0.00	65.68	65.68	0.00	102.47	102.47	0.00
Housing GF	24.69	8.02	(16.67)	3.24	20.42	17.17	50.78	51.08	0.30
TOTAL GF EXPENDITURE	**170.78**	**111.76**	**(59.02)**	**163.03**	**172.35**	**9.32**	**479.09**	**481.88**	**2.79**
FUNDED BY:									
Capital Receipts			0.00						0.00
Major Repairs allowance			0.00						0.00
Reserves	6.40	4.89	(1.52)	9.25	4.8	(4.45)	29.05	29.05	0.00
Revenue	0.00	1.89	1.89	0.00	0	0.00	0.00	1.89	1.89
Capital Grants	44.74	20.19	(24.55)	14.30	28.04	13.74	77.13	77.73	0.60
Section 106 and CIL	16.62	14.86	(1.76)	32.74	32.30	(0.44)	55.37	55.37	0.00
External Contributions	1.97	1.98	0.01	1.83	1.82	(0.01)	3.80	3.80	0.00
TOTAL RESOURCES	**69.74**	**43.81**	**(25.93)**	**58.12**	**66.96**	**8.85**	**165.35**	**167.84**	**2.49**
Prudential Borrowing	**101.05**	**67.95**	**(33.10)**	**104.91**	**105.39**	**0.48**	**313.74**	**314.04**	**0.30**
TOTAL GF FUNDING	**170.78**	**111.76**	**(59.02)**	**163.03**	**172.35**	**9.32**	**479.09**	**481.88**	**2.79**

21. The 2025-26 outturn was £111.8m against a revised budget of £170.8m, with the main variances set out in the following paragraphs.

22. Children and Adults' Services reported a £35.9m variance, mainly reflecting the reprofiling of schemes to align budgets with updated delivery milestones. This includes the relocation of Beormund School, the consolidation of Ivydale onto a

single site, and the repurpose of the former Comber Grove Primary School to create additional capacity for Highshore Special School pupils.

23. The £2.5m Schools Devolved Formula Capital (DFC) spend reflects the final total of 2025-26 claims by maintained schools in the borough. This is a capital grant from the Department for Education (DfE) which is passed directly from the Council to the schools, and forms part of their own published accounts expenditure. The total £2.5m of grant claims this year was funded by £0.6m grant and £1.9m of Schools Revenue contributions.

24. Finance reported a £1.8m variance due to the acceleration of projects to modernise the council's IT and digital infrastructure, including laptop replacement, cloud upgrades to strengthen resilience and security, and the replacement of the analogue telephone network (PSTN) with a digital system.

25. Governance and Assurance reported a £1.7m variance, mainly relating to the building lifecycle maintenance programme, including works at Tooley Street and a number of resident-facing sites in Peckham. Some smaller schemes have been reprofiled into 2026-27.

26. Environment, Sustainability and Leisure reported a £9.0m variance, largely driven by delays and reprofiling across parks, street care, climate change and leisure schemes. The largest movements relate to Street Care, Parks and Climate Change, where delivery has shifted to 2026-27. This reflects programme slippage rather than cancellation, and more scrutiny is being introduced in 2026-27 to strengthen forecasting and delivery planning.

27. Housing General Fund reported a £16.7m variance, primarily due to slippage within the Local Authority Housing Fund (LAHF) buybacks programme, which is expected to be recovered in 2026-27. Outturn spend on the LAHF programme was £5.7m, £13.7m below the month 6 forecast.

Variations and Virements

28. Appendix 5 sets out the capital programme budget variations and virements for approval. At outturn, budget virements are used to realign existing approved capital budgets to the individual projects through which schemes are being delivered. These transfers do not create additional overall programme expenditure; rather, they ensure that budgets sit against the correct live schemes and funding lines so that expenditure can be monitored and reported accurately.

29. In practice, many of the virements reflect the allocation of funding from a 'parent' or unallocated budget to specific projects, or transfers between projects within the same approved programme. Examples include:

- the reallocation of planned preventative maintenance (PPM) budgets in Children's Services to individual school projects once the approved works programme has been confirmed,
- the transfer from the Emergency Climate budget to named schemes within Environment, Sustainability and Leisure,
- the movement of budget from South Dock Marina Essential Works to the specific health and safety project line.
- in the Planning and Growth department, virements were also used to move approved budgets to specific schemes such as the Folgate Estate.

30. These virements are operational and financial rather than changes to policy. Once a scheme or works package is approved, the budget must be aligned to the correct project structure to support delivery, contract management and financial control. Governance remained robust: in Children's Services, the programme, including PPM, was considered by the Children's Capital Board and progressed through the relevant procurement and approval routes, including Departmental Contract Review Board, gateway approvals and Lead Member Briefings where required. In other service areas, virements reflected schemes already authorised through Cabinet or lead member decisions. The outturn approval therefore formalises budget alignment to approved activity rather than approving new spending.

31. Budget variations reflect changes to the overall capital programme, arising mainly from the addition of new external funding streams or the formal allocation of approved developer contributions to individual projects. At outturn, these include:
    - additional Department for Education grant for both the Primary Schools Refurbishment Programme and High Needs Provision / SEND adaptations in Children's Services,
    - new Transport for London (TFL) Local Implementation Plan funding to named transport schemes,
    - the completion of budget allocations across the approved Neighbourhood Community Infrastructure Levy (NCIL) programmes to ensure funding is allocated against each individual project rather than held more broadly at programme level.
    - the recognition of Section 106, NCIL and other grant resources against specific Planning and Growth department schemes, such as the addition of S106 and the UK Shared Prosperity Fund / GLA funding to the Rockingham Street Arches project,

32. As with virements, these variations followed established governance routes, including Cabinet, lead member, programme board and grant approval processes, depending on the scheme. For developer contributions and external grants, the outturn variations bring approved funding into the capital programme and link it to the relevant project codes, providing a clear audit trail and supporting effective programme management.

Financing risks

33. In 2025-26, of the £111.8m General Fund outturn, £68.0m (61%) of the spending is borrowed. Of the £198.4m HIP spend in 2025-26, £47.3m (24%) was funded by borrowing.

34. Interest rates on new borrowing are expected to remain higher than those experienced in recent years, increasing the cost of servicing new debt over the long term. PWLB borrowing rates also remain elevated, reflecting ongoing geopolitical conflict, international trade uncertainty and persistently high UK inflation, which has kept government bond yields high and increased borrowing costs for local authorities. In addition, the council is required to make an annual Minimum Revenue Provision (MRP) charge in respect of historic borrowing, which places ongoing pressure on the revenue budget. It is therefore critical that the scale of borrowing within the capital programme is carefully considered to ensure that the associated revenue impact remains affordable and sustainable over the medium to long term.

35. Despite these pressures, the council continues to manage its borrowing costs prudently and remains well within the debt limits set by its latest Prudential Indicators, as reflected in the Treasury Management Strategy 2026-27 and required by the Prudential Code. This reflects the council's established approach to treasury management, regular monitoring of borrowing requirements and careful profiling of capital expenditure to ensure that new debt is taken on only where it is affordable, sustainable and aligned to delivery need. This ongoing oversight helps to mitigate the impact of higher interest rates and supports the council in maintaining a manageable and resilient financing position over the medium term.

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

36. 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

37. 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

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

Consultation

39. No consultation has taken place as this report details the 2025-26 capital outturn.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance (NBC 20260603)

40. 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.

41. Decisions regarding the strategic aspects of the regulation and control of the council's finances are reserved to the Executive in accordance with Part 3B of the constitution. This part refers to the Executive 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 Executive on a regular basis.

42. 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 Executive in Part 3C.

43. 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.

44. 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.

45. Executive needs to take account of this duty in considering this report.

46. 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.

47. 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 1	General Fund Capital Programme 2025-26 to 2034-35 Outturn
Appendix 2	Departmental General Fund Narratives
Appendix 3	Housing Investment Programme Detailed Narrative
Appendix 4	Housing Investment Programme Outturn & Ten Year Forecast
Appendix 5	Variations and Virements

AUDIT TRAIL

This section must be included in all reports.

Executive Member	Councillor Sam Foster, Executive Member for Finance and General Purposes	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Tim Jones, Director of Finance	
Version	Final	
Dated	8 July	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	Yes	Yes
Strategic Director of Resources	N/A	N/A
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		8 July 2026

General Fund Capital Programme 2025-26 Outturn by Directorate

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	Outturn	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
Environment, Sustainability & Leisure												
Cleaner Greener Safer	1,846	2,008	162	2,520	1,880	(640)	7,312	7,790	478	11,678	11,678	0
Culture	341	190	(151)	101	252	151	0	0	(0)	441	441	-
Youth Services	160	150	(10)	329	297	(32)	0	41	41	489	489	-
Air Quality	692	316	(376)	192	466	274	0	101	101	883	883	-
Air Quality Action Plan & Climate Emergency Delivery Projects	130	30	(100)	459	200	(259)	300	659	359	889	889	-
Back Office system	115	87	(28)	430	430	0	30	58	28	575	575	-
Carbon Reduction Investment	331	0	(331)	1,000	221	(779)	0	1,110	1,110	1,331	1,331	-
Cemetery Burial Strategy	14	20	6	2	0	(2)	4	0	(4)	20	20	-
Climate Emergency	3,827	3,039	(789)	8,426	5,419	(3,007)	4,114	7,910	3,795	16,367	16,367	-
Cycle Superhighway 4 project	0	9	9	672	163	(509)	2,539	3,039	500	3,211	3,211	-
Drinking Water Fountains throughout Southwark	0	0	0	159	159	0	0	0	0	159	159	-
Food Waste Collection	450	48	(402)	930	500	(430)	0	832	832	1,380	1,380	-
Green Building Fund	102	45	(57)	230	287	57	0	0	0	332	332	-
Tree Planting	1,166	997	(169)	1,362	1,000	(362)	1,248	1,779	531	3,776	3,776	-
Leisure	4,098	3,496	(602)	2,830	2,926	97	3,200	3,706	506	10,128	10,128	-
Other PR Projects	1,874	2,323	449	4,443	1,365	(3,078)	100	2,729	2,629	6,418	6,418	-
Street Market	105	104	(0)	0	0	0	0	0	0	105	105	-
Southwark School Streets	311	892	581	260	212	(48)	533	0	(533)	1,104	1,104	-
Play Investment Programme	690	202	(488)	1,010	1,010	0	1,000	1,488	488	2,700	2,700	-
CCTV Cameras	3,750	2,746	(1,004)	1,850	1,750	(100)	511	1,615	1,104	6,111	6,111	-
CIL 2021- CGS	0	0	0	60	10	(50)	0	50	50	60	60	-
CIL 2021- Highways	200	199	(1)	123	124	1	0	0	0	323	323	-
CIL 2021- Parks	5	0	(5)	296	301	5	631	631	0	932	932	-
Parks	5,634	3,483	(2,151)	9,969	5,672	(4,296)	4,763	11,211	6,448	20,366	20,366	-
South Dock Marina	1,988	1,509	(479)	8,014	991	(7,023)	1,000	8,502	7,502	11,002	11,002	-
Street Lighting	498	180	(318)	1,050	1,050	0	192	510	318	1,741	1,741	0
StreetCare	12,239	10,054	(2,185)	14,721	11,242	(3,479)	26,578	32,242	5,664	53,538	53,538	-
LIP Programme	2,547	1,965	(582)	1,491	2,073	582	0	0	0	4,038	4,038	-
Environment, Sustainability & Leisure	**43,114**	**34,093**	**(9,021)**	**62,927**	**39,999**	**(22,927)**	**54,056**	**86,004**	**31,948**	**160,097**	**160,097**	**0**
Planning & Growth												
Planning	4,652	4,652	0	2,900	2,900	(0)	3,282	3,282	(0)	10,834	10,834	- 0
REGENERATION NORTH	1,482	1,482	0	5,096	5,096	(0)	108	108	0	6,686	6,686	1
E&C Open Spaces	569	569	0	1,102	1,102	0	69	69	0	1,741	1,741	-
Walworth Town Hall	0	0	0	56	56	0	0	0	0	56	56	-
Canada Water Leisure Centre	84	84	0	0	0	0	0	0	0	84	84	-
Riverside Walk	0	0	0	0	0	0	1,409	1,409	0	1,409	1,409	-
Revitalising the Blue	373	373	0	1,915	1,915	0	25	25	0	2,312	2,312	-
Beormund Centre	26	26	0	951	951	0	0	0	0	976	976	-
Canada Water Library	144	144	0	1,225	1,225	0	30	30	0	1,399	1,399	-
Revitalising Camberwell	0	0	0	19	19	0	0	0	0	19	19	-
Peckham Rye Station Redevelopment	2,636	2,636	0	7,256	7,256	0	75	75	0	9,967	9,967	-
REGENERATION SOUTH	1,720	1,720	(0)	1,510	1,510	0	0	0	0	3,230	3,230	0
The Old Vic	0	0	0	3,736	3,736	0	0	0	0	3,736	3,736	-
Peckham Library Square	1,396	1,396	(0)	6,913	6,913	0	150	150	0	8,459	8,459	-
Aylesbury - Plot 18	1,613	1,613	0	2,974	2,974	0	0	0	0	4,587	4,587	-
Camberwell Station Road	112	112	0	846	846	0	0	0	0	959	959	-
Council Depot Improvements	36	36	0	14	14	0	125	125	0	175	175	-
21-23 Parkhouse Street	0	0	0	0	0	0	2,961	2,961	0	2,961	2,961	-
Regeneration Capital	927	927	0	2,925	2,925	0	433	433	0	4,286	4,286	-
Strategic Acquisitions	0	0	0	156	156	0	0	0	0	156	156	-
PROPERTY SERVICES	1,999	1,999	0	5,120	5,120	0	3,304	3,304	0	10,423	10,423	-
Sustainable Growth	2,693	2,693	0	17,904	17,904	0	0	0	(0)	20,597	20,597	-
Elephant & Castle Regeneration	2,358	2,358	0	3,064	3,064	0	2,000	2,000	0	7,422	7,422	-
Total Planning & Growth	**22,818**	**22,818**	**(0)**	**65,684**	**65,684**	**0**	**13,971**	**13,971**	**(0)**	**102,473**	**102,473**	**0**
Adults' Social Care												
Residential homes - Lifecycle cap. prog.	1,618	322	(1,296)	1,393	650	(743)	2,744	4,783	2,039	5,755	5,755	-
ASC Properties - Lifecycle capital prog.	1,158	583	(575)	1,634	850	(784)	2,208	3,568	1,360	5,001	5,001	-
Bed Based Care	894	149	(745)	866	0	(866)	0	1,611	1,611	1,759	1,759	-
Children and Adults Information System Development	100	49	(51)	0	51	51	0	0	0	100	100	-
Changing Places Toilet Programme	15	0	(15)	15	0		14	44		44	44	-
MH Supported Housing Insourc. Transition	17	0	(17)	0	0	0	0	17	17	17	17	-
				0								
Total Adults' Social Care	**3,802**	**1,102**	**(2,700)**	**3,908**	**1,551**	**(2,342)**	**4,966**	**10,023**	**5,027**	**12,676**	**12,676**	**-**
Childrens' & Schools Services												
Primary Schools Refurb Programme pre 2025-26	6,275	2,048	(4,227)	2,242	5,869	3,627	0	600	600	8,517	8,517	(0)
Primary Schools Refurb Programme 2025-26	2,914	1,868	(1,046)	0	1,046	1,046	0	0	0	2,914	2,914	(0)
Crawford ASHP	1,410	1,128	(282)	0	282	282	0	0	0	1,410	1,410	(0)
Childcare Expansion Grant	181	177	(4)	0	4	4	0	0	0	181	181	0
Beormund Primary School Redevelopment	11,849	7,745	(4,104)	5,432	5,432	0	346	4,449	4,104	17,626	17,626	0
Riverside Primary School	1,597	1,597	(0)	546	546	0	0	0	0	2,143	2,143	(0)
Rotherhithe Primary School Expansion	328	0	(328)	0	328	328	0	0	0	328	328	0
Ivydale Primary School	4,149	2,133	(2,016)	1,591	3,607	2,016	0	0	0	5,740	5,740	(0)
School Retention	177	0	(177)	0	177	177	0	0	0	177	177	0
The Charter School E.Dulwich	2,393	1,125	(1,268)	0	1,268	1,268	0	0	0	2,393	2,393	0
Cherry Garden Special School	2,236	370	(1,866)	600	2,466	1,866	0	0	0	2,836	2,836	(0)
Permanent Expansion	712	31	(680)	0	680	680	0	(0)	(0)	712	712	(0)
Highshore SEND	12,000	314	(11,686)	0	3,895	3,895	0	7,791	7,791	12,000	12,000	(0)
SEND & Disabilities development	3,613	1,026	(2,588)	4,990	3,095	(1,895)	0	4,482	4,482	8,603	8,603	0
Childrens Homes	1,920	1,063	(857)	264	1,121	857	0	0	0	2,184	2,184	(0)
Southwark Inclusive Learning Service KS3	31	0	(31)	0	31	31	0	0	0	31	31	0
Southwark Inclusive Learning Service KS4 Relocation	1,700	0	(1,700)	0	300	300	0	1,400	1,400	1,700	1,700	0
Southwark Schools for the Future	302	0	(302)	0	302	302	0	0	0	302	302	0
				0			0					
Children's & Schools Services Total	**53,787**	**20,624**	**(33,162)**	**15,665**	**30,450**	**14,786**	**346**	**18,722**	**18,377**	**69,797**	**69,797**	**(0)**
Schools Devolved Formula Capital spend 2025-26	**0**	**2,490**	**2,490**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,490**	**2,490**
Housing GF												
Gypsy and Travellers Site Fire Safety Reconfiguration	679	22	(657)	0	958	958	0	0	0	679	980	301
Housing Renewal	4,613	2,298	(2,316)	3,245	5,761	2,516	22,842	22,641	(201)	30,700	30,700	0
LAHF Buybacks 50 Programme	19,400	5,700	(13,700)	0	13,700	13,700	0	0	0	19,400	19,400	0
Housing GF Total	**24,692**	**8,020**	**(16,672)**	**3,245**	**20,418**	**17,174**	**22,842**	**22,641**	**(201)**	**50,779**	**51,080**	**301**
Finance												
Public Switched Telephone Network (PSTN) Digitalisation	200	270	70	0	0	0	769	698	(70)	969	969	-
Laptop Refresh	9,038	10,979	1,942	392	392	0	4,006	2,065	(1,942)	13,436	13,436	-
Smart Working Programme	0	(1)	(1)	0	0	0	0	0	0	0	(1)	(1)
Digital Strategy	4,696	4,454	(242)	4,283	4,524	242	5,519	5,519	0	14,498	14,498	-
Finance Total	**13,934**	**15,703**	**1,769**	**4,675**	**4,916**	**242**	**10,294**	**8,282**	**(2,012)**	**28,902**	**28,901**	**(1)**
Governance & Assurance												
PPM & Compliance Programme (CRP)	400	1,077	677	400	400	0	15,543	14,867	(677)	16,343	16,343	-
Operational Buildings Life Cycle Investment	8,238	5,833	(2,405)	6,526	8,931	2,405	23,259	23,259	0	38,023	38,023	-
Governance & Assurance Total	**8,638**	**6,910**	**(1,728)**	**6,926**	**9,331**	**2,405**	**38,803**	**38,126**	**(677)**	**54,367**	**54,367**	**-**

General Fund Capital Programme 2025-26 Outturn by Directorate

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	Outturn	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
Capital Programme 2025/26-2034/35	Total General Fund Programme											
	2025/26			2026/27			2027/28- 2035/36			Total Programme 2024/25-2033/34		
	Revised Budget	Outturn	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	**170,785**	**111,761**	**(59,024)**	**163,028**	**172,350**	**9,322**	**145,277**	**197,769**	**52,492**	**479,090**	**481,880**	**2,790**

FUNDED BY:	2025/26			2026/27			2027/28 - 2034/35			Total Programme 2025/26-2034/35		
	Revised Budget	Outturn	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
Capital Grants	44,740	20,192	(24,547)	14,296	28,040	13,744	18,091	29,493	11,402	77,127	77,725	598
External Contributions	1,973	1,981	9	1,827	1,818	(9)	0	0	0	3,800	3,800	0
s106 & CIL	16,625	14,863	(1,762)	32,743	32,304	(439)	6,001	8,202	2,201	55,369	55,369	0
Revenue	0	1,892	1,892	0	0	0	0	0	0	0	1,892	1,892
Reserves	6,402	4,885	(1,516)	9,251	4,800	(4,451)	13,400	19,367	5,967	29,053	29,053	0
PWLB borrowing	101,046	67,947	(33,099)	104,911	105,387	476	107,785	140,707	32,922	313,742	314,042	300
TOTAL FUNDING (£000)	**170,785**	**111,761**	**(59,024)**	**163,028**	**172,350**	**9,322**	**145,277**	**197,769**	**52,492**	**479,090**	**481,880**	**2,790**

APPENDIX 2: GENERAL FUND DEPARTMENTAL NARRATIVES

Appendix 2 is a detailed review of the financial activity of the six service areas of the General Fund, what was delivered during 2025-26, important risks to highlight, and further decisions to be made.

Section 1: Environment, Sustainability & Leisure (ESL)
Section 2: Children & Adults Services
Section 3: Planning & Growth
Section 4: Housing General Fund
Section 5: Finance
Section 6: Governance & Assurance

SECTION 1 : ENVIRONMENT, SUSTAINABILITY & LEISURE (ESL)

1. The total value of the capital programme for the ESL Department is currently £160.1m for the 10-year period to 2034-35. The 2025-26 actual expenditure is £34.1m against the revised budget of £43.1m. The revised budget includes new Strategic CIL funding to cover the fit-out costs of the new Women Safety Centre, Streets for People funding from reserves, and additional grant funding for various projects.

2. The Department holds quarterly Capital Programme Review Board meetings to strengthen the focus on reporting of capital projects. The last meeting took place at the end of January 2026 and focused on performance to date as well as obtaining assurance of delivery by year end and unblocking barriers.

3. Table 1 summarizes the 2025-26 financial position by key schemes and responsible division.

Table 1 – ESL capital outturn and revised 10-year forecast, 2025-26 (£)

SUMMARY - ESL Capital Monitor	2025/26			Total Programme 2025/26 - 34/35
	Revised Budget	Actuals 27.04.26	Variance (Revised budget V Forecast)	
	£	£	£	£
Leisure	4,097,928	3,495,797	(602,131)	10,127,638
South Dock Marina	1,988,451	1,509,353	(479,098)	11,002,066
Parks - Programme and Projects	3,250,456	1,981,867	(1,268,589)	17,519,830
Parks - Others	4,259,288	2,719,856	(1,539,432)	10,433,431
Culture	500,868	340,263	(160,605)	929,930
TOTAL - Leisure & Culture	**14,096,991**	**10,047,136**	**(4,049,855)**	**50,012,896**
Climate Change and Sustainability	4,260,051	3,083,590	(1,176,461)	18,029,994
TOTAL - Climate Change and Sustainability	**4,260,051**	**3,083,590**	**(1,176,461)**	**18,029,994**
Street Lighting	498,402	180,378	(318,024)	1,740,511
Regulatory Services	936,891	432,685	(504,206)	2,347,680
StreetCare	6,698,344	6,186,903	(511,441)	27,138,063
Streets for People	5,540,567	3,867,405	(1,673,162)	26,400,000
Other PR Projects	2,385,642	3,424,115	1,038,473	11,056,392
LIP PROGRAMME	2,546,837	1,965,084	(581,753)	4,037,926
Cleaner Greener Safer	1,845,837	2,007,598	161,761	11,737,807
Street Market	104,515	104,297	(218)	104,515
Waste & Cleaning	450,000	47,874	(402,126)	1,380,000
TOTAL - Environment	**21,007,034**	**18,216,339**	**(2,790,695)**	**85,942,894**
Stronger Neighbourhoods	3,750,000	2,746,267	(1,003,733)	6,111,156
TOTAL - Stronger Neighbourhoods	**3,750,000**	**2,746,267**	**(1,003,733)**	**6,111,156**
TOTAL	**43,114,077**	**34,093,332**	**(9,020,745)**	**160,096,941**

Note: Budgets will be brought forward from future years to cover any overspends shown in Variance column in table above.

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

Leisure Directorate

4. The 2025-26 outturn is £10.0m against the revised budget of £14.1m.

Parks, Leisure Centres, Youth and Play

5. The Parks Programmes and Projects workstream includes 35 individual projects. The programme saw the successful completion of 7 projects in 2025-26.

    - **Nunhead Cemetery Limesford Road Wall (£2.3m):** In April 2025, construction of a new boundary wall at Nunhead Cemetery completed. The existing wall had failed and was in danger of collapse.

    - **Consort & Dr Harold Moody Parks (£640k):** In June 2025, a project that connected two parks in Peckham completed. The project was supported by additional £450k investment from the Greater London Authority (GLA) Green and Resilient Spaces Grant.

    - **Nunhead Cemetery FONC Cabin (£333k):** In August 2025, as part of the East Lodge Restoration Project, a new modular cabin was installed for the Friends of Nunhead Cemetery (FONC) volunteers. Funding for the project is supported by National Lottery Heritage Grant.

    - **Nursery Row Park (£890k):** In September 2025, works to upgrade two play areas and the park entrance on East Street completed.

    - **Greenland Dock Upgrades Phase 1 - Pontoon Replacement (£900k):** In October 2025, piling works and the installation of new replacement pontoon platforms at Greenland Dock completed, upgrading the infrastructure and utilities for residential boats moored at Greenland Dock.

    - **Peckham Rye Park (£590k):** In February 2026, upgrades to the adventure playground at Peckham Rye Park completed. Tree planting and landscape improvements along with internal refurbishment of the play centre building was also delivered.

    - **Goose Green Play Equipment Replacement (£120k):** In March 2026, the project to replace two items of play equipment completed.

6. Expenditure for South Dock Marina (SDM) H&S Projects of £1.5m has been less than anticipated due to the boatyard scheme being delayed in planning, due to challenge. The majority of the expenditure (£900k) relates to works completed at Greenland Docks as described in paragraph 5 above. A further

£600k has been spent to complete the site investigations, fees & enabling works needed to prepare the boatyard site for construction.

7. The following leisure service capital projects were delivered in 2025-26:
    - Leisure Centre improvement works - £0.2m
    - Canada Water Leisure Centre fitout - £1.6m
    - Leisure Centre Gym replacements - £0.1m
    - Leisure Centre Lifecycle maintenance, remedial repairs and improvements - £1.5m
    - Leisure Centres digital transformation - £0.1m

8. Across Leisure Centres, a range of lifecycle maintenance and back of house improvement works were delivered to improve the safety, operational efficiencies, and the overall resilience of the estate. New CCTV systems were installed across all sites, and a series of changing rooms improvement works were carried at various centres.

9. A new e-gym resistance circuit was successfully installed at Peckham Pulse Leisure Centre, providing personalised workout programmes tailored to individual health needs, designed to enhance health outcomes for at-risk populations and increase engagement in physical activity.

10. Alongside these improvements, the fit-out of the brand-new Canada Water Leisure Centre was completed, delivering a range of state-of-the-art facilities and equipment. The opening of the centre in September 2025 marked a significant milestone for the borough, replacing the 60-year-old Seven Islands Leisure Centre with a modern, fully accessible and environmentally efficient facility. While the project experienced initial setbacks, including delays to opening and a temporary pool closure due to technical issues, the new Canada Water Leisure Centre has since seen increased participation and is contributing positively to residents’ health and wellbeing across the borough.

11. Remedial works at Southwark Park Sports and Athletics Centre, originally planned for delivery in 2025-26, were deferred following initial condition assessments and site visits. The delivery plan will be reconsidered subject to confirmation of the revised approach and funding requirements.

12. Several planned facility improvement works and decarbonisation-related enabling works have been re-profiled into 2026-27. This decision was taken to align delivery with the wider Leisure Decarbonisation Programme, to minimise facility closures, maximise efficiency, and ensure compatibility with new heating systems. Any changes or delays within the wider decarbonisation programme

will have a consequential impact on the delivery of these improvement and enabling works, representing an ongoing programme risk.

13. Just over £300k has successfully been grant funded to 8 community organisations as Round 6 of the Southwark Active Olympic Legacy Fund, which will support local clubs and organisations with improving facilities and purchasing equipment for the delivery of grass roots sports and physical activity opportunities across the borough.

14. The Tree Planting Programme for 2025-26 has now concluded successfully at the value of £997k, with 988 heavy standards and 4300 saplings planted. The revised budget of £1.3m for 2026-27 and £1m for 2027/28 being sufficient to fund 2 further comparable annual programmes.

15. From the Parks Infrastructure and Investment budget, major resurfacing works to parks sites in the south of the borough were completed to the value of £352k. The refurbishment of the Peckham Rye Park toilets is nearing completion with an investment of £169k with a further £109k contribution from CIL.

16. Also in parks, phase 1 of the purchase of grounds maintenance machinery, replacing end of life stock has progressed at the value of £287k in 2025-26 (with £463k remaining for future replacement phases in 2026-27 and 2027/28). Phase 2 will conclude this summer.

17. Included within the Youth and Play Service capital budget (Youth New Deal) is approximately £1.02m remaining for planned capital works. Whilst most of the projects are small improvement works under £50K across youth centres and adventure playgrounds, it also includes a large project for significant improvements to the Brandon Youth Centre. The tender to appoint the contractor was awarded in January 2026, with the Youth Centre and Library closed in February and handed over to the contractor. Work on the library is planned to complete in August, with the youth centre completing in September 2026. There will then be short periods of fitting out the new spaces. In the last year we have completed small improvement works at youth centres and adventure playgrounds to create improved accessibility and safer spaces that meet the needs of the children and young people attending.

18. 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.

19. There are also capital funds of £108k allocated to deliver innovative services in libraries. In 2025-26 meeting pod booths were scoped, procured and implemented initially in 4 libraries (Peckham, Canada Water, John Harvard, Camberwell), costing £69k.

Climate Change & Sustainability Directorate

20. The 2025-26 outturn is £3.1m against the revised budget of £4.2m (which includes additional decarbonisation grant funding from central government).

21. The following schemes were delivered this year:

- The major two-year retrofit programme for five leisure centres continues through the design, planning and tendering phase (£1.1m), alongside projects to reduce energy use, including upgraded Building Management Systems and LED lighting. (£0.2m)

- The installation of solar PV at Peckham Pulse Leisure Centre (£0.2m) has led to significant energy savings. The solar PV project for Dulwich Leisure Centre is underway with installation scheduled for summer 2026.

- Contribution to air source heat pump school retrofit work, focused on the Brunswick Park Primary School sports hall (£0.12m).

- 46 community energy projects funded across the borough through the Rounds 1 and 2 of the Southwark Community Energy Fund (£0.82m). Round 3 of the fund closed in April 2026 with a further £0.4m to be distributed to new projects through 2026-27.

- £1.65m contribution for the installation of heat pumps for the retrofit of 160 Tooley Street with delivery through summer 2026

- Funding for the borough-wide Cycle Hanger programme continues (£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).

- Continued delivery of the community led Southwark Biodiversity Fund to create new and enhanced green spaces in the borough, the new Belair Park biodiversity and ‘biodiversity in park’ projects (£0.5m).

- Delivery of several Sustainable Urban Drainage schemes, to reduce local surface water flood risk on highways, schools, parks and housing estates and improving greening (£0.23m).

Environment Directorate

22. The 2025-26 outturn is £18.2m against the revised budget of £21.0m.

StreetCare

23. The Non-Principal Road (NPR) programme, which delivers major resurfacing of footways and carriageways with 41 completions during 2025-26.

24. The Principal Road (PR) programme delivered 6 carriageway resurfacing schemes in Walworth Road, Lordship Lane, Newington Causeway and Hannover Park, Dog Kennel Hill and Grove Vale.

25. Repairs to Cox’s Walk Footbridge due to storm damage has been completed, and the work won an award of the Institute of Civil Engineers’ Best Infrastructure Project, Small (<£5m) last year.

26. The Flood Prevention programme continues to deliver a programme of works designed to alleviate flooding concerns before they become problems. Sustainable Urban Drainage (SUDs) schemes (raingardens) have been completed this year in Havil St, Clayton Rd, Wareham Rd, Rockingham St, Naylor Road, English Martyrs school. Design is completed for Gipsy Hill Scheme but waiting for dry weather before construction commences this summer.

Local Implementation Plan and Streetspace Programme

27. Local Implementation Plans (LIPs) set out how each London borough will meet the objectives of the Mayor's Transport Strategy. The £3.9m LIP budget is set

up to develop and implement the safer corridors and neighbourhoods, bus priority and cycling improvement programmes. A full spend of the allocated budget is expected by the end of June in line with TfL deadline. Several schemes have been completed including Cooks Road, Bermondsey Street, cycle hangars and improvements to micromobility parking. The remaining schemes are either currently under construction or scheduled to commence shortly and are expected to be delivered by the summer, ensuring compliance with TfL requirements.

28. The following Streetspace and cycling schemes were completed in 2025-26 financial year:
    - Goose Green Pocket Park
    - Bermondsey Street footway improvements
    - Cooks Road planter replacement
    - Red Post Hill / Dulwich Village junction improvement
    - Cycle Future Route 12 (CFR 12) section one, mainly on Ilderton Road form the junction of Old Kent Road to Hornshay Street.

29. The cycle hangar programme is currently delivering at pace with 1000 expected to have been installed during this political term. A total of 160 cycle hangars were installed in 2025-26.

Other Public Realm

30. The Streets for People programme commenced in Q1 2025-26 (£3.8m) with significant progress delivered throughout the year. Focused on design and engagement work in the five priority zones, with delivery supported at a number of sites across the borough. This includes specific schemes such as Bermondsey Street and work around Borough Market at Bedale Street and Stoney Street, while also enhancing the boroughwide delivery programme via cycle hangars, school streets, Minor Traffic Schemes and Controlled Parking Zones.

31. The School Streets programme continued to deliver substantially in 2025-26 with 4 new timed school street closures introduced. Engagement has also been carried out for measures to be introduced at additional schools in early 2026-27.

Cleaner Greener Safer, (Including air quality projects)

32. The Cleaner Greener Safer (CGS) programme for 2025/2026 had more than 300 live projects and grants. End of year figures show the programme

exceeding its targets by approximately 10% with project completions at 221 against a target of 200 and spend at 2.01M against a target of £1.88M.

33. Notable events this year included the move from individual application processes for the three community funding programmes (Cleaner Greener Safer, Neighbourhood's Fund and Devolved Highways Budget) to one single application.

34. This process was completed by the CGS team over a very short and time limited period. The team continues to receive high praise from residents as evidenced by the number of compliments received and recorded.

35. The 'A Cleaner Southwark' Place Management Programme has invested in additional re-deployable CCTV cameras in 2025-26 and in fly tipping 'design out' measures, including planters, at several 'hot spot' locations. The Programme is currently at the procurement and design stage for replacing all 'on street' general waste bins with dual waste bins (enabling general and recyclable waste to be disposed of separately); and for implementing graffiti 'design out' measures including 'graffiti resistant' shop shutters and community murals; and fly tipping 'design out' measures, including 'on street' communal waste bin containers/'hubs' and 'hard hitting' enforcement signage.

The Mayor's Air Quality Fund (MAQF)

36. This MAQF project involves working with schools and families to raise awareness of asthma and enhance the health and educational experience of students, particularly those with asthma. Following approval for the award of the contract, the Environmental Protection Team (EPT) started a trial cohort at the end of November 2025, and this is due to be completed by the end of April 2026. The project centres around the monitoring of air quality in selected pupils' homes and their classrooms. Monitoring data will be used during engagement with participants to promote awareness of air quality on health and influence behavioural change that will ensure minimal impact on vulnerable pupils because of poor air quality. Fifteen families and ten schools are currently involved in the project.

37. The Environmental Protection team continues to promote the project and there are participants starting the measurement phase during the summer term 2026. Work is continuing to recruit more schools and students for participation in the next study cohorts for the project. Experienced practitioners from Stirling University, who are specialist behaviour scientists, are starting to work with the

students to promote the awareness and behaviour change. The project is expected to run to the end of the calendar year.

Stronger Neighbourhoods Directorate

38. The 2025-26 outturn is £2.75m against the revised budget of £3.75m (which includes additional Strategic CIL funding for the Women Safety Centre).

39. The Council currently has over 575 public space CCTV cameras. Images return to a central CCTV control room. 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.

40. 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.

41. In February 2023, a £3 million capital bid was approved to upgrade all of the CCTV cameras and transmission systems. The following works are underway as part of the upgrade:
    - Upgrade the CCTV transmission system (complete)
    - 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 (complete).

42. A further capital allocation of £1millon was awarded in January 2025 to install council owned duct and fibre to reduce dependence on rented duct and fibre and mitigate risk of uncertain revenue burdens. The full programme of works is due for completion by winter of 2026.

43. The Council Delivery Plan 2022-26 includes a commitment to establish a Women's Safety Centre to provide comprehensive support for women experiencing violence or abuse. This initiative aims to transform the way support and intervention are made available to victims/survivors of Violence Against Women and Girls (VAWG) crimes. A capital allocation of £2.5m CIL funding was approved in September by Cabinet to meet the development costs for the building, including fittings and furnishings. Construction began on site on the 27th of October 2025, works were completed mid-March 2026, with final adjustments to be finished by the end of April 2026. The final spend for the

project will be within budget with the majority of spend during the financial year (2025-26).

SECTION 2: CHILDREN & ADULTS SERVICES

44. The total value of the Children and Adults department capital programme for the 10-year period, 2025-26 to 2034-35 is £82.5m.

Adult Social Care

45. 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 and £5 million for improvements to existing care settings and other ASC buildings.

46. The Adult Social Care capital programme is strongly aligned to Southwark 2030, and the ASC Capital Board has outlined a set of priorities 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.

47. 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 where feasible, is helping to reduce breakdowns and lower maintenance and operational costs. This work also supports carbon reduction commitments of the local authority.

48. 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 maintaining and upgrading the building fabric, as well as mechanical and electrical infrastructure. Projects will also enhance energy efficiency, including the installation of LED lighting, new double-glazed windows, and solar panels, aligning with the council’s low-carbon goals.

49. The programme for the four residential and nursing homes aligns with responsibilities agreed with the 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. Work to replace the boilers and radiators at Bluegrove commenced in January 2026 and is in progress with completion due in early

June 2026. Contract to replace lifts at Bluegrove and Waterside was awarded in January, with the equipment on order and installation work starting in summer 2026. Work to repair water damaged and sagging flooring at Bluegrove is in progress and the replacement of carpet with new vinyl safety flooring has been completed at Rose Court. The window replacement programme at Rose Court Care Home will commence in May 2026 alongside other associated works. Once the heating project at Bluegrove is completed redecoration of the communal areas will follow. Redecoration of the communal areas at Greenhive and Rose Court are also programmed for 2026-27.

50. Ongoing lifecycle works on Adult Social Care buildings and Supported Living accommodations continue to progress. The base for the Mental Health service at Castlemead has been redecorated in 2025-26, refurbishment works at one of the Learning Disabilities Supported Living sites are almost complete, and the Orient Street Adult Respite Unit is planned to be redecorated as part of the lifecycle programme early in 2026-27 with heating improvements to follow on in 2027/28. Refurbishment works are also expected to begin at the Southwark Resource Centre in 2026-27.

51. The Corporate Facilities Management team is continuing to proactively monitor the condition of the portfolio 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 2026–2029.

52. Investments in Adult Social Care IT systems have also been made under the Children’s and Adults Information System Development programme. This has included work to upgrade the database used for Mosaic, the Children’s and Adults’ Services social care case management system, which will support better functionality and enhanced reporting. In addition, investments have been made in two new applications for the division. These are a new GDPR compliant platform for managing support plans, daily records and operational monitoring for Orient Street and a new digital platform to deliver the Council’s targeted short break offer, where providers can publish opportunities enabling families to book quickly and reliably, reducing administrative burden and improving transparency.

Children's Services and Southwark Schools Capital Programme

53. The Children’s Services capital programme forecast for 2025-26 to 2034-35 is £69.8m. This consists of £12.8m for the schools maintenance programme and £20.8m 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, £2.1m for Riverside Primary School, as well as £1.9m for the development of the two children's homes.

54. The overall programme is focused on rightsizing provision, ensuring the 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. The rising cost of construction affects the capital programme by increasing demands on existing resources. The current challenges for the construction industry remains the availability of labour and skilled sub-contractors. There has been over the last few years a large increase in costs for the new Building Control regime which has driven up cost for the insurance market for both consultants and contractors. Material costs have been affected by the world market and in particular tariffs and high transport costs. The shortage of labour is now the biggest concern for contractors with wage inflation continuing to outstrip the general marketplace.

55. 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 childcare 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. 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.

56. The development of the second children's home is in progress. The main contractor is on site however the project experienced significant delays which might lead to future financial pressures to the initial estimated costs of the project. The current estimated completion date is Summer 2026.

Primary Provision

57. The Primary School maintenance programme delivers an annual programme of planned refurbishment works alongside emergency reactive works where necessary. This programme can also help with the decarbonisation strategy for the school estate. This programme also includes work to improve the air quality

around schools utilising GLA grant funding for this. This programme is funded from the School Condition Allocation grant, and it is calculated based on pupil numbers therefore the yearly allocation has been reducing in line with falling rolls. Funding of £1.115m had been secured from the Climate Capital Fund for new Air Source Heat Pump (ASHP) at Crampton Primary School and £300K 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 ASHP system and additional funding was won from the GLA for energy saving improvements to primary schools (mainly Bird in Bush School).

58. At Riverside Primary School a new early years classroom and a new dining space have been built, alongside this a new safe, accessible entrance into the school has also been provided. These works were completed in phases, limiting the disruption to the school. All works are completed.

59. 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 is in its final phase of works and is expected to see the school fully consolidated for in the 2026-27 school year.

Secondary Provision

60. 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 was delayed due to the main works contractor withdrawing from the contract. The new facilities are complete, and the school opened the new school year in 2025 with all their new buildings in full operation.

Special Education Needs Provision

61. 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 improve early intervention and prevention, 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.

62. 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 works on site have started with the anticipated completion for the project in Winter 2026.

63. Cabinet approval has been given on two projects to expand specialist provision. The first of these is the expansion of Highshore Special School into the closed Comber Grove Primary school site in line with the re-provision strategic approach. The second is the creation of a satellite site of Cherry Garden Special School in vacant classrooms within Bellenden Primary School, which was completed in September 2025.

64. 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 has been jointly funded and delivered in partnership with the Orchard Hill College, and opened in November 2025, 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.

65. 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 accommodate 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.

SECTION 3: PLANNING & GROWTH

66. The total value of the capital programme for the Planning & Growth directorate over the 10-year period is £102.5m. The outturn for 2025-26 was £22.9m.

Planning

67. Southwark Council's planning team manages development, land use, and building control in the borough, offering professional services for applications, heritage, and policy advice. The Planning team’s outturn for 2025-26 was £4.65m.

Bramcote Park

68. This project focuses on enhancements to Bramcote Park, located on Verney Road in South Bermondsey. The improvements are outlined in the Council Delivery plan following extensive public consultation that began in 2019. The contract commenced in March 2026 and with forecast completion in June 2026. The council intends to procure a contractor for similar works in the southern park in Q4 2026-27. The work is fully funded by developers in the local area, and the costs are approximately £700k from S106 contributions for both north and south parks.

636 Old Kent Road

69. Approved by Cabinet in January 2025, this project involves a grant via Strategic CIL (SCIL) funding of £2,373,563 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. Hexagon Housing Association purchased the site in 2018 to deliver a 46 home 100% affordable housing scheme (8 x social rent homes and 38 x shared ownership homes). The site is located directly above the future Bakerloo Line Extension (BLE) tunnel, on land safeguarded by the Secretary of State for Transport in 2021. Below-ground mitigation is required to future-proof the site, ensuring that the foundations of the development mitigate acoustic, and vibration impacts from the tunnel and eliminate any risk associated with pressure on the tunnel from the building above. The development had been paused, because the abnormal cost relating to the BLE compliant design could not be viably borne by the development. The SCIL funding allocation supported the BLE compliant foundation in the development and therefore enabled the 46 homes (100% affordable) scheme to restart as per the original plan, with a scheduled completion in 2027/28.

Old Kent Road Linear Park

70. In March 2026 the Council completed and opened a new linear park to the public along the Old Kent Road, linking Burgess Park with Canada Water. As part of the major Old Kent Road area regeneration programme, this green corridor will deliver improved pedestrian/cycle routes, play spaces, and trees, increasing local green space by eight hectares.

Bakerloop Bus Service

71. 2025-26 marked the first year of the new Bakerloop express electric bus service from Waterloo to Lewisham via Elephant & Castle and Old Kent Road, which launched in September 2025. Funding over a five-year period will be provided by SCIL contributions from Southwark and Lewisham councils, and grant funding from TfL. The bus route is the same as the proposed Bakerloo Line Extension, with the intention of improving transport links and easing congestion in Southwark and southeast London. £1.0m expenditure was contributed by Southwark toward the service in 2025-26.

Sustainable Growth

72. Southwark Council’s Sustainable Growth team, often working alongside Climate and Planning departments, drives borough-wide regeneration, affordable workspace, and green standards to meet Southwark 2030 goals. The team oversees projects including the "Right to Grow" initiative for community land use, climate-focused policy development, and the creation of affordable, sustainable business spaces.

73. The Sustainable Growth team’s outturn for 2025-26 was £11.12m.

Elephant and Castle Open Spaces

74. This project was initiated to upgrade eight individual parks centred around the two-acre Elephant Park area in Elephant & Castle. These open spaces are part of a broader sustainability initiative aiming for net-zero carbon. Seven of the eight schemes have now been completed with the completion of Nursery Row in September 2025. The final scheme—Geraldine Mary Harmsworth playground and landscape — is currently underway and due to commence on-site 2026–27.

Southwark Pensioners Centre

75. The delivery of the Southwark Pensioners’ Centre (SPC) on Camberwell Road was a commitment in the Council’s Delivery Plan 2025-2026. The building will enable residents over 50 to enjoy a healthy and active social space. The refurbished property, upon completion of the contract works, will deliver a fit-for-purpose community space to be leased by the Council to the SPC, who are a registered charity. This project commenced on-site in January 2026 with a £0.6m spend in 2025-26. The project is on track to deliver on time and budget with a forecast completion date in October 2026.

Aylesbury - Plot 18

76. Plot 18 on the Aylesbury Estate in Walworth includes a public square, social housing and the Una Marson Library and Harold Moody Health Centre – providing 23 homes for social rent for over 55s and 99 homes for market rent. Following the completion of the health centre, library, and public square,

negotiations are ongoing with Notting Hill Housing Association regarding the final account. Progress on the final account settlement continues and which will take further time (2026-27) due to the size and complexity of the overall scheme. Separate S106 funding was approved in March 2026 for the fit out for the retained space within the health centre.

Holyrood Street

77. As part of the Streets for People strategy to improve air quality via more walking and cycling routes, the Holyrood Street public realm is being improved as part of the Low Line walking route project. The Low Line connects diverse neighbourhoods via railway arches through Bankside, London Bridge, and Bermondsey. In 2025-26, design work is currently being undertaken by Highways, with construction scheduled to begin in Q3 2026-27. Arch Co has completed their renovation and improvements to the railway arches.

Revitalising The Blue

78. The Blue is a historic marketplace in the heart of Bermondsey. It benefits from the investment coming to the nearby Spa Terminus, Biscuit Factory and Low Line regeneration projects. This project will deliver a multi-arts space at 223 Southwark Park Road. The construction contract was awarded in February 2026. Works commenced in April, with a forecast completion date for December 2026.

Marlborough Sports Garden

79. Marlborough Sports Garden is a public open space a few minutes' walk from London Bridge. The current phase of refurbishment and enhancement at Marlborough Sports Garden has been successfully completed. The next phase of works is scheduled to commence in Summer 2026.

LGBTQ+ Cultural Centre

80. This project relates to the provision of a Cultural Centre and café on Hopton Street in Bankside for the LGBTQ+ community to feel welcomed, supported, and enabling social connections. The tender documentation is scheduled to be issued in April 2026 and with an expected return date of July 2026. The scheme is being managed by The Trampery with a forecast start on site in November 2026.

Leathermarket Gardens

81. This is a well-used park off Bermondsey Street that required accessibility improvements and increased biodiversity and greening, due to increased footfall from developments on nearby Thomas Street. Works completed in September 2025 and the garden is now fully open to the public. A small minor element of

the works is outstanding, and which will be carried out and completed in June 2026.

Rockingham Arches

82. In December 2025 the council acquired three arches in Rockingham Street viaduct. The arches will improve the low line spaces running adjacent to the railway line to deliver improved economic activity, improve public safety and offer new and vibrant community spaces. The Sustainable Growth North team is currently developing a design for the improvement/renovation of the arches, including the 4 arches we already own (7 in total). This planned improvement will also include improvements to the public realm, including lighting and signage.

Rouel Road

83. The current design for this nature play scheme on the Rouel Road Estate off Alexis Street in Bermondsey includes new separate play for 1–5 and 6–12-year-olds, alongside new seating, planting and greening. Works are due to start on site in October 2026. This is a community led project and the steering group is fully involved and supportive of the scheme. Completion is expected in February 2027.

Key Worker Housing

84. This pilot scheme at 177 Abbey Street, delivering 152 affordable key worker homes, and a new community facility, is due to go to Planning Committee in June 2026, with an anticipated start on site early 2027. Upon the success of the pilot scheme, two further sites have been identified for pipeline key-worker housing (circa 380 units) at Rotherhithe New Road (residual school site) and 25 Cherry Gardens Street. A Cabinet report will be submitted in due course.

Gateway to Peckham

85. The Gateway to Peckham regeneration project is transforming the area around Peckham Rye station on Rye Lane into a safer, more welcoming public space. Works involve restoring the Victorian station, creating a new station square, and renovating the surrounding railway arches. Following the Compulsory Purchase Order (CPO) issued in June 2020, substantial progress in finalising compensation payments to former landowners, property owners, and tenants was made in 2025-26. Five individual cases with former leaseholders/tenants were achieved during the financial year. Some of the remaining land cases will be subject to Lands Tribunal hearings and which in themselves are time consuming in relation to future hearing dates.

Peckham Rye Station

86. This project will deliver a new civic square adjacent to Peckham Rye Station, along with five new business units within the railway viaduct. A PCSA was entered into in 2025-26 to confirm detailed costs for the full construction contract which in turn was entered into in March 2026. Works are now progressing on site with forecast completion in 2027/28.

Peckham Square

87. This project will reimagine Peckham Library Square as a new space and also include the restoration of 91-93 Peckham High Street. Following consultation undertaken in 2025 detailed designs for the new square have been developed and anticipated to be submitted for Planning permission in summer 2026.

Livesey Exchange

88. The Livesey Exchange is a local community-focused organisation on the Old Kent Road. The LEX 2 building will provide affordable workspace and community events space, learning and cultural activities. On-site works have been substantially completed in 2025-26. There are ongoing negotiations with regards to the settlement of the final account. It is anticipated that the building will be open for public use in early 2026-27.

Affordable Workspace – Melon Road

89. The design team were appointed in 2025-26 to undertake initial feasibility around the potential development of a new affordable workspace hub on a site on Melon Road in Peckham. Detailed design development is ongoing and is expected to be submitted for Planning approval in Summer 2026. Following Planning consent, the detailed strategy for delivery, including the allocation of funding, will be agreed and applied for through existing funding approval processes.

Latin American Cultural & Community Centre

90. The detailed design works for the new Latin American Cultural & Community Centre (LACC) in Elephant Arcade completed in spring 2026. The identified and required adaptation works will complete in Summer 2026. This space will be held specifically for the LACC with expected occupation in the 2nd half of 2026-27.

Neighbourhood Community Infrastructure Levy

91. The Council awards funding to individuals or organisations to help deliver local infrastructure in neighbourhoods across the borough. This funding is called Neighbourhood CIL (NCIL). NCIL funding can be used to support any services or facilities that support local residents and visitors, such as affordable

workspace, public realm improvements, refurbishing a community centre, or providing equipment for youth activities.

92. During 2025-26 financial year a total of £20.6m of Neighbourhood CIL was approved via 6 separate reports. In 2025-26 a total expenditure of £2.7m was incurred.

93. Project supported and/or ongoing during the financial year were as follows:

- Extensive refurbishment of the kitchen at Blackfriars Settlement
- Investment in the Bosco Youth Centre
- Investment in a council-owned building occupied by Time & Talents (voluntary organisation) in Rotherhithe
- Accessibility improvements at Magdalen Hall, a community-run building in Bermondsey
- Purchase of an electric minibus for Age UK to support vulnerable residents across the borough
- Investment in the refurbishment of a railway arch to create affordable workspace (Bermondsey Blue Bid).

Property

94. The Property team, within Planning & Growth, achieved an outturn of £4.36m against an approved budget for the year of £4.9m.

Elephant & Castle Regeneration

95. 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. Excluding the expenditure in 2025-26 there are 4 remaining years to this funding agreement and with the final payment due in 2029/30.

Pullens Yard Improvements

96. This is a rolling programme of fire safety compliance works at Pullens Yard. The current phase of works commenced in 2024/25 and with substantial progress in 2025-26. The overall project is nearing completion and with any residuary matters to be completed in 2026-27.

Void Shops

97. This project is a rolling programme of health and safety works including Energy Performance Certificate works and to enable commercial letting. These cannot proceed until the building/unit is deemed to be compliant.

Commercial Property

98. This is a 5-year rolling programme of required works to Southwark owned commercial properties and including planned works at 7 & 8 Holyrood Street, 14-20 Shand Street and Tower Workshops. This will also include the planned demolition of 22 Shand Street in 2026-27.

SECTION 4: HOUSING GENERAL FUND

Overview

99. The Housing General Fund capital programme is forecast to spend approximately £51m over the ten-year period 2025-35. This comprises £30.7m for housing renewal schemes, £19.4m for the Local Authority Housing Fund (LAHF) Buyback 50 Programme and £1.0m for residual works on traveller sites.

100. The outturn for 2025–26 is £8.0m, which is £17.1m lower than the £25.0m forecast reported to Cabinet in the 2025-26 month 8 monitoring report. This variance is primarily attributable to a reduction in forecast expenditure on the LAHF Buyback 50 programme.

Asset Management – Housing Renewal

101. The Private Sector Housing and Adaptations Programme delivers a range of targeted interventions to help residents live independently across all housing tenures. This includes the provision of adaptations within social housing, alongside the delivery of a Home Improvement Agency service that supports adaptations in housing association and private sector homes, offering both practical assistance and financial support.

102. The programme also facilitates the return of empty properties to active use, increasing housing supply and helping to reduce homelessness pressures. In addition, a Handypersons Team provides low level preventative repairs and safety works for vulnerable households, helping residents to remain safely in their homes. Where appropriate, services are provided on a chargeable basis, generating a supporting revenue stream.

Disabled Facilities Grant (DFG) and Adaptations

103. For 2025-26, the Disabled Facilities Grant (DFG) outturn is £1.5m, £0.6m below the approved budget of £2.1m. During the year, 102 DFG-funded adaptations were completed and commitments of £0.6m were secured, demonstrating strong delivery.

104. While demand was initially lower than expected, closer working with Adult Social Care later in the year resulted in an increase in referrals, enabling fuller utilisation of the available funding. However, delays in recruiting an additional Occupational Therapist to assess DFG cases and reduce waiting times contributed to the lower outturn position.

105. The provisional DFG allocation for 2026-27 is £2.0m. To support effective use of the grant and maximise delivery, an approved business case is in place and recruitment is underway for a locum Senior Occupational Therapist. This additional capacity should enable the service to increase the number of households supported through DFG -funded adaptations.

Empty Homes and Property Restoration

106. Following Cabinet approval to revise the loans and grants framework, performance in the Empty Homes programme exceeded expectations. A total of 38 long-term empty properties were brought back into use during 2025-26, exceeding the KPI target of 35 properties. Programme expenditure was £0.8m, £0.5m below budget, reflecting the demand-led nature of activity and timing of grant claims rather than underperformance. Grant and loan interventions remained effective, including six Works and Lease properties now used for temporary accommodation. Forecasts have been set prudently above recent outturns to accommodate approved commitments and pipeline demand.

Compulsory Purchase Order (CPO) Programme

107. The 2025-26 budget for the Compulsory Purchase Order (CPO) programme was £1.2m, intended to support the acquisition of long-term empty properties. Due to the complexity and extended timescales associated with CPO processes, the initial focus has been on voluntary acquisitions and, as a result, no CPOs were progressed during the year. Of the eight properties

initially identified, two have been prioritised for further intervention following detailed assessment.

The Local Authority Housing Fund (LAHF) Buyback 50 Programme

108. The Council has secured £10.9m of grant funding to support the LAHF Buyback 50 Programme, which will fund the purchase and refurbishment of former Right to Buy properties. These homes will be used as temporary accommodation and resettlement housing for refugees, reducing reliance on expensive nightly-paid accommodation and enabling more households to be housed locally within the borough. The programme will therefore contribute to easing pressure on the General Fund Temporary Accommodation budget and supports the Council's strategic priorities set out in Southwark 2030.

109. The 2025-26 outturn is £5.7m, £13.7m below the approved budget of £19.4m. This variance reflects programme slippage and a decision to fund ten properties originally included in the programme through the Buy Back programme using Right to Buy receipts. The remaining slippage is expected to be recovered in 2026-27, when the programme will be completed.

Resident Services – Traveller Sites

110. A comprehensive programme of reconfiguration and improvement works has been initiated across traveller sites to address critical health, safety and compliance issues, with a particular focus on fire safety. The programme also seeks to reduce overcrowding and ensure compliance with current regulatory standards. Progress has been affected by delivery challenges, including the termination of arrangements with a previously appointed contractor at Ilderton Road after it was identified that works were being delivered outside the approved legal framework. This resulted in delays to the programme.

111. Procurement has now been completed, and the Council is awaiting formal contract award to enable works to commence. The revised scope of the programme includes:

- Bringing Springtide Close back into use, increasing capacity and relieving pressure on other sites; and

- Delivering fire safety and modernisation works at Burnhill and Brideale Close to address long-standing compliance risks.

112. The 2025-26 outturn is £0.02m, representing minimal expenditure on preparatory and enabling works. The majority of construction activity and associated capital expenditure is now programmed for delivery in 2026-27.

SECTION 5: FINANCE

113. Southwark remains committed to advancing its digital strategy, with a sharpened emphasis on upgrading foundational infrastructure, enhancing resident-facing services, and building long-term digital resilience.

114. A key investment this year is a £6 million programme to replace council laptops, equipping staff with modern, secure devices that support efficient working. This initiative aligns with the council's "Well-Run Council" objective, which aims to create a digitally enabled workplace through reliable and high-performing technology.

115. To improve digital accessibility and service delivery for residents, the council is prioritising transformation projects that enhance online engagement. Around £1.2m is being directed toward Microsoft 365 upgrades, boosting collaboration, security, and productivity across teams. A further £1.6m will support the migration to cloud infrastructure, allowing Southwark to move away from legacy on-premises systems in favour of scalable, flexible solutions. Connectivity and infrastructure improvements are also underway, backed by a £1.1m investment to ensure systems remain robust and future ready.

116. In parallel, the council is investing in smarter resident engagement and data management. £0.6m is allocated to integrated customer engagement platforms, enabling more personalised and consistent support across digital channels. An additional £1.5m will fund a suite of initiatives including

automation, CRM (Dynamics) development, migration to Microsoft Fabric, and Power BI dashboarding—each designed to enhance operational insight, efficiency, and data-driven decision-making.

117. Together, these investments reflect Southwark's ambition to become a digitally inclusive, agile, and forward-thinking local authority.

118. BT Openreach's announcement to retire the Public Switched Telephone Network (PSTN) by December 2025 marks a significant shift in telecommunications. The PSTN, which delivers analogue services via copper lines, is being replaced by fibre-based Voice over Internet Protocol (VoIP) systems—a transition known as the digital switchover. The council completed the required upgrades to accommodate this change to its lift systems and SMART monitors by the December 2025 deadline.

119. Several council technologies reliant on PSTN wiring, such as lift systems and SMART monitors, have required upgrades to accommodate this change. The council's programme is focused on managing the transition for all affected commercial and residential services.

120. There has been an increase in Capital spending in IT operations in readiness for the Vision 360 programme which will see Southwark become independent from the Shared Technology Service. This has seen projects such as cloud migration, infrastructure and cyber security being prioritised within the programme. This work sets the foundations for transformation that will not only deliver benefits for the residents and staff of Southwark but will deliver a £2m saving to revenue expenditure by 2029-30.

121. Southwark has continued to implement replacements and new technologies to provide benefits for residents, services, and staff.

SECTION 6: GOVERNANCE & ASSURANCE

122. The Corporate Facilities Management (CFM) capital programme continues to deliver essential investment across operational buildings, focusing on both lifecycle maintenance and statutory compliance. Southwark remains committed to ensuring its estate is safe, energy-efficient, and aligned with modern working practices. Lifecycle works support this ambition by upgrading core building systems—such as heating and lighting—with sustainable technologies including LED lighting and air source heat pumps.

123. In 2025-26, Lifecycle capital investment has again been directed at Tooley Street, the council's primary administrative centre. Approximately £1.0m has been spent; mainly on decarbonisation – including the installation of Air Source Heat Pumps (ASHPs); improved LED lighting; and the replacement of 800 desk chairs. This expenditure will have a significantly favourable impact on the building's carbon footprint and on the health & safety of staff.

124. In addition to Tooley Street, the CFM capital programme funds a range of improvements across other council sites. In 2025-26 this has included repairs, refurbishments, and tailored workplace adaptations. Most notably £1.8m was invested in the Queens Road complex. There was also £1.5m spent across various other locations within the operational estate. These works ensure that council buildings remain compliant, safe, and responsive to evolving service delivery needs.

125. The CFM capital programme also includes £2.085m for the refurbishment and reconfiguration of Brandon Library and Youth Centre, partially funded by £1.385m transferred from the Environment, Sustainability and Leisure capital budget. The works will deliver disabled access compliance, an improved interior layout to enhance safeguarding and versatility of the space, modernised facilities, low carbon initiatives, and the replacement of ageing building fabric.

126. The Compliance capital programme (£1.1m spent in 2025-26) underpins the council's statutory obligations by maintaining a robust inspection and assessment framework. This ensures that operational buildings meet all relevant health and safety standards, creating environments that support both staff wellbeing and service user experience.

127. Overall, CFM's integrated approach to lifecycle, compliance, and workplace investment continues to safeguard the value and functionality of Southwark's operational estate.

APPENDIX 3: HOUSING INVESTMENT PROGRAMME (HIP) OUTTURN NARRATIVE

Programme Overview

1. The Housing Investment Programme (HIP) is the capital programme for the Housing Revenue Account (HRA) and has two principal strands: the New Build and Estate Renewal programme, which delivers new council homes, and the Repairs and Maintenance programme, which supports the council's statutory responsibilities as a social landlord to maintain safe, decent and sustainable homes.

2. During 2025/26, the HIP continued to deliver against its strategic objectives, supporting the Good Landlord Plan and the council's wider housing, regeneration and sustainability priorities.

Financial Outturn Position

3. Capital expenditure under the Housing Investment Programme in 2025/26 totalled £198.4m, resulting in a net shortfall of £31.4m at outturn, compared with the forecast provided at month 6.

Programme	Outturn	Month 6 Forecast	Movement
	£	£	£
Repairs and Maintenance	84,061,552	102,448,919	-18,387,367
New Build and Acquisitions	111,560,966	122,650,639	-11,089,673
Other	2,794,795	4,674,327	-1,879,532
Total Expenditure	**198,417,313**	**229,773,885**	**-31,356,572**
Funded By:			
Capital Receipts	42,479,564	35,610,546	6,869,018
Major Repairs Reserve	49,054,383	46,691,000	2,363,383
CERA (Capital Expenditure charged to the Revenue Account)	36,689,000	18,812,000	17,877,000
Grants and External Contributions	18,399,103	26,685,945	-8,286,842
S106 & Green Buildings Fund	4,443,426	10,623,795	-6,180,369
Borrowing	47,351,837	91,350,599	-43,998,762
Total Resources	**198,417,313**	**229,773,885**	**-31,356,572**

Repairs and Maintenance Programme

4. The repairs and maintenance programme aims to ensure council homes are safe, well maintained and meet modern, green and decent standards, and is a key component of the Good Landlord Plan.

Stock Condition Survey

5. To address uncertainty over future planned investment, the council is undertaking the UK’s largest stock condition survey, delivered in partnership with Property Tectonics. The borough-wide survey commenced in September 2025 and exceeded its initial targets within the first six months, completing internal inspections of 20% of homes alongside 25% external and mechanical/electrical surveys.

6. The information gathered will inform investment prioritisation and underpin the development of a new five-year asset management strategy, due for completion in the final quarter of 2026/27.

Compliance, Electrical and Fire Safety

7. During 2025/26, more than £25m was invested to improve electrical safety compliance and smoke alarm provision across approximately 25,000 homes, increasing compliance from 25% to 85% by year end.

8. Significant progress was also made across lift, water, asbestos and fire safety programmes. Outstanding high-risk fire safety actions reduced from 218 in March 2025 to seven by March 2026. Delivery across all compliance workstreams is supported by the implementation of the True Compliance IT system, strengthening monitoring and assurance.

Building Safety

9. The council completed a programme of retrospective fire strategies, structural surveys and a review of Type 4 inspections across Higher Risk Buildings. This work will directly inform future investment decisions through the forthcoming Council Homes Investment Strategy. Procurement of specialist fire safety contractors is underway to deliver identified remedial works, with external funding anticipated for non-compliant external wall system remediation where

eligible.

Planned Maintenance, Heat Networks and Capital Repairs

10. A limited number of estate-based planned maintenance schemes progressed during the year, including a major £14m refurbishment at Consort Estate, addressing fire safety issues and delivering adaptations for vulnerable residents. Over £6m was spent on this scheme during 2025/26.

11. Investment in heat networks continued, including the signing of a Deed of Variation to the SELCHP Heat Supply Agreement in March 2026, enabling network expansion and securing supply until 2049. Additional schemes remain in design.

12. The Repairs Service delivered over £15m of capital investment, including communal and roofing works, bringing void homes back into use and delivering adaptations to support vulnerable households.

New Build and Estate Renewal Programme

13. The council's new homes and estate renewal programme continued to perform strongly during 2025/26. As at March 2026, the council has delivered over 3,200 new council homes (with 333 completed in 2025/26), including more than 2,000 family-sized homes and 200 specialist or supported homes, alongside new community facilities and commercial space.

14. At year end, 18 schemes were on site and in contract, including major estate renewal projects at Tustin and Ledbury, alongside Development Agreement schemes across Lots A and B.

Estate Renewal Progress

15. Progress on the Council's estate renewal programme is set out below, outlining recent achievements, forward programmes and key delivery considerations for each scheme.

- **Tustin Estate** – Phase 1 completed in March 2026, delivering 153 new council homes. Phase 2a has commenced early works, with completion anticipated in summer 2029. Rehousing capacity remains a key delivery risk.

- **Ledbury Estate** – Phase 1 is scheduled for completion in November 2026, delivering 50 homes. Phase 2 is planned for June 2030, delivering a further 215 homes, with utilities and drainage constraints actively managed.

- **Aylesbury Estate** – Following changes to the partnership model, the council will assume responsibility for future phases to strengthen control over delivery.

- **Abbeyfield Estate** – Maydew Tower was demolished in September 2025. Development strategy work continues, supported by £5.1m of London Estate Renewal Funding.

Future Programme and Outlook

16. In response to construction inflation, borrowing constraints and market volatility, the Council is increasingly adopting a Development Agreement approach to accelerate delivery and manage risk. Lots A and B of the New Homes Programme were formally signed in December 2025, and early mobilisation across the portfolio is now underway to support the delivery of new homes.

17. Under these agreements, the Council is working with Wates Residential and Mount Anvil to deliver at least 360 additional council homes across eight sites, all of which will be owned and managed by the Council. Wates Residential will deliver four schemes in Peckham and Camberwell, providing at least 343 homes, all of which will be affordable, including a minimum of 131 council homes. Mount Anvil will deliver four schemes in Rotherhithe and Bermondsey, providing at least 786 homes, with a minimum of 50% affordable housing, including at least 229 council homes.

18. Governance arrangements are being embedded to support the next phase of delivery, with Cabinet decisions scheduled during 2026 to progress estate renewal phases, Development Agreement variations and future programme priorities.

HRA Capital Programme-2025/26 Outturn Monitor- Appendix 4

Programme	Programme Area	Scheme	2025/26 Outturn	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	2025/26-2034/35 Total Forecast
Asset Management	Planned Maintenance	Major works	15,897,835	15,897,835	25,106,995	14,496,308	950,000	231,943,057	288,394,195
		District Heating	4,463	4,463	6,693	-	-	-	11,156
		Fire/Building Safety	599,084	599,084	25,422,830	19,950,000	3,705,000	13,291,119	62,968,033
		Security	573	573	-	-	-	-	573
		Stock Condition Survey	1,477,053	1,477,053	5,355,367	2,365,000	1,735,000	-	10,932,420
		Emergency structural	622,131	622,131	721,919	43,250	-	-	1,387,300
		Voids	1,815,009	1,815,009	8,566,901	-	-	-	10,381,910
			20,416,148	20,416,148	65,180,705	36,854,558	6,390,000	245,234,176	374,075,587
Adaptations	Engineering	Adaptations eng	-	-	385,400	192,700	-	-	578,100
Asbestos		Asbestos	1,413,801	1,413,801	1,786,199	1,600,000	1,600,000	6,400,000	12,800,000
Boiler replacements		Boiler replacements	3,944,779	3,944,779	4,056,020	4,000,000	4,000,000	16,000,000	32,000,799
Data systems improvements		District Heating eng	6,811,793	6,811,793	14,171,844	16,637,036	15,866,557	23,344,933	76,832,163
District Heating		Electrical	28,949,079	28,949,079	11,824,127	4,645,000	4,600,000	4,600,000	54,618,206
Electrical		Fire Safety	2,603,886	2,603,886	2,396,114	3,000,000	3,000,000	12,000,000	23,000,000
Fire Safety		Fire/Building Safety eng	1,200,019	1,200,019	239,981	-	-	-	1,440,000
Fire/Building Safety		FRA Tasks	-	-	25,868	-	-	-	25,868
FRA Tasks		Ladders	-	-	1,430,000	1,188,750	1,160,000	1,120,000	4,898,750
Ladders		Lifts	1,787,845	1,787,845	3,672,155	5,200,000	1,900,000	6,300,000	18,860,000
Lifts		Security eng	362,782	362,782	689,218	500,000	500,000	2,000,000	4,052,000
Security		Ventilation	53,988	53,988	846,012	400,000	400,000	1,300,000	3,000,000
Ventilation		Water tanks	311,106	311,106	938,894	500,000	500,000	2,000,000	4,250,000
Water tanks			47,439,078	47,439,078	42,461,831	37,863,486	33,526,557	75,064,933	236,355,886
	Repairs	Adaptations	2,075,162	2,075,162	3,837,638	1,600,000	1,600,000	6,400,000	15,512,800
		Communal	849,220	849,220	4,200,780	3,550,000	3,550,000	13,700,000	25,850,000
		FRA Tasks repairs	4,241,415	4,241,415	1,415,585	1,456,000	1,456,000	5,824,000	14,393,000
		Health & Safety	-	-	-	-	-	5,751,436	5,751,436
		Major voids	-	-	534,000	-	-	-	534,000
		Major repairs	2,433,560	2,433,560	166,440	1,000,000	1,000,000	5,000,000	9,600,000
		Roofing	3,376,608	3,376,608	1,373,392	2,250,000	2,250,000	9,000,000	18,250,000
		Voids	2,904,942	2,904,942	1,095,058	2,000,000	2,000,000	8,000,000	16,000,000
			15,880,907	15,880,907	12,622,893	11,856,000	11,856,000	53,675,436	105,891,236
	Building Safety	Fire & Building Safety	325,419	325,419	1,316,431	500,000	-	-	2,141,850
			325,419	325,419	1,316,431	500,000	-	-	2,141,850
	Total Asset Management		**84,061,552**	**84,061,552**	**121,581,860**	**87,074,044**	**51,772,557**	**373,974,544**	**718,464,558**
	Financing								
	Major Repairs Reserve		49,054,383	49,054,383	44,327,617	46,691,000	46,691,000	275,572,370	462,336,371
	CERA		19,703,220	19,703,220	27,373,780	26,233,044	3,476,557	69,630,415	146,417,016
	Non RTB receipts		14,461,331	14,461,331	29,287,157	-	-	28,771,759	72,520,247
	RTB receipts		-	-	-	-	-	-	-
	Grants & external contributions		64,322	64,322	19,323,552	14,150,000	1,605,000	-	35,142,874
	S106 receipts		500,000	500,000	-	-	-	-	500,000
	Green Buildings Fund		278,297	278,297	1,269,755	-	-	-	1,548,051
	Borrowing		-	-	-	-	-	-	-
	Total financing		**84,061,552**	**84,061,552**	**121,581,860**	**87,074,044**	**51,772,557**	**373,974,544**	**718,464,558**
New Build & Acquisitions	Acquisitions	In Progress	7,143,936	7,143,936	1,856,064	-	-	-	9,000,000
		Delivered	943,985	943,985	351,702	1,305,184	-	-	2,600,871
	Total Acquisitions		**8,087,921**	**8,087,921**	**2,207,766**	**1,305,184**	**-**	**-**	**11,600,871**
	New Build	Delivered	7,230,505	7,230,505	8,410,370	-	-	-	15,640,875
		Delivered and in defects	28,466,491	28,466,491	7,384,880	-	-	-	35,851,371
		On site - under construction	41,608,038	41,608,038	7,877,108	4,986,203	-	-	54,471,349
		Pre-construction	26,168,011	26,168,011	46,817,707	74,917,733	145,160,344	114,051,965	407,115,760
		Paused	-	-	-	-	-	-	-
	Total New Build		**103,473,045**	**103,473,045**	**70,490,065**	**79,903,936**	**145,160,344**	**114,051,965**	**513,079,355**
	Total New Build & Acquisitions		**111,560,966**	**111,560,966**	**72,697,831**	**81,209,121**	**145,160,344**	**114,051,965**	**524,680,227**
	Financing								
	CERA		14,796,780	14,796,780	-	-	-	-	14,796,780
	Non RTB receipts		17,960,913	17,960,913	-	-	-	-	17,960,913
	RTB receipts		9,451,524	9,451,524	2,736,700	-	-	-	12,188,225
	Grants & external contributions		18,334,781	18,334,781	21,115,569	22,277,221	-	28,067,500	89,795,071
	S106 receipts		3,665,129	3,665,129	10,394,160	10,000,000	10,000,000	23,644,276	57,703,566
	Borrowing		47,351,838	47,351,838	38,451,402	48,931,899	135,160,344	62,340,188	332,235,671
	Total financing		**111,560,966**	**111,560,966**	**72,697,831**	**81,209,121**	**145,160,344**	**114,051,964**	**524,680,227**
Other Programmes									
	Home Purchase Scheme		605,795	605,795	256,205	-	-	-	862,000
	Leathermarket JMB consolidation		2,189,000	2,189,000	2,500,000	2,500,000	2,500,000	15,000,000	24,689,000
	Total Other		**2,794,795**	**2,794,795**	**2,756,205**	**2,500,000**	**2,500,000**	**15,000,000**	**25,551,000**
	Financing								
	CERA		2,189,000	2,189,000	2,500,000	2,500,000	2,500,000	15,000,000	24,689,000
	Non RTB receipts		605,795	605,795	256,205	-	-	-	862,000
	RTB receipts		-	-	-	-	-	-	-
	Grants & external contributions		-	-	-	-	-	-	-
	Borrowing		-	-	-	-	-	-	-
	Total financing		**2,794,795**	**2,794,795**	**2,756,205**	**2,500,000**	**2,500,000**	**15,000,000**	**25,551,000**
Total Housing Investment Programme			**198,417,313**	**198,417,313**	**197,035,896**	**170,783,165**	**199,432,902**	**503,026,509**	**1,268,695,785**
Financing	Major Repairs Reserve		49,054,383	49,054,383	44,327,617	46,691,000	46,691,000	275,572,370	462,336,371
	CERA		36,689,000	36,689,000	29,873,780	28,733,044	5,976,557	84,630,415	185,902,796
	Non RTB receipts		33,028,040	33,028,040	29,543,362	-	-	28,771,759	91,343,160
	RTB receipts		9,451,524	9,451,524	2,736,700	-	-	-	12,188,225
	Grants & external contributions		18,399,103	18,399,103	40,439,120	36,427,221	1,605,000	28,067,500	124,937,945
	S106 receipts		4,165,129	4,165,129	10,394,160	10,000,000	10,000,000	23,644,276	58,203,566
	Green Buildings Fund		278,297	278,297	1,269,755	-	-	-	1,548,051
	Borrowing		47,351,837	47,351,837	38,451,402	48,931,899	135,160,344	62,340,188	332,235,671
	Total financing		**198,417,313**	**198,417,313**	**197,035,896**	**170,783,165**	**199,432,902**	**503,026,509**	**1,268,695,785**

Appendix 5 - Budget Virements and Variations											
Project Name	**Project Code**	**Children's**	**Adult Social Care**	**Children's and Adults' Services**	**Finance and Corporate Services**	**Environment, Sustainability & Leisure**	**Planning & Growth**	**Housing GF**	**General Fund Programme Total**	**Housing Investment Programme**	**Total Programmed Expenditure**
		£	£	£	£	£	£	£	£	£	£
AGREED PROGRAMME AT OUTTURN 2025/26		**63,682,244**	**12,676,310**	**76,358,554**	**81,883,574**	**159,415,650**	**71,661,101**	**50,778,761**	**440,097,639**		**440,097,639**
OUTTURN VIREMENTS TO BE APPROVED											
Children's Services											
Primary Schools refurbishment programme	PPM grant	(1,237,784)		(1,237,784)					(1,237,784)		(1,237,784)
Cobourg - Heating distribution	E-0000-2020.5	90		90					90		90
Dulwich Wood - Asbestos removal	E-0000-2020.7	90		90					90		90
Lyndhurst - retaining wall repair/rebuild	E-0000-2020.15	90		90					90		90
P7 Haymerle	E-0000-2021.8	18,471		18,471					18,471		18,471
P7a Brunswick Park, Kintore Way	E-0000-2021.9	6,453		6,453					6,453		6,453
Primary Schools refurbishment programme 2022/23	E-0000-2022	(177,649)		(177,649)					(177,649)		(177,649)
John Ruskin School	E-0000-2022.1	57,983		57,983					57,983		57,983
Haymerle School	E-0000-2022.2	11,720		11,720					11,720		11,720
Crawford	E-0000-2022.5	20,330		20,330					20,330		20,330
Robert Browning Top Floor Ceiling	E-0000-2022.7	7,307		7,307					7,307		7,307
Fees	E-0000-2022.99	621		621					621		621
Grange	E-0000-2022.4	4,268		4,268					4,268		4,268
Oliver Goldsmith & Tower Bridge Roof Works	E-0000-2022.10	18,110		18,110					18,110		18,110
Beormund, Ivydale, Phoenix	E-0000-2022.11	211		211					211		211
Nell Gwyn Nursery	E-0000-2022.12	504		504					504		504
Package 1 - Dulwich Wood	E-0000-2022.35	9,564		9,564					9,564		9,564
Primary Schools refurbishment programme 2023/24	E-0000-2023	(39,846)		(39,846)					(39,846)		(39,846)
Tuke School	E-0000-2023.01	207		207					207		207
Phoenix and Ivydale	E-0000-2023.05	2,264		2,264					2,264		2,264
Camelot	E-0000-2023.07	53,700		53,700					53,700		53,700
Tower Bridge Lighting Replacement	E-0000-2023.10	9,855		9,855					9,855		9,855
Haymerle	E-0000-2023.11	9,323		9,323					9,323		9,323
Friars Primary - Pipework Repairs	E-0000-2023.13	11,022		11,022					11,022		11,022
Beormund School - Minor Repairs	E-0000-2023.14	16,617		16,617					16,617		16,617
Primary Schools refurbishment programme 2024/25.	E-0000-2024	(222,457)		(222,457)					(222,457)		(222,457)
P1 - Bessemer Grange - Roof & Windows	E-0000-2024.01	173,261		173,261					173,261		173,261
P2 - Rye Oak	E-0000-2024.02	38,327		38,327					38,327		38,327
P2 - Goodrich	E-0000-2024.03	9,564		9,564					9,564		9,564
P2 - Bird In Bush	E-0000-2024.04	6,897		6,897					6,897		6,897
P3 - Dulwich Wood	E-0000-2024.05	82,725		82,725					82,725		82,725
P4 - Hollydale	E-0000-2024.06	481		481					481		481
P4 - Ivydale	E-0000-2024.08	3,719		3,719					3,719		3,719
P4 - Pilgrims way	E-0000-2024.09	3,653		3,653					3,653		3,653
P5 - Oliver Goldsmiths	E-0000-2024.10	67,975		67,975					67,975		67,975
P5 - Snowfields	E-0000-2024.11	5,173		5,173					5,173		5,173
P6 - Phoenix	E-0000-2024.12	18,023		18,023					18,023		18,023
P7 - Heber	E-0000-2024.13	22,570		22,570					22,570		22,570
P8 - Goodrich	E-0000-2024.14	17,793		17,793					17,793		17,793
P9 - Hollydale	E-0000-2024.15	19,730		19,730					19,730		19,730
P10 - Keyworth	E-0000-2024.16	25,040		25,040					25,040		25,040
P11 - Dulwich Wood Nursery	E-0000-2024.17	15,035		15,035					15,035		15,035
P12 - Rye Oak	E-0000-2024.18	11,411		11,411					11,411		11,411
P13 - Brunswick	E-0000-2024.21	695,843		695,843					695,843		695,843
P14 - Robert Browning	E-0000-2024.22	45,431		45,431					45,431		45,431
Crampton Primary School	E-0000-2024.23	92,378		92,378					92,378		92,378
Crawford	E-0000-2024.27	63,907		63,907					63,907		63,907
Primary Schools refurbishment programme 2025/26.	E-0000-2025	(1,431,178)		(1,431,178)					(1,431,178)		(1,431,178)
C1 - Southwark Park	E-0000-2025.01	116,392		116,392					116,392		116,392
C1 - Crampton	E-0000-2025.03	21,319		21,319					21,319		21,319
C2 - Phoenix	E-0000-2025.04	375,078		375,078					375,078		375,078
C3 - Dulwich Wood Primary	E-0000-2025.06	163,654		163,654					163,654		163,654
C4 - Bird in Bush	E-0000-2025.07	116,761		116,761					116,761		116,761
C5 - Haymerle	E-0000-2025.08	110,796		110,796					110,796		110,796
C6 - Riverside	E-0000-2025.10	217,050		217,050					217,050		217,050
C7 - Victory	E-0000-2025.11	178,655		178,655					178,655		178,655
C8 - Hollydale	E-0000-2025.13	43,686		43,686					43,686		43,686
Michael Faraday heating	E-0000-2025.18	78,301		78,301					78,301		78,301
Dulwich Wood Primary School - Concrete Testing	E-0000-2025.19	9,487		9,487					9,487		9,487
Childcare Expansion	E-1000-0001	(176,801)		(176,801)					(176,801)		(176,801)
Grant Distribution	E-1000-0001.08	176,801		176,801					176,801		176,801
Crawford	E-1112-0310	31,181		31,181					31,181		31,181
Cherry Garden Special School	E-1803-0310	600,000		600,000					600,000		600,000
Riverside Primary School	E-1137-0320	600,000		600,000					600,000		600,000
Alfred Salter Primary School	E-6300-0330.16	23,725		23,725					23,725		23,725

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Sustainability & Leisure	Planning & Growth	Housing GF	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Heber Primary School	E-6300-0330.18	965		965					965		965
Townsend Primary School	E-6300-0330.19	5,985		5,985					5,985		5,985
SEND Adaptations Programme	E-6300-0330.46	(1,261,857)		(1,261,857)					(1,261,857)		(1,261,857)
Housing GF											
Empty Homes Loans	G-7791-0030										
Environment, Sustainability & Leisure				-					-		-
Public Art Projects	L-1340-0006					23,000			23,000		23,000
Library Infrastructure Programme	L-1340-0040					(110,000)			(110,000)		(110,000)
Youth Services	L-1340-0050					(910,000)			(910,000)		(910,000)
Air Quality (School AQ Audits)	L-6200-0060					(55,694)			(55,694)		(55,694)
MAQF Asthma Monitoring	L-6200-0065					55,694			55,694		55,694
Walworth OurBike scheme	L-6200-0090.18					94,000			94,000		94,000
Moreton Gate Nature Garden	L-6200-0090.25					(61,830)			(61,830)		(61,830)
Biodiversity Climate Change	L-6200-0090.26					45,679			45,679		45,679
Leisure Public Sector Decarbonisation Scheme	L-6200-0090.31					2,611,992			2,611,992		2,611,992
Biodiversity Projects In Parks	L-6200-0090.33					54,670			54,670		54,670
Support the retrofit of private homes	L-6200-0090.34					10,750			10,750		10,750
Crematorium Rainwater project	L-6200-0090.35					4,000			4,000		4,000
Dulwich Park materials recycling	L-6200-0090.36					1,800			1,800		1,800
Climate Emergency Unallocated	L-6200-0090.99					(2,761,061)			(2,761,061)		(2,761,061)
Additional Replacement Tree Planting	L-2340-0390					(365,000)			(365,000)		(365,000)
East Lodge Nunhead Cemetery	L-2340-0421					(43,601)			(43,601)		(43,601)
East Lodge – Lottery	L-2340-0428					43,601			43,601		43,601
Newington Gardens	L-2340-0416					300,000			300,000		300,000
Ryedale (Burial & Scoping)	L-2340-0430					(23,000)			(23,000)		(23,000)
Playgrounds refurbishment	L-2340-0432					(300,000)			(300,000)		(300,000)
SDM Essential H & S Project	L-4530-0060					105,494			105,494		105,494
South Dock Marina Essential Works	R-4020-0356					(105,494)			(105,494)		(105,494)
									-		-
P&G				-					-		-
Folgate Estate	R-4020-0073			-			465,000		465,000		465,000
Legible London-Bermondsey	R-1230-0280.1			-			(34,649)		(34,649)		(34,649)
Bermodsey Tourism	R-1230-0280.2			-			(5,000)		(5,000)		(5,000)
Legible London	R-1230-0301.1			-			(220,362)		(220,362)		(220,362)
Canada Water Leisure Centre	R-4020-0322.01			-			18,947		18,947		18,947
Albion Street Permiability	R-4020-0323.01			-			(342,000)		(342,000)		(342,000)
New Caledonia Wharf - Riverside Walk	R-4020-0352						(50,000)		(50,000)		(50,000)
Lavender Pond Nature Reserve	R-7000-2021.05.06						17,294		17,294		17,294
Jack Hobbs Centre	R-7000-2021.07.05						(17,294)		(17,294)		(17,294)
95A Rye Lane (P Leve	R-4020-0042						79,073		79,073		79,073
Professional Fees	R-4020-0064.01						103,185		103,185		103,185
Works	R-4020-0064.02						5,712		5,712		5,712
Peckham Pulse	R-4020-0414.01						40,586		40,586		40,586
Rockingham Arches	R-4020-0150.18						1,300,000		1,300,000		1,300,000
London Bridge Portfolio Voids Unit	R-4020-0155						(1,300,000)		(1,300,000)		(1,300,000)
8 Holyrood Street	R-4020-0165						(60,492)		(60,492)		(60,492)
TOTAL VIREMENTS TO BE APPROVED OUTTURN		**(0)**	**-**	**(0)**	**-**	**(1,385,000)**	**0**	**-**	**(1,385,000)**	**-**	**(1,385,000)**
OUTTURN - VARIATIONS TO BE APPROVED											
Children's Services											
Primary Schools refurbishment programme	PPM grant	2,241,910		2,241,910					2,241,910		2,241,910
SEND Adaptations Programme	E-6300-0330.46	3,872,572		3,872,572					3,872,572		3,872,572
									-		-
Environment, Sustainability & Leisure									-		-
AQ Defra Projects	L-6200-0063					155,220			155,220		155,220
Crawford Primary School PSDS	L-6200-0095.03					180,000			180,000		180,000
Mandela Way cycle infrastructure	L-5110-0044					250,000			250,000		250,000
Great Suffolk Street	L-5110-0046					139,927			139,927		139,927
Cycle Superhighway 4 project	L-5110-0192					322,000			322,000		322,000
Additional Replacement Tree Planting	L-2340-0390					(3,342)			(3,342)		(3,342)
Sports Pitch Provision - Parks	L-2340-0411					(416,000)			(416,000)		(416,000)
Adventure Playground	L-2340-0423					242,117			242,117		242,117
LITTLE DORRIT PARK	L-2340-0510					(150,000)			(150,000)		(150,000)
Top Quality Playgrounds	L-2340-0570					(728,000)			(728,000)		(728,000)
Newington Gardens	L-2340-0416					(500,000)			(500,000)		(500,000)
Guy Street Park	L-2340-0437					742,188			742,188		742,188
Albion Channel Clearance	L-2340-0435					(200,000)			(200,000)		(200,000)

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Sustainability & Leisure	Planning & Growth	Housing GF	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Flood Prevention (Highways drainage gulley replacement) Programme	L-5110-0080					428,835			428,835		428,835
COMMUNITY ZONES	L-2025-0040.01					23,000			23,000		23,000
COMMUNITY ZONES (GERRIDE St)	L-2025-0040.02					(100,000)			(100,000)		(100,000)
SCHOOL ZONES	L-2025-0040.03					25,000			25,000		25,000
SFP FARADAY WALKING IMPR	L-2025-0040.05					100,000			100,000		100,000
GIBBON CROSSING	L-2025-0040.08					100,000			100,000		100,000
LIP RECYCLED FUNDING	L-2025-0040.99					95,345			95,345		95,345
PECKHAM RYE GYRATORY	L-2025-0060.01					350,000			350,000		350,000
Cycleway 35	L-2025-0080.01					760,000			760,000		760,000
Better Bus Partnership	L-2025-0090.01					250,000			250,000		250,000
East Lodge – Lottery	L-2340-0428					-			-		-
									-		-
Governance & Assurance									-		-
Operational Buildings Life Cycle Investment					1,385,000				1,385,000		1,385,000
									-		-
									-		-
Planning & Growth									-		-
Kentish Drover Ceram	R-4020-0067						(336,236)		(336,236)		(336,236)
Brancote Park	R-4020-0073						(208,000)		(208,000)		(208,000)
OKR & E&C Bus Imps	R-4020-0412						5,073,652		5,073,652		5,073,652
Southwark Pensioners	R-4020-0349						652,655		652,655		652,655
Rockingham Street Arches	R-4020-0410						420,934		420,934		420,934
Elephant Arcade	R-4020-0411						122,496		122,496		122,496
Marlborough Sports Garden	R-7000-2021.07.01						(1,000,000)		(1,000,000)		(1,000,000)
LGBTQ+ Cultural Centre	R-7000-2024.05						746,523		746,523		746,523
Peckham Library Square	R-4020-0344						2,107,001		2,107,001		2,107,001
Peckham Pulse	R-4020-0414.01						190,000		190,000		190,000
Elephant & Castle	R-4020-0414.02						189,648		189,648		189,648
Aylesbury - Plot 18	R-5013-0012						1,648,043		1,648,043		1,648,043
Elephant & Castle Regeneration(REFCUS)	R-4020-0160.01						1,406,231		1,406,231		1,406,231
Chambers Wharf	R-4020-0413						300,000		300,000		300,000
Marlborough Sports Gardens (SG)	R-7000-2025.01.09						1,000,000		1,000,000		1,000,000
LGBTQ+ community centre (SG)	R-7000-2025.01.10						45,000		45,000		45,000
Little Dorrit Park (ES&L)	R-7000-2025.01.11						150,000		150,000		150,000
Albion Channel (ES&L)	R-7000-2025.01.12						200,000		200,000		200,000
Leyton Square (ES&L)	R-7000-2025.01.13						728,000		728,000		728,000
Brimmington Park (ES&L)	R-7000-2025.01.14						416,000		416,000		416,000
Bird In Bush Park (Housing)	R-7000-2025.01.15						312,000		312,000		312,000
Bramcote Park (SG)	R-7000-2025.01.16						208,000		208,000		208,000
Kentish Drovers (SG)	R-7000-2025.01.17						336,236		336,236		336,236
Ilderton Road/ Ablett Street (ES&L)	R-7000-2025.01.18						120,000		120,000		120,000
Peckham Pk Rd/Green Hundred Rd (ES&L)	R-7000-2025.01.19						180,000		180,000		180,000
Asylum Road (ES&L)	R-7000-2025.01.20						150,000		150,000		150,000
Naylor Road/Caroline Mews (ES&L)	R-7000-2025.01.21						40,000		40,000		40,000
Asylum Road/Gervase Street (ES&L)	R-7000-2025.01.22						180,000		180,000		180,000
Bernie Spain Gardens	R-7000-2025.02.01						250,000		250,000		250,000
Southwark Street security	R-7000-2025.02.02						50,000		50,000		50,000
Age UK	R-7000-2025.02.03						220,000		220,000		220,000
Lant House	R-7000-2025.02.04						70,000		70,000		70,000
Hamilton Square solar	R-7000-2025.02.05						100,000		100,000		100,000
Magdalen Hall	R-7000-2025.02.06						165,000		165,000		165,000
Downside Fisher	R-7000-2025.02.07						50,000		50,000		50,000
Kipling Estate green roofs	R-7000-2025.02.08						75,000		75,000		75,000
Jamaica Road greening	R-7000-2025.02.09						66,000		66,000		66,000
Brunel Museum	R-7000-2025.02.10						153,164		153,164		153,164
Southwark Park Galleries	R-7000-2025.02.11						90,000		90,000		90,000
Queensborough Centre	R-7000-2025.02.12						50,000		50,000		50,000
America Street	R-7000-2025.02.13						100,000		100,000		100,000
Nelson Square Estate	R-7000-2025.02.14						50,000		50,000		50,000
Merrow and Ripley	R-7000-2025.02.15						25,000		25,000		25,000
Newington Gardens	R-7000-2025.02.16						500,000		500,000		500,000
St Saviours Estate (Housing)	R-7000-2025.02.17						600,000		600,000		600,000
Alfred Salter Playground	R-7000-2025.02.18						600,000		600,000		600,000
Kipling Estate - Security	R-7000-2025.02.19						240,000		240,000		240,000
Druid Street/Abbey Street	R-7000-2025.02.20						240,000		240,000		240,000
Rachel Leigh Hall	R-7000-2025.02.21						30,000		30,000		30,000
Dockhead - Public Realm	R-7000-2025.02.22						120,000		120,000		120,000
Dockhead - Landscaping	R-7000-2025.02.23						30,000		30,000		30,000
Chilton Grove	R-7000-2025.02.24						209,871		209,871		209,871
Rotherhithe Street (ES&L)	R-7000-2025.02.25						60,000		60,000		60,000
Peckham Square	R-7000-2025.02.26						96,679		96,679		96,679
Clifton Estate	R-7000-2025.02.27						12,342		12,342		12,342
Clifton Estate - TRA	R-7000-2025.02.28						15,000		15,000		15,000
Consort Estate	R-7000-2025.02.29						80,000		80,000		80,000

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Sustainability & Leisure	Planning & Growth	Housing GF	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Consort TA Hall	R-7000-2025.02.30						30,000		30,000		30,000
Crane House	R-7000-2025.02.31						20,000		20,000		20,000
Great Suffolk Street	R-7000-2025.02.32						620,000		620,000		620,000
Blackfriars Settlement Affordable VCS	R-7000-2025.03.01						105,817		105,817		105,817
Camberwell town centre app	R-7000-2025.03.03						19,000		19,000		19,000
Blue Test Arch	R-7000-2025.03.03						150,000		150,000		150,000
Downside Fisher	R-7000-2025.03.04						30,000		30,000		30,000
Pottersfield	R-7000-2025.03.05						150,000		150,000		150,000
Slipper Place	R-7000-2025.03.06						51,900		51,900		51,900
Salmon Youth Centre	R-7000-2025.03.07						506,522		506,522		506,522
East Street Solar	R-7000-2025.03.08						25,000		25,000		25,000
Albion School Muga	R-7000-2025.03.09						60,000		60,000		60,000
Bubble Theatre	R-7000-2025.03.10						88,164		88,164		88,164
Theatre Peckham Lighting	R-7000-2025.03.11						33,360		33,360		33,360
Dog Kennel Hill Adv Play	R-7000-2025.03.12						50,000		50,000		50,000
Greendale walking route	R-7000-2025.03.13						100,351		100,351		100,351
Rockingham Street	R-7000-2025.03.14						70,000		70,000		70,000
Rockingham Estate Clean & Security	R-7000-2025.03.15						50,000		50,000		50,000
Bath Terrace bin stores	R-7000-2025.03.16						25,000		25,000		25,000
Bartholomew Street Park	R-7000-2025.03.17						40,000		40,000		40,000
Tabard Great Estates	R-7000-2025.03.18						150,000		150,000		150,000
Trinity Street paving	R-7000-2025.03.19						40,205		40,205		40,205
Half Moon Lane/Village Way	R-7000-2025.03.20						189,927		189,927		189,927
Streets for People	R-7000-2025.03.21						219,622		219,622		219,622
Lordship Lane Transport Imps	R-7000-2025.03.22						168,888		168,888		168,888
Doddington Hall Ikmps	R-7000-2025.03.23						150,000		150,000		150,000
Rutley Close	R-7000-2025.03.24						65,000		65,000		65,000
Maddock Way	R-7000-2025.03.25						100,000		100,000		100,000
Maylie House & Trotwood House Sec	R-7000-2025.03.26						200,000		200,000		200,000
Wade Hall and Dickens Estate	R-7000-2025.03.27						100,000		100,000		100,000
Keetons Hall and Keetons Estate	R-7000-2025.03.28						40,000		40,000		40,000
Four Squares Hall	R-7000-2025.03.29						10,000		10,000		10,000
West Lane Hway	R-7000-2025.03.30						648,964		648,964		648,964
Brimmington Est Clean & Sec	R-7000-2025.03.31						56,000		56,000		56,000
Cossall Est Clean & Sec	R-7000-2025.03.32						56,000		56,000		56,000
Silwood Street MUGA	R-7000-2025.03.33						50,000		50,000		50,000
Hawkstone Estate planting	R-7000-2025.03.34						50,000		50,000		50,000
Balmain House Pram sheds	R-7000-2025.03.35						50,000		50,000		50,000
Albion Estate playground	R-7000-2025.03.36						50,000		50,000		50,000
Adams Gardens playground	R-7000-2025.03.37						50,000		50,000		50,000
Hawkstone Estate Play	R-7000-2025.03.38						50,000		50,000		50,000
Rotherhithe Walking routes	R-7000-2025.03.39						299,900		299,900		299,900
Bankside Village (Courage Gardens) (SG)	R-7000-2025.04.01						500,000		500,000		500,000
Blackfriars Settlement & Living Bankside (SG)	R-7000-2025.04.02						500,000		500,000		500,000
Borough & Bankside Play (Housing)	R-7000-2025.04.03						16,000		16,000		16,000
Friern Road Estate imprs (Housing)	R-7000-2025.04.04						108,533		108,533		108,533
Aylesbury Estate Great Estates (Housing)	R-7000-2025.04.05						73,515		73,515		73,515
Swan Mead Security Doors (Housing)	R-7000-2025.04.06						50,000		50,000		50,000
L Bridge & W Bermondsey Play (Housing)	R-7000-2025.04.07						65,000		65,000		65,000
Doddington Grove Est Railings (Housing)	R-7000-2025.04.08						40,370		40,370		40,370
Newington Estate Play (Housing)	R-7000-2025.04.09						35,000		35,000		35,000
Crampton Primary School - solar panels (SG)	R-7000-2025.04.10						28,564		28,564		28,564
Kirby Estate Playground (ES&L)	R-7000-2025.04.11						30,000		30,000		30,000
Millpond Play & Veg (Housing)	R-7000-2025.04.12						68,497		68,497		68,497
Layard and Marden Lighting (Housing)	R-7000-2025.04.13						20,000		20,000		20,000
St Crispin Estate Env Imps (Housing)	R-7000-2025.04.14						47,500		47,500		47,500
Slippers Place Env Imps (Housing)	R-7000-2025.04.15						25,000		25,000		25,000
Southwark Park Estate Env Imps (Housing)	R-7000-2025.04.16						37,500		37,500		37,500
Cherry Gardens Estate Env Imps (Housing)	R-7000-2025.04.17						25,000		25,000		25,000
Pynfolds Env Imps (Housing)	R-7000-2025.04.18						37,500		37,500		37,500
Bowley & Casby Env Imps (Housing)	R-7000-2025.04.19						30,000		30,000		30,000
Abbeyfield Estate Env Imps (Housing)	R-7000-2025.04.20						100,000		100,000		100,000
West Lane - Green Roof (Housing)	R-7000-2025.04.21						20,000		20,000		20,000
Southwark Park Road Bridge Lighting (SG)	R-7000-2025.04.22						40,000		40,000		40,000
Blue Bid - Advent Windows (SG)	R-7000-2025.04.23						15,000		15,000		15,000
Wilder CIC greening & Open space (SG)	R-7000-2025.04.24						250,000		250,000		250,000
N Walworth Vibrant Streets Stronger Comm (SG)	R-7000-2025.04.25						440,000		440,000		440,000
Congreve/Barlow Hall Imps (Housing)	R-7000-2025.04.26						250,000		250,000		250,000
Peckham Rye Park toilets (ES&L)	R-7000-2025.04.27						109,524		109,524		109,524
Rye Lane MUGA/playground (Housing)	R-7000-2025.04.28						65,000		65,000		65,000
Elim House boiler (SG)	R-7000-2025.04.29						10,000		10,000		10,000
Clifton Estate Hangers (ES&L)	R-7000-2025.04.30						5,000		5,000		5,000
Rye Lane Cycle Hangers (ES&L)	R-7000-2025.04.31						10,000		10,000		10,000
Rye Lane Graffiti (ES&L)	R-7000-2025.04.32						25,000		25,000		25,000
Lamlash Gardens (SG)	R-7000-2025.04.33						4,000		4,000		4,000
GMH - hedge (ES&L)	R-7000-2025.04.34						6,230		6,230		6,230
Friends of Russia Dock Woodland (SG)	R-7000-2025.04.35						100,000		100,000		100,000
South Dock Marina (ES&L)	R-7000-2025.04.36						25,000		25,000		25,000
Ballers Academy Foundation CIC (SG)	R-7000-2025.04.37						170,000		170,000		170,000

Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Sustainability & Leisure	Planning & Growth	Housing GF	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Riverwalk Surrey Docks (ES&L)	R-7000-2025.04.38						101,968		101,968		101,968
Lant Street (SG)	R-7000-2025.05.01						33,442		33,442		33,442
Four Squares Play area (ES&L)	R-7000-2025.05.02						200,000		200,000		200,000
Tranton Road Green Corridor (ES&L)	R-7000-2025.05.03						250,000		250,000		250,000
Tranton Road Garden (Housing)	R-7000-2025.05.04						25,000		25,000		25,000
Llewellyn Hall (Housing)	R-7000-2025.05.05						-		-		-
Browning Street Greening (SG)	R-7000-2025.05.06						150,000		150,000		150,000
N Walworth Vibrant Streets (SG)	R-7000-2025.05.07						495,264		495,264		495,264
East Street Repaving (ES&L)	R-7000-2025.05.08						500,000		500,000		500,000
Portland Street Toilets (CFM)	R-7000-2025.05.09						250,000		250,000		250,000
Clifton Estate Security (Housing)	R-7000-2025.05.10						4,374		4,374		4,374
South London Gallery (SG)	R-7000-2025.05.11						6,400		6,400		6,400
Ballers Academy (SG)	R-7000-2025.05.12						75,000		75,000		75,000
Camberwell Identity Project	R-7000-2025.06.01						16,000		16,000		16,000
Jabez West Fountain	R-7000-2025.06.02						25,000		25,000		25,000
Dockhead Community Hall	R-7000-2025.06.03						40,000		40,000		40,000
Light Follows Behaviour	R-7000-2025.06.04						90,000		90,000		90,000
Heat mapping - Thurland Sq	R-7000-2025.06.05						35,000		35,000		35,000
Longfield Estate Ex decs	R-7000-2025.06.06						25,000		25,000		25,000
Craigie, Hambley and Thurland Door Entry	R-7000-2025.06.07						68,405		68,405		68,405
Reverdy Road allotments	R-7000-2025.06.08						5,000		5,000		5,000
CCTV Chaucer Drive/Oxley Close	R-7000-2025.06.09						50,000		50,000		50,000
Manor and Galleywall TRA Hall heating	R-7000-2025.06.10						10,000		10,000		10,000
Drappers Way kissing gates	R-7000-2025.06.11						2,500		2,500		2,500
Alexis Street Open Space	R-7000-2025.06.12						84,000		84,000		84,000
Cycle hangars South Bermondsey	R-7000-2025.06.13						5,000		5,000		5,000
Setchell Est Play Area	R-7000-2025.06.14						3,800		3,800		3,800
Manor Estate pitch resurfacing	R-7000-2025.06.15						12,000		12,000		12,000
Play areas - South Bermondsey	R-7000-2025.06.16						100,000		100,000		100,000
Marcia Road communal bins	R-7000-2025.06.17						20,000		20,000		20,000
TOTAL VARIATIONS TO BE APPROVED AT OUTTURN		**6,114,482**	**-**	**6,114,482**	**1,385,000**	**2,066,291**	**30,811,744**	**-**	**40,377,517**	**-**	**40,377,517**
TOTAL PROGRAMME BUDGET VIREMENTS & VARIATIONS AT OUTTURN		**6,114,482**	**-**	**6,114,482**	**1,385,000**	**681,291**	**30,811,744**	**-**	**38,992,516**	**-**	**38,992,516**
REVISED BUDGETS		**69,796,726**	**12,676,310**	**82,473,035**	**83,268,574**	**160,096,941**	**102,472,845**	**50,778,761**	**479,090,155**	**-**	**479,090,155**
VIREMENTS & VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:											
Capital Receipts				-					-		-
Major Repairs Allowance				-					-		-
Reserves				-					-		-
Revenue				-					-		-
Capital Grant		6,114,482		6,114,482		1,732,701	703,539		8,550,721		8,550,721
Section 106 and CIL				-		405,068	29,788,204		30,193,272		30,193,272
External Contribution				-		13,732	320,001	47,340	381,073		381,073
Prudential Borrowing				-	1,385,000	(1,470,210)		(47,340)	(132,550)		(132,550)
TOTAL RESOURCES		**6,114,482**	**-**	**6,114,482**	**1,385,000**	**681,291**	**30,811,744**	**-**	**38,992,516**	**-**	**38,992,516**

Agenda Item 11

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Policy and Resources: Out-turn revenue monitoring Report 2025-26
Executive Member:	Councillor Sam Foster, Executive Member for Finance and General Purposes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD - COUNCILLOR SAM FOSTER, EXECUTIVE MEMBER FOR FINANCE AND GENERAL PURPOSES

This report gives the outturn position for the General Fund, Housing Revenue Account and Dedicated Schools Grant for the 2025-26 financial year. The overall picture is challenging and reflects revenue budgets that are under sustained and worsening pressure. The permanent austerity that has been inflicted on local authorities since 2010 has been compounded by a national neglect of crises in social care and housing, in particular, that successive governments have failed to address either through additional funding for councils or policy that addresses the underlying issues. The outgoing administration did not bring these pressures fully under control and has relied increasingly on drawdown of reserves to cover budgetary overspends.

The overspend reported in 2024-25 is significantly greater for 2025-26, indicating a revenue budget that is on an unsustainable trajectory. The general fund saw a historically large drawdown on reserves of £25.3m, reflecting to a large degree growing overspends in temporary accommodation and adult social care. In addition, targeted savings of £3m were largely not achieved, accounting for £2.9m of the adverse variance. Achieving the ambitious transformational savings targets will be a major challenge for our new administration.

The Housing Revenue Account (HRA) has faced even greater difficulties than the General Fund, with reserve levels dwindling, requiring urgent action to bring the budget under control. In 2025-26, the discovery of the incorrect application of a rent-setting formula in temporary accommodation created a significant new cost pressure of £8.3m and knock-on effects on prior years through accounting adjustments. The HRA is not yet on a sustainable footing and the successful implementation of its recovery is a key priority.

The Dedicated Schools Grant (DSG) also saw an overspend of £1.7m. Growth in education, health and care plans (EHCPs) and ongoing falling school rolls add significant budgetary pressure.

Putting Southwark's revenue spending on a sustainable footing is the major challenge facing this administration in its first year, with these multiple secular issues creating pressures compounded by the government's decision to cut Southwark's grant funding by a large amount. We are committed to overcoming the challenges by working with our communities, minimising the impact of the necessary savings, and delivering on our promises to create a borough that is affordable, safe and green.

RECOMMENDATION(S)

Recommendation(s) for the Executive

1. That the Executive notes:

   a) The Housing Revenue Account (HRA) adverse variance of £1.4m

   b) The General Fund overall adverse variance of £25.3m includes:

      - Departmental adverse variances of £37.8m
      - Departmental use of planned reserves of £17.3m
      - The full utilisation of the £4m contingency together with £2.5m of general reserves.
      - The use of £11.6m of planned collection fund reserves
      - Achievement of departmental savings (Appendix C)

   c) The interdepartmental general fund budget and reserve movements that are less than £275k as shown in Appendix A and Appendix B.

   d) The £1.7m adverse variance of the ring-fenced Dedicated Schools Grant (DSG) and the closure of the Safety Valve Programme (paragraphs 89-92).

   e) The council reserve balances as at 31 March 2026 in Appendix D.

2. That Executive approves the use of £25.3m of reserves to balance the 2025-26 outturn together with the interdepartmental budget and reserve movements that exceed £275k, as shown in Appendix A and Appendix B

REASONS FOR RECOMMENDATIONS

3. Executive is asked to note the revenue outturn position for 2025-26 and budget and reserve movements below £275k. For movements above £275k the Executive is required to approve these as required by the Financial Standing Orders.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. Not applicable

POST DECISION IMPLEMENTATION

5. Not applicable

BACKGROUND INFORMATION

6. The council agreed a balanced general fund budget on 25 February 2025 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 Appendix C and the departmental narratives.

7. This report sets out the 2025-26 outturn position for:
   - General Fund (GF),
   - Housing Revenue Account (HRA)
   - Dedicated Schools Grant (DSG)
   - Public Health (PH).

KEY ISSUES FOR CONSIDERATION

GENERAL FUND (GF)

Overview

8. The final outturn position for the General Fund shows a material overspend of £25.3m. This residual overspend will be funded by council reserves, as set out in Table 1.

9. The level of reserve utilisation in 2025–26 is significant. This represents a marked deterioration compared with 2024–25, where service overspends before the use of reserves totaled £17.4m. The scale of both the reserve drawdown and underlying pressures raises concerns about financial sustainability if similar levels continue, particularly given the reduced funding arising from the Fair Funding Review. Regular budget monitoring reports will be presented to track the delivery of departmental and transformation savings thorough the year. The use of reserves is detailed in Appendices B and D.

10. Budgets have been realigned in 2025-26 such that strategic cost allocations are now apportioned to the departments to which they relate. This adjustment has been undertaken to improve transparency in financial reporting by aligning support service costs to the service departments they relate to. As both budgets and actuals have been transferred on a consistent basis, services' controllable budgets remain unaffected; the realignment reflects the attribution of these costs to the appropriate service area. Appendix A sets out the budget virements in 2025-26.

Table 1 Overview

General Fund	Budget	Actuals	Variance (+ve= overspend)
	£000	£000	£000
Children and Adults	174,290	183,837	9,548
Integrated Health and Care	3,937	5,150	1,212
Environment, Sustainability and Leisure	109,338	111,148	1,810
Housing	31,256	47,112	15,857
Resources	12,623	16,382	3,759
Governance and Assurance	11,153	11,822	669
Strategy and Communities	4,798	9,786	4,988
Service Budgets	**347,394**	**385,236**	**37,843**
Funded by			
General Contingency	4,000	0	-4,000
Technical Budgets	18,299	9,800	-8,499
General Fund Outturn	**369,693**	**395,036**	**25,343**
Funded by Reserves			**-25,343**

11. In addition, technical finance adjustments have been removed from the Resources budget in order that controllable departmental budgets are presented as a discrete element of the General Fund. Technical adjustments include items such as depreciation, interest receivable and payable, the Minimum Revenue Provision (MRP[1]), and public liability claims, amongst others. During 2025-26, MRP has increased due to the proportion of the capital programme, which is financed by borrowing, resulting in an increase of approximately £3.5m.

Use of Reserves

12. The overall use of £25.3m of reserves at outturn reflects both the planned use of departmental reserves to offset service overspends and the planned use of collection fund reserves to support the council’s funding position. The budget included planned use of £13m of collection fund reserves. The outturn position represents an improved technical position, with £11.6m of planned collection fund reserves required at year end to support the collection fund. In addition, departments used planned reserves during the year to mitigate some of their overspends and manage in-year financial pressures, these are outlined in Table 2.

Table 2: General Fund Outturn 2025-26

General Fund	Budget	Actuals	Variance (+ve= overspend)	Reserve Movement	Variance after use of reserves
	£000	£000	£000	£000	£000
Children and Adults	174,290	183,837	9,548	-9,252	295
Integrated Health and Care	3,937	5,150	1,212	-1,216	-4
Environment, Sustainability and Leisure	109,338	111,148	1,810	-1,116	694
Housing	31,256	47,112	15,857	-2,409	13,447
Resources	12,623	16,382	3,759	-1,949	1,810
Governance and Assurance	11,153	11,822	669	354	1,023
Strategy and Communities	4,798	9,786	4,988	-1,710	3,278
Contribution from Reserves	-2,500	0	2,500	-2,500	0
General Fund Service Outturn Forecast	**344,894**	**385,236**	**40,343**	**-19,798**	**20,545**
General Contingency	4,000	0	-4,000	0	-4,000
Technical adjustments	20,799	-1,862	-22,661	26,807	4,146
General Fund Outturn	**369,693**	**383,374**	**13,681**	**7,009**	**20,691**
Financed by	**-369,693**	**-352,798**	**11,662**	**-11,662**	**0**

12. The council's primary area of overspend was again temporary accommodation, reflecting national cost and demand pressures that are particularly severe in London. London councils continue to identify temporary accommodation as the single biggest risk to London authority finances, driven by rising homelessness, landlords exiting borough arrangements, and the gap between housing benefit subsidy and actual cost.

13. Other principal variances after the use of planned reserves are:
    - £3.3m adverse variance in Strategy and Communities department due to delays to corporate transformation savings;
    - £1.3m adverse variance in the planning department due to the reduction in community infrastructure levy admin and mayoral income streams (Resources);
    - Overspends in ‘No Recourse to Public Funds’ (NRPF) budgets of £1.1m, as well as additional pressure resulting from increased activity in the community safety team £0.9m. (Environment, Sustainability and Leisure);
    - Legal services £1.0m adverse variance due to high case volumes (Governance and Assurance).

14. The departmental narratives below discuss the main cost and demand pressures together with mitigating actions and the achievement of the savings targets which were agreed at the start of the year. RAG rated departmental savings are detailed in Appendix C.

GENERAL FUND DEPARTMENTAL NARRATIVES

15. The departmental narratives for 2025-26 outturn are as follows:
    - Council Savings (paragraphs 16- 20)
    - Children and Adults Services (paragraphs 21-32)

- Integrated Health and Care (paragraphs 33-35)
- Environment, Sustainability and Leisure (paragraphs 36-50)
- Housing General Fund (paragraphs 51-58)
- Resources (paragraphs 59-63)
- Governance and Assurance (paragraphs 64-68)
- Strategy and Communities (paragraphs 69- 72)

COUNCIL SAVINGS

Departmental Savings

16. The July 2025 MTFS Executive 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. Appendix C updates these RAG ratings. Further detail on the achievement of savings is contained within the departmental narratives.

Transformation Savings

17. In summer 2024, the council agreed a revised approach to closing the budget gap, shifting to an organisation-wide programme of transformation, change and savings rather than a service-led approach. As a result, the Future Southwark Transformation Programme was expanded in scope. The 2025-26 budget assumed delivery of £3m of savings through cross-council transformation programmes, with a further £7m planned for 2026-27.

18. Delivery in 2025-26 was substantially below plan, with only £80k achieved against the £3m savings target, resulting in an adverse variance of £2.9m. Plans and business cases are in place for a material proportion of this shortfall although the timing of delivery has fallen behind schedule. This shortfall has directly added to the overspend funded from reserves in 2025-26 and increases the financial challenge for 2026-27, as the delayed savings now need to be delivered alongside the next year’s target.

19. As such, the 2026-27 savings targets have been reprofiled to reflect the delayed delivery of savings in 2025-26, with the cumulative target of £10m across both years now expected to be achieved in 2026-27. Delivery of this target will require a strengthened programme management approach, with clear focus on implementation and benefits realisation to ensure that cashable savings are delivered at pace. The budget monitoring report to September Executive will include an updated position on the achievement of the £10m savings target.

20. This will be supported by regular monitoring at both programme and overall level to track delivery against targets and manage risk across the portfolio. It is recognised that some proposals will be subject to statutory processes or consultation requirements, which will need to be factored into delivery timelines.

CHILDREN’S AND ADULTS’ SERVICES

Overview

21. Children’s and Adults’ Services is experiencing significant financial pressure due to rising costs across the sector. Adult Social Care is particularly affected by increasing levels and complexity of need, including delays in residents accessing NHS treatment. In Children’s Services, pressures arise from high-cost placements for children with complex needs and growing demand for home-to-school transport. These pressures are compounded by grant funding not keeping pace with demand, alongside changes to funding streams that have not reflected inflationary cost increases. Without intervention, this would result in an estimated £8m structural deficit. In-year action has been taken to mitigate these pressures, including the use of departmental resilience reserves. While this supports the 2025–26 position, further management action is required to secure a sustainable financial position over the medium term.

22. The Department has a clear line of sight over its financial position through comprehensive budget monitoring arrangements, supported by detailed reporting from each service area. The Children’s and Adults’ Board (CAB), which includes senior officers from Finance and HR, is overseeing the delivery of management actions to address these pressures. For transparency and accountability, the use of departmental reserves is reported, and Executive Members are kept updated as these actions progress, providing appropriate political oversight.

23. Children and Adults services had a saving target of £6.5m to achieve in 2025-26 which proved challenging in the context of sustained service and cost pressures and a difficult economic environment. The service made significant efforts to deliver against this target however some planned savings were not delivered in year. This was primarily attributable to delivery delays and external pressures rather than a lack of action. Contributing issues included delays to telecare transformation and income generation, re-profiling of digital transformation savings dependent on corporate co-location, and ongoing inflationary and demand pressures. Where savings were not delivered as originally planned, alternative mitigations have been put in place or savings reprofiled into 2026￼27, with clear actions identified to support delivery and strengthen financial sustainability in future years.

24. Demand for support for children and young people with special educational needs and disabilities continues to place increasing pressure on the High Needs Block of the Dedicated Schools Grant (DSG). The Safety Valve Agreement with the Department for Education has continued to deliver to plan, and investment in additional in-borough provision, across both specialist and mainstream settings, is progressing at pace.

Adult Social Care

25. The service is experiencing significant and sustained financial pressures largely reflecting rising costs driven by ongoing market fragility across the care sector, including inflationary increases in provider fees especially within nursing, residential and homecare. In addition, higher levels and complexity of client

need as well as the continued impact of hospital discharge pathways and high-cost mental health and learning disability placements are also driving these pressures.

26. The service is actively mitigating these pressures while ensuring statutory duties continue to be met. This includes strengthened demand management and placement controls, closer scrutiny of high-cost care packages, a focus on step-down and move-on pathways to prevent unnecessary cost escalation. The service is also progressing transformation and efficiency measures aimed at improving financial sustainability over the medium term. These include maximising the use of flexi-care and supported accommodation, reviewing block contract arrangements to improve value for money, and progressing changes to non-statutory provision where this can be achieved safely.

27. Adult Social Care continues to work closely with NHS partners to improve outcomes for Southwark residents through more joined-up health and social care delivery. However, changes within the NHS during 2025 have affected the pace of delivery and created some delays. The council is working constructively with NHS colleagues to mitigate these impacts, but further challenges are likely while national reorganisation and reform continue, particularly in relation to delivery and integrated commissioning.

28. Adult Social Care also benefits from strong and well-established working relationships with Finance and HR colleagues, which support effective oversight, workforce planning and delivery of the service’s improvement and financial management activity. These arrangements will remain important as the service responds to continuing sector reform, including the government’s review of adult social care and the proposed development of a National Care Service.

Children’s Services

29. The key areas of pressure are placement costs for children in care and home-to-school transport for children with education, health and care plans (EHCPs).

30. 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.

31. 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.

32. In education-related services, home-to-school transport remains a significant area of financial pressure, with spending continuing to rise year on year as the

number of children with education, health and care plans (EHCPs) increases and needs become more complex. The service is implementing a range of mitigating actions, including expanding the use of personal budgets for both in-borough and out-of-borough placements, which has helped reduce average costs per child. However, these measures have not been sufficient to offset the overall increase in demand and cost, and further development of in-borough special educational needs and disabilities (SEND) provision is therefore being progressed at pace.

INTEGRATED HEALTH AND CARE

33. Integrated Health and Care closed the year in a near-balanced position for 2025-26 following the draw-down of dedicated Section 256 reserves. These reserves comprise NHS funding transferred to the council to support agreed health and care activity and have been applied in line with that purpose.

34. The service had two savings targets to deliver in 2025-26 as part of the Medium Term Financial Strategy (MTFS): the rationalisation of Children's and Adults' Services ICT systems and the introduction of a flat fee for Telecare services. While the original proposals were not delivered in full as planned, the equivalent savings were achieved through alternative measures.

35. The Department, whose leadership is shared with the South East London Integrated Care Board (ICB), commissions health and social care services for Southwark residents. The integrated commissioning team is jointly funded by the council and the ICB and works across both organisations to support more joined-up service delivery and better system-wide outcomes. In the current financial context, with both the council and the NHS facing significant pressures, this integrated approach remains important in securing best value and making the most effective use of available resources.

ENVIRONMENT SUSTAINABILITY AND LEISURE

Overview

36. The 2025-26 outturn for the Environment, Sustainability and Leisure Department is an adverse variance of £0.7m after a net drawdown from reserves of £1.1m, consistent with the position reported at month 6. The principal underlying pressure contributing to this position relates to the No Recourse to Public Funds (NRPF) service, driven by rising demand and the complexity of cases requiring longer term support. The impact of this pressure has been partially mitigated by underspends in other areas of the Department.

37. The Department delivered its agreed savings target of £5.1m during the year, with the majority of savings achieved as planned. The saving associated with the proposed move away from Sandgate Industrial Estate was not delivered, as the planned relocation of the cleansing service did not take place during the year, however this was mitigated by additional income achieved.

Highways and Parking

38. Highways and Parking Services delivered a strong programme of activity during 2025/26, maintaining safe and well managed streets while supporting the council's ambitions for more inclusive, people focused and climate friendly public spaces. Core highway maintenance, network management and parking services were sustained throughout the year, ensuring service stability despite ongoing cost pressures and operational challenges.

39. A key achievement was the continued rollout of the Streets for People programme, delivering visible improvements to the public realm. Schemes progressed during the year enhanced pedestrian safety, accessibility and neighbourhood quality through traffic reduction, street greening, junction improvements and public space enhancements. These interventions helped create calmer, more welcoming streets, particularly around town centres, schools and residential areas, supporting healthier travel choices and greater community use of local streets.

40. Alongside service delivery, Parking Services achieved a strong financial outturn, generating a surplus of £4.2m, which enabled an increase to the Highways Transformation Reserve. This strengthens the council's capacity to deliver its transport and environmental strategies, including Streets for People. Investment in additional enforcement and monitoring cameras further improved traffic and parking management, particularly near schools, strengthening road safety outcomes for children and families. Despite financial and capacity constraints, the service demonstrated resilience and delivered meaningful, place-based improvements to Southwark's streets.

Environment

41. The council successfully implemented borough wide food waste recycling ahead of the national requirement coming into force on 1 April 2026, marking a major step forward in its waste and environmental ambitions. Weekly collections are now available to the vast majority of households, including many flatted properties, with early participation demonstrating reduced food waste in residual collections and supporting a more circular approach to waste management. Alongside this, Southwark continues to achieve zero active disposal of municipal waste to landfill and performs strongly relative to other Inner London boroughs, where it is consistently described as having the highest or one of the highest household recycling rates, despite the challenges of high density and complex housing stock.

Leisure

42. Leisure Centre services focused on maintaining operational performance during a year impacted by unplanned facilities repair and maintenance works and higher water and energy costs. However, centre membership levels have seen strong growth across the centres.

43. Library & Heritage Services experienced cost pressures largely driven by estate related issues. The year included ongoing pressures on expenditure linked to the storage of heritage collections, and unexpected building repairs across library sites. Despite the pressures, libraries continued to operate at strength throughout the year, maintaining good access to core services and wider community facilities and managing cost pressures well.

44. Events & Arts delivered a strong outturn, reflecting improved commercial performance and recovery in demand. Events' income exceeded expectations, and filming activity achieved its income target, representing a marked improvement on prior year's performance. This reflects effective programming, proactive commercial engagement, and the borough's continued attractiveness as a filming and events location.

45. Youth & Play Services prioritised delivery for young people, including increased food provision at youth centres and continued delivery of participatory programmes such as the Youth Parliament. A major achievement was the successful securing of grant funding from the Department for Culture, Media and Sport, to support the Local Youth Transformation Programme. As one of only 2 pilot authorities in London, this funding is supporting strategic development activity to drive innovation in youth service provision.

46. Parks and the Natural Environment services delivered a strong year of front-line services, keeping parks and open spaces safe, clean and well managed while sustaining essential operations across trees, cemeteries and cremations, and the South Dock Marina which is being prepared for a significant capital investment programme during 2026-27. The whole service maintained performance well despite operational pressures, progressed key compliance and asset maintenance activity, and put in place plans to strengthen resilience into 2026-27.

Stronger Neighbourhoods

47. A key ongoing challenge for the Department is managing support for individuals and families with No Recourse to Public Funds (NRPF). Demand is high, unpredictable, and increasingly complex, creating sustained pressure on council resources. Case numbers and complexity continue to rise due to cost of living pressures, immigration issues, and limited alternative support. The council also picks up a high number of referrals due to the number of hospitals in the borough. Officers work closely with corporate and external partners to manage risks, meet statutory duties, and support complex cases. Work is ongoing to identify opportunities to manage costs. Overall, NRPF demand remains a pressure on the Department's medium term financial position.

48. The council launched the Women's Safety Alliance (WSA), replacing and extending the Violence Against Women and Girls provision. The service provides trauma informed, coordinated support for residents who have experienced abuse or harassment, bringing together legal, housing, therapeutic and safeguarding support in one place. The service was introduced in response to evidence of rising public space crime affecting women and girls and

increasing demand for specialist support, representing a significant strengthening of the council's community safety and safeguarding offer.

49. The Directorate completed the relocation of CCTV operations to Tooley Street, strengthening service resilience and integration with wider community safety functions and supporting a more effective response to incidents across the borough.

Climate Change & Sustainability

50. The Climate Change team continued to make positive progress, delivering practical outcomes alongside longer term foundations for change. This included advancing energy efficiency improvements across council buildings, supporting emissions reduction through operational and capital projects such as green building upgrades and fleet improvements, and strengthening carbon monitoring and reporting to inform decision making. The team also embedded climate considerations into strategies and policies, progressed adaptation and resilience planning for risks such as heatwaves and flooding and worked closely with colleagues across the council to align climate objectives with wider programmes. Together, these actions demonstrate tangible delivery while positioning the council to secure external funding and achieve longer term environmental and financial benefits.

<u>HOUSING – GENERAL FUND</u>

Overview

51. The outturn position has improved from earlier forecasts. The pressure reported at month 6 of £15.6m, after the planned use of £2.8m of reserves, has been reduced to a final outturn of £13.4m following the utilisation of £2.4m of reserves. This improvement reflects stabilisation in Temporary Accommodation costs in the latter part of the year, alongside continued actions to manage demand and reduce reliance on higher-cost placements.

Temporary Accommodation (TA) and Housing Needs

52. Throughout 2025-26, levels of homeless approaches and acceptances have remained relatively stable, with growth in activity lower than seen in 2024-25. While this has helped contain further escalation in demand, the overall cost of Temporary Accommodation has remained high and continues to represent a significant financial pressure. The service has been operating against an increased cost base, reflecting the ongoing reliance on higher-cost nightly paid accommodation following continued exits from the private leasing market in prior year. While the service has limited influence over market conditions, maintaining access to supply remains essential to meet statutory duties.

53. The outturn includes £1.5m relating to Housing Benefit subsidy loss arising from out-of-borough placements where Local Housing Allowance rates are lower than those in Southwark. Given the continued scarcity of affordable accommodation in-borough, these placements remain an unavoidable feature of the homelessness system. For transparency, these costs continue to be

reflected within Temporary Accommodation to present the full cost of homelessness provision.

54. Housing Needs achieved a year-end underspend of £1.1m, largely driven by staffing vacancies and the transfer of eligible staff costs to grant-funded Rough Sleeping activity. Homelessness Prevention Grant funding of £11.4m was fully utilised in-year and contributed to supporting staffing, incentives and prevention activity across the service. Rough Sleeping closed the year with an underspend of £0.37m, which has been placed in reserve in accordance with grant conditions to support future prevention initiatives.

55. In mitigation of the ongoing budget pressure, the service continues to implement a range of measures including strengthening early intervention and prevention activity, increasing the use of council-owned stock for Temporary Accommodation, renegotiating provider rates, reviewing the highest-cost placements and progressing initiatives to increase longer-term supply. These actions will be critical in reducing reliance on high-cost accommodation and improving the medium-term financial sustainability of the service.

Hostel Accommodation / Support and Housing Strategy & Partnerships.

56. During 2025-26, the hostels which are intended to be broadly cost-neutral when fully occupied, with rental and service charge income covering day-to-day operating costs. However, void levels have remained above, although improving, those assumed in the budget throughout the year, resulting in a year-end pressure of £0.2m.

Asset Management – Private Sector Building Safety

57. This programme delivers safety inspections of high-rise private sector residential buildings. Enforcement activity relating to non-compliance is managed separately within Environment, Sustainability and Leisure. The inspection regime is funded through a combination of base budget and external grant funding, with any unspent grant retained in reserve to support future programme commitments. The year-end outturn shows an underspend of £0.3m against the base budget.

Central Functions

58. Central Functions include corporately held budgets that are not attributable to individual services, such as support service recharges and overheads. The final outturn shows a £0.4m favourable variance compared with the previously forecast breakeven position, reflecting lower costs incurred in year.

RESOURCES

Overview

59. The Resources department comprises of professional finance services and commercial partnerships, pensions and treasury, digital and technology services, planning and growth and customer and exchequer services. Overall, the department ended the year with an adverse variance of £1.8m.

60. The professional finance services, commercial partnerships, and pensions and treasury teams reported a small net underspend of £0.1m. This reflects some overspend during the year, particularly relating to the use of agency staff to maintain service delivery, which was offset by underspends in other areas, including savings arising from vacant posts. Overall, staffing has been actively managed to balance capacity pressures with financial control.

61. Technology and Digital Services (TDS) closed the year with an adverse variance of £0.3m, driven by spend on the Vison360 programme. The Vision360 will exit Southwark from the Shared Technology Service with Brent and Lewisham and stand up a new in-house service, with £2m of recurring savings expected from 2029-30. TDS continues to monitor its financial position closely and to manage emerging risks within available resources.

62. The Planning and Growth division reported an overall deficit of £1.3m, driven by a £1.9m overspend within the Planning directorate. This primarily reflects reduced income from CIL (down from £2.2m to £1.2m) and fees and charges (down from £7.6m to £6.6m), alongside increased agency staffing costs, which rose from £0.8m to £1.4m. Corrective action to reduce agency spend is already in place for 2026-27 and it is also anticipated that CIL income will recover to previous levels. These pressures were partially offset by a favourable position within Sustainable Growth, which delivered an underspend of £0.5m through increased use of Section 106 funding, and higher level of acquisition fees (for completed acquisitions) across the Tustin and Aylesbury regeneration schemes. A smaller underspend is expected in 2026–27 as acquisition activity normalises.

63. The outturn for Customer and Exchequer services shows an adverse variance of £0.4m, primarily driven by budget pressures within Customer Services, particularly the contact centre and complaints teams. Increased call volumes and complaint caseloads required additional resources to maintain service standards, although action was taken during the year to minimise reliance on additional staffing, particularly over the winter period. The Housing Improvement Programme has also continued to drive service improvements, but these areas have remained a cost pressure throughout the year.

GOVERNANCE AND ASSURANCE

Overview

64. The Governance and Assurance department comprises Legal and Governance Services, Human Resources (HR) and Corporate Facilities Management (CFM). Overall, the department closed the year with an adverse variance of £1.0m after a net transfer of £0.4m to reserves.

65. Law and Governance is reporting an overspend of £0.9m for 2025-26. This is mainly driven by an overspend in legal services from external spend because of complex cases and continued high demand beyond the capacity of the inhouse team. 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

66. The elections team refunded the Elections reserve after receiving income owed from the GLA election from 2024-25. This reserve funds the costs of running the elections in Southwark.

67. HR, Organisational Development and Health and Safety, collectively drew down £550k from the reserves. While efforts are underway to align activities within the allocated ongoing budget, transitional employee costs and specific project-related expenditure continues to be funded from reserves. The forecast also anticipates that income targets for corporate training courses will be exceeded, contributing positively to the overall position.

68. The 2025–26 outturn for CFM is an unfavourable variance of £0.21m. CFM is responsible for ensuring that council’s operational estate buildings remain safe, compliant, and fit for purpose. The CFM service provision is predominantly outsourced to our external service provider, OCS, although cleaning operations at Tooley Street and Queen’s Road offices are delivered in-house. Financial pressures arose from the partial achievement of a saving tied to planned building closures that did not take place until the final quarter of the financial year. Further pressures include elevated staff costs for the running of the in-house cleaning service. These were partially offset by higher project management fees generated by the CFM Technical team, together with substantial in-year KPI penalty charges levied against our outsourced service provider.

STRATEGY AND COMMUNITIES

Strategy & Communities

69. The 2025-26 outturn for the Strategy & Communities Department is an adverse variance of £0.4m for business-as-usual (BAU) activities, attributable to resource costs. The Department has undergone a restructure, which will be considered as part of the Target Operating Model review and therefore requires additional one-off funding from reserves in 2026-27.

70. The Strategy & Communities Department continues to lead borough partners and the voluntary and community sector to strengthen collaboration, coordinate place-based initiatives, and maximise the impact of community investment. The voluntary and community sector grants programme prioritises partnership working, support for grassroots and emerging communities, local strategic contribution, and financial sustainability, and currently funds 28 organisations with a total value of £863k and also help our community and local voluntary sector organisations celebrate and commemorate the contributions of our LGBTQ+ communities in Southwark.

71. In the year, the Department has undertaken the wave 3 resident survey, which has been used to improve resident experience. Clearer communications, joined-up engagement and insight gathering ensures that community voice is reflected in strategy and service change.

Future Southwark Transformation Programme

72. The 2025-26 outturn for the Future Southwark Transformation Programme is an overspend of £4.5m, before net transfers from reserves of £1.6m to cover the planned spend, leaving an adverse variance of £2.9m. This represents the shortfall in savings target, covered in more detail in paragraphs 17-20.

HOUSING REVENUE ACCOUNT (HRA)

73. The council manages its housing stock through the statutory ring-fenced Housing Revenue Account (HRA). The 2025–26 outturn shows a net adverse variance of £1.4m, reflecting the continued pressures on the account.

74. Rental income and service charges increased during the year in line with national policy and cost-recovery principles. However, the HRA remains constrained by its reduced income base and exposure to inflationary and operational pressures, limiting financial flexibility. The most significant in-year issue relates to TA rent-setting arrangements, where the application of formula rent in line with the 2020 Rent Standard has resulted in both an adverse variance of £8.3m and the need for accounting adjustments for prior years. In respect of the period from April 2020 to March 2025, a provision of £3.7m has been recognised for estimated refunds to current tenants where repayment is considered probable. In addition, potential liabilities relating to former tenants and Housing Benefit subsidy, including payments to the DWP, have been assessed as uncertain and are therefore disclosed as a contingent liability estimated at £32.7m.

75. High construction costs, elevated interest rates and unfunded regulatory requirements, including those arising from building and fire safety legislation, continued to place pressure on both revenue and capital resources during the year.

76. The HRA Recovery Plan remained in Phase 1 throughout 2025–26, focusing on operating within cash limits and maintaining core landlord services. Favourable financing movements enabled £34.5m of capital expenditure to be funded from

revenue, reducing short-term borrowing requirements. However, this level of revenue contribution is not sustainable in meeting long-term asset management needs. Consequently, delivery of the asset management programme continues to rely on ongoing asset disposals, which remains a key challenge until a more sustainable balance between revenue funding and capital investment can be achieved.

77. Overall, the 2025–26 outturn reflects improved financial control and stabilisation of the HRA. Nevertheless, the account remains under pressure and reliant on corrective and mitigating actions, reinforcing the importance of progressing the Recovery Plan to secure long-term financial sustainability.

Financial Overview 2025-26

78. In line with the approach set out in the Recovery Plan, 2025-26 cash-limited service budgets were set to maximise resources for front-line tenant-facing services (£163.2m) and other housing services (£74.4m). The outturn position is an overall adverse variance of £1.4m, improving from the £7.3m adverse variance reported at month 6. This reflects the impact of tighter expenditure controls in the latter part of the financial year, as set out below and in Table 3.

HRA Income

79. Given the self-financing nature of the HRA, maximising income remains critical to sustaining services for tenants and homeowners. The outturn shows a material income shortfall against budget of £10.6m, driven by the following key areas.

   a. Rental income from HRA void properties used for Temporary Accommodation continues to present the most significant pressure. In line with the 2020 Rent Standard, formula rent is applied to these properties, resulting in an adverse outturn variance of £8.3m after taking account of routine stock movements.
   b. Void losses totaled £2.8m at year-end, representing an improvement from the £3.5m forecast at month 6. This reflects some progress in void turnaround performance; however, pressures persist due to extended turnaround times, higher void volumes, and delays in letting new build stock, which together continue to constrain income recovery.
   c. The Homeowner Major Works service charge position improved over the course of the year as invoicing activity within the major works programme increased. A residual pressure remains at year end, reflecting differences between estimated service charges and the budgeted income.
   d. These pressures were partially offset by a favourable outturn of just under £1.0m within other income streams, including garages and commercial properties. This represents an improvement in the £0.4m variance reported earlier in the year and reflects increased income-generating activity across the commercial and garage portfolios.

Table 3 HRA position at Outturn

Category	2025-26 Budget £000	2025-26 Outturn £000	Variance to Budget £000
INCOME			
Tenant's Charges	(303,191)	(294,863)	8,328
Voids	8,377	11,157	2,780
Homeowner Service Charges	(42,894)	(42,406)	488
Other Income	(17,099)	(18,057)	(958)
Total Income	**(354,807)**	**(344,169)**	**10,638**
EXPENDITURE			
Tenant Facing Services			
Repairs & Maintenance	79,851	80,420	569
Landlord Services (Incl. TMO's)	59,456	58,329	(1,127)
Housing Needs and Support	13,084	13,086	2
Customer Services	8,744	8,846	102
Southwark Construction	1,466	1,579	113
Directorate	567	561	(6)
Total Tenant Facing Services	**163,168**	**162,821**	**(347)**
Other Housing Services			
Exchequer Services	5,791	5,437	(354)
Home Ownership	15,896	15,535	(361)
Commercial Properties	2,246	1,897	(349)
Central Services	50,461	40,047	(10,414)
Total Other Housing Services	**74,394**	**62,916**	**(11,478)**
Financing			
Debt Financing	42,344	33,557	(8,787)
Capital Financing	72,203	83,554	11,351
Contribution to Reserves	2,698	2,698	0
Total Financing	**117,245**	**119,809**	**2,564**
Total HRA	**0**	**1,377**	**1,377**

HRA Expenditure

80. Repairs and Maintenance (including Southwark Repairs) - The outturn for Repairs and Maintenance was broadly in line with budget at year end, with a relatively modest overspend. The final position reflects improved financial control and greater cost certainty in the latter part of the year. This is inclusive of £2.5m costs linked to works at the Aylesbury estate, which has focused on bringing long-term voids back into use and is expected to deliver ongoing benefits from 2026/27, including increased rental income and reduced temporary accommodation costs. This cost has been offset against lower staffing costs and reduced contractor expenditure.

81. Landlord Services closed the year with a favourable variance. This is largely attributable to forecasting variances in electricity costs arising from a change in energy provider and the continued complexity of managing multiple supply arrangements across the estate. These factors reduced net expenditure in-year, although they are not expected to represent recurring savings. In addition, there were a number of unfilled staffing vacancies across the service,

and the in-house pest control service delivered an unplanned underspend of £0.1m, which has been returned to the HRA.

82. Housing Needs and Support came in on budget at year end. Reduced staffing costs arising from vacancies held during the year, together with a higher level of capitalisation across sheltered stock and voids used for temporary accommodation, offset additional one-off costs associated with implementing the council's new housing allocations policy and delays in delivering planned savings from changes to hostel security and catering contracts.

83. Southwark Construction is reporting a small overspend of £0.1m at outturn. This reflects the programme moving to the next stage where there is a greater focus on pipeline planning, design and feasibility work. At this stage, a higher proportion of activity falls to revenue rather than capital. Although recent government announcements on housing funding are helpful, current market conditions continue to limit the pace of new development. A review is therefore underway to align staffing capacity with the expected level of programme activity going forward.

HRA Financing

84. At outturn, interest payable is £8.8m lower than budget, reflecting reduced borrowing requirements during the year. This is driven by lower levels of capital expenditure and changes in the financing of the capital programme. In particular, a £34.5m contribution from revenue has been applied to fund capital spending, reducing the need for external borrowing and therefore lowering interest costs. The increase in the revenue contribution to capital of £11.4m is due to the retention payments related to the New Homes programme. This results in a net adverse variance of £2.6m within financing overall compared to budget.

85. Taking all movements into account, the HRA outturn is an overall deficit of £1.4m. Whilst £2.7m has been transferred to HRA balances during the year, the final net increase in reserves will be lower than originally anticipated once the overall outturn position is taken into account. These movements will continue to be monitored to ensure the HRA remains financially sustainable over the medium term.

DEDICATED SCHOOLS GRANT (DSG)

86. The ring-fenced Dedicated Schools Grant (DSG) closed the year with an adverse variance of £1.7m. The High Needs Block remains the principal area of financial risk, with expenditure having increased by an average of 7% a year over the last five years, largely driven by continued growth in the number of education, health and care plans (EHCPs).

87. 2025-26 was the third year of the council's Safety Valve Agreement with the Department for Education (DfE). The council received the expected additional contribution of £2.77m from the DfE following successful delivery against the agreed milestones. The agreement is intended to support a more sustainable

high needs system, improve outcomes for children and young people, and move the DSG towards an in-year balanced position.

88. The Local Government Finance Settlement in February 2026 confirmed the closure of the Safety Valve Programme and set out new arrangements to support local authorities with historic and ongoing DSG deficits through the High Needs Stability Grant. This funding is expected to be paid in autumn 2026, subject to Southwark submitting a local SEND reform plan and securing approval from the Department for Education (DfE). The DfE has indicated that authorities previously participating in the Safety Valve Programme will receive at least the same level of financial support under the new arrangements as they would have received through the programme.

89. The borough continues to be affected by falling school rolls, reflecting a wider trend across inner London for which there is currently no clear sign of recovery. The council is working proactively with schools and governing bodies to manage this change, including taking difficult decisions where necessary in relation to unviable provision and supporting the rightsizing of capacity in a planned and sensitive way. The council's focus remains on ensuring that all children and young people in Southwark have access to high-quality education and that schools facing financial difficulty are supported through a clear set of agreed protocols and procedures aligned to the co-produced strategy.

PUBLIC HEALTH

90. The Public Health grant is a ring-fenced grant from the Department of Health and Social Care (DHSC), funding preventative services to improve health and wellbeing and reduce health inequalities through evidence-based interventions. It supports the commissioning of services including drug and alcohol treatment, children's health, sexual health, smoking cessation, cardiovascular health checks, exercise referral and weight management, alongside analytical activity that informs decision-making across Public Health, the council and the NHS.

91. The grant also supports delivery of a strategic policy portfolio covering areas such as suicide prevention, mental health, tobacco control, immunisation and screening, health protection, healthy places (including regeneration, transport and planning), and access to healthy food.

92. The cost of living crisis continues to impact mental and physical health, and Public Health plays a key role in mitigating these effects. Targeted outreach to reduce inequalities remains a priority, delivered through the Health on the High Street programme, combining Community Health Ambassadors with face-to-face and digital health checks in the borough's most disadvantaged communities.

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

93. 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

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

Resource implications

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

Consultation

96. No consultation has taken place as this report details the 2025-26 revenue outturn report.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance (NBC 20260526)

97. Section 151 of the Local Government Act 1972 requires the Council to make such arrangements for the proper administration of their financial affairs. In addition, Section 25 of the Local Government Act 2003 requires the chief finance officer to report on the robustness of the estimates made and the adequacy of the proposed financial reserves in the budget calculations.

98. 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 revenue programme indicating that the costs can be contained within the current funding envelope. It also sets out the position regarding the housing revenue account.

99. Section 114 of the Local Government Finance Act 1988 requires the chief finance officer to report if there is or is likely to be unlawful expenditure or an unbalanced budget.

100. The keeping of the Housing Revenue Account (HRA) is governed by Schedule 4 of the Local Government and Housing Act 1989. On 10 November 2020, the Ministry of Housing, Communities and Local Government (MHCLG) published guidance on the operation of the ring-fenced HRA account. The guidance updated and replaced previous guidance and the Council should adhere to such guidance in relation to the HRA.

101. Section 76 of the Local Government and Housing Act 1989 requires the Council to prevent debit balances on the Housing Revenue Account. 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.

102. Decisions regarding the strategic aspects of the regulation and control of the council's finances are reserved to the Executive in accordance with Part 3B of the constitution. This part refers to the Executive 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 Executive on a regular basis.

103. 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.

104. The Executive needs to take account of this duty in considering this report.

105. 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.

106. 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 A	Budget Virements
Appendix B	Reserve movements
Appendix C	Departmental Savings
Appendix D	Reserves at 31 March 2026

AUDIT TRAIL

This section must be included in all reports.

Cabinet Member	Councillor Sam Foster, Executive Member for Finance and General Purposes	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Tim Jones, Director of Finance	
Version	Final	
Dated	9 July 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	Yes	Yes
Strategic Director of Resources	No	No
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		9 July 2026

Appendix A - Interdepartmental Budget Movements months 1 to 12 2025-26

Interdepartmental movements to be approved months 1 to 12 2025-26

	Department from	Amount £	Department to	Amount £	Description of the budget movement
Approve	Children and Adults	(2,885,000)	Governance and Assurance	5,129,842	Centralising Legal budgets
	Integrated Health and Care	(7,600)			
	Housing - General Fund	(434,807)			
	Environment Sustainability and Leisure	(893,056)			
	Strategy and Communities	(1,900)			
	Resources	(892,342)			
	Strategic Finance	(15,137)			
Approve	Strategic Finance	(3,882,919)	Children and Adults	1,225,131	Employer National Insurance increase
			Integrated Health and Care	68,287	
			Housing - General Fund	166,977	
			Environment Sustainability and Leisure	1,258,200	
			Strategy and Communities	117,000	
			Governance and Assurance	292,864	
			Resources	754,460	
Approve	Integrated Health and Care	(1,179,000)	Resources	1,179,000	Transfer of Integrated Health and Care Systems Team
			Children and Adults	2,553,527	
			Integrated Health and Care	142,491	
			Housing - General Fund	305,388	

Approve	Strategic Finance	(7,264,619)	Environment Sustainability and Leisure	2,059,930	Transfer budgets for pay award
			Strategy and Communities	200,055	
			Governance and Assurance	544,712	
			Resources	1,458,516	
Approve	Strategic Finance	(1,777,996)	Governance and Assurance	1,243,274	Contractual inflation
			Resources	534,722	
Approve	Children and Adults	(1,099,000)	Integrated Health and Care	1,099,000	Creation of Integrated Health and Care Departmental budget
Approve	Environment Sustainability and Leisure	(1,471,000)	Strategic Finance	1,471,000	Parking PCN rate increase
Approve	Integrated Health and Care	(367,967)	Housing - General Fund	367,967	Internal recharges have been removed and replaced by a budget
Approve	Environment Sustainability and Leisure	(6,933,678)	Strategic Finance	6,933,678	Extended Producer Responsibility (EPR) income held corporately to support costs and improvements in waste collection services
	Strategic Finance	(444,007)	Environment Sustainability and Leisure	444,007	NNDR
Approve	Strategic Finance	(118,055)	Governance and Assurance	118,055	Members' expenses increase
	Strategic Finance	(137,716)	Resources	137,716	Insourcing Internal Audit
			Children and Adults	165,190	
	Environment Sustainability and Leisure	(1,709,627)			
			Housing - General Fund	72,584	
Approve			Strategy and Communities	65,000	Depreciation
	Strategic Finance	(949,152)	Governance and Assurance	706,047	
			Resources	1,649,958	
	Strategy and Communities	(868,005)	Children and Adults	6,952,249	
	Governance and Assurance	(21,153,410)	Integrated Health and Care	258,696	

Approve	Resources	(35,461,233)	Housing - General Fund	396,230	Support Cost Reallocations
	Strategic Finance	(315,477)	Environment Sustainability and Leisure	6,821,427	
			Support Costs	43,369,523	
Approve	Housing - General Fund	(500,000)	Environment Sustainability and Leisure	500,000	Contribution to support costs of No Recourse to public funds (NRPF)

Interdepartmental movements to be noted months 1 to 12 2025-26

	Department from	Amount £	Department to	Amount £	Description of the budget movement
Note	Strategic Finance	(30,000)	Strategy and Communities	30,000	VCS grants
Note	Governance and Assurance	(62,709)	Strategy and Communities	62,709	Transfer of staff member from Organisational Development to Communications
	Children and Adults	(6,000)			
Note	Governance and Assurance	(3,000)	Environment Sustainability and Leisure	15,000	Overtime saving correction
	Resources	(6,000)			
Note	Environment Sustainability and Leisure	(40,202)	Strategy and Communities	40,202	Programme savings for graduate level apprentice
	Environment Sustainability and Leisure	(46,233)			
Note			Resources	71,733	Cashiers recharge centralisation
	Strategic Finance	(25,500)			

Appendix B Reserve movements to approve

Department Request	Movement Ty	Amount	Reserve Name	Public Facing Narrative
Resources	Increase	-378,936.51	Planning Administration	Moving the historic admin element of Community Infrastructure Levy (CIL) receipt balances to the appropriate revenue reserve
Resources	Increase	-1,600,000.00	Corporate Software Application Development	Annual movement into reserves to support the ERP programme
Resources	Increase	-4,317,000.00	Collection Fund Reserve	Supporting the collection fund reserve against future financial uncertainty
G&A	Increase	-525,588.12	Election Reserve	Topping up election reserve after refund from GLA
Resources	Increase	-7,277,677.84	Fair Funding Review and Levelling Up	Reserves to support future funding of the MTFS during transition to the new Fair Funding allocations
Resources	Increase	-500,000.00	Social Purpose of Land	Creating a new reserve for the Social Purpose of Land pilot from unused reserves
Public Health	Release	2,000,000.00	Public Health	Reserve funding towards supporting a healthy living environment
Public Health	Release	498,798.00	Public Health	Reserve funding towards Substance Misuse service
Public Health	Release	400,000.00	Public Health	Reserve funding towards free swim and gym supporting healthy lives
ESL	Release	1,172,637.82	Waste PFI Equalisation	Recognising the Renewable Obligation Certificate income for the district heating renewable energy project.
ESL	Release	785,000.00	Fair Funding Review and Levelling Up	2025/26 costs of the early rollout of the new food waste collection service ahead of the statutory deadline
Resources	Increase	-737,514.75	Regeneration and Development	Replenishing the Regeneration and Development reserve from Section 106 funding, in line with the intended funding approach.
Childrens	Release	316,000.00	Children and Families Future Risks	Reserve funding towards increasing capacity of Adolescent Sure Start programme
IHC	Release	1,662,094.00	Children and Adults Transformation	Reserve drawdown for S256 (health and social care partnership) projects
Adults	Release	430,000.00	Children and Adults Transformation	Reserve drawdown for S256 (health and social care partnership) projects
Adults	Release	1,500,000.00	Public Health	Reserve drawdown for prevention projects
Resources	Release	2,500,000.00	Planned Contribution to Support General Fund 2025-26	Planned reserve drawdown
Resources	Increase	-2,166,485.00	Corporate Software Application Development	Underspends identified through the data-cleansing mobilisation projects to be transferred to reserves
Resources	Increase	-1,600,000.00	VCS Resilience Fund	Creating a fund to support voluntary organisations
Resources	Release	1,600,000.00	Southwark Emergency Support Scheme	
ESL	Release	773,805.61	Leisure Mobilisation	Funding covered a range of mobilisation related activities for the Canda Water Leisure Centre.
Strat&Comms	Release	599,114.00	Corporate Capacity Building	Costs incurred for Future Southwark Phase 2 relating to agency, consultants, and costs for conference/meetings
Strat&Comms	Release	501,000.00	Southwark 2030 Fund	Costs relating to agency staff for work carried out for Future Southwark project phase 2.
Strat&Comms	Release	468,991.00	Modernisation, Service and Operational Improvement	Costs incurred for Future Southwark Phase 2 relating to consultants, software, and work carried out by Reed Talent for ING project and PWC for P3P consultancy.
ESL	Release	300,000.00	Southwark 2030 Fund	Funding to support town-centre graffiti prevention and environmental cleaning.
ESL	Release	399,000.00	Southwark 2030 Fund	Funding the deployment of night-time antisocial behaviour officers, operating out of hours
ESL	Increase	-600,000.00	Public Realm	Increase the existing Public Realm Reserve to enable a flexible response to emerging and unavoidable pressures across the Department, avoiding the need for permanent base-budget growth while reducing the risk of in-year overspends. Expenditure would be clearly defined and non-recurring.
ESL	Release	824,428.00	Private Rented Sector Resilience	Equalisation reserve held to smooth fluctuations in income or expenditure from year to year, allowing surpluses in stronger years (first 3 years) to be set aside and used in weaker years (last 2 years) to support service stability and financial planning in private rented sector licensing
ESL	Increase	-4,219,000.00	Highways Transformation	Surplus on the Parking Account credited to the reserve to fund parking and wider transport schemes, supporting improvements to residents' quality of life and action on climate change.
Housing	Increase	-264,000.00	Cladding Remediation New Burdens Funding	The reserve has been increased to £1.297m to support future resource requirements for accelerating cladding remediation in line with Government targets. This reflects identified funding pressures beyond the existing budget and grant allocations, with the underspend ringfenced to provide flexibility pending further decisions on delivery and resourcing.
Resources	Release	400,314.70	Southwark Pioneers Fund	Supporting the delivery of the Southwark Pioneers Fund to back Southwark residents to start more businesses, co-operatives and social enterprises, growing a network of start-up hubs rooted in our communities.
Education	Increase	-391,097.85	Education transformation reserve	Creating provision within the Education transformation reserve to support future workforce-related pressures and service transition costs.
Education	Increase	-701,197.20	Education transformation reserve	Creating provision within the Education transformation reserve to support future school improvement activity and short-term staffing costs from grant funding.
Adults	Release	5,600,000.00	Social Care Resilience	Release Social Care resilience reserves to fund in year overspend within Adults social care. This overspend mainly relates to care packages for nursing, homecare and residential due to inflationary and LLW related increases as well as increased demand and complexity of needs.
Public Health	Increase	-1,970,988.00	Public Health	Favourable variance on public health budgets earmarked for use on future schemes
Public Health	Release	408,387.00	Future Southwark Insight	Releasing to offset support programme costs for the Future Southwark Insight Project
IHC	Increase	-400,000.00	Children and Adults Transformation	Moving S256 funding received from Integrated Care Board (ICB) towards specific projects such as Partnership Southwark and Neighbourhood Health
Public Health	Release	563,278.00	Health Section 256	Release Section 256 funding for specific projects as agreed in the agreement with South East London ICB for the following projects: Vital 5 Latin American Weight Management, Health Outreach, Vaccination Support, Free Health School Meals and Community Health Ambassadors,
Housing	Release	3,145,227.00	Temporary Accommodation (TA) Strategy	The £3.145m reflect in-year funding adjustments for TA, including the transfer of Housing Benefit (HB) subsidy loss to Housing Needs. In response to ongoing Temporary Accommodation (TA) pressures, the TA Budget Recovery Board is progressing cost reduction and prevention measures, while maintaining the release of reserves to manage rising demand in the short term. A further £3.6m will be carried forward into 2026/27 to support continued cost pressures alongside delivery of the Homelessness and Rough Sleeping Strategy.
Housing	Increase	-367,472.00	SHAP (Single Homelessness Accommodation Programme)	The £367k reserve established in 2025/26 relates to underspend from the Single Homelessness Accommodation Programme (SHAP) grant, arising from delays in delivering modular homes at Leroy Street and Rochester and associated recruitment. The funding is to be carried forward to support future Housing First provision, rough sleeping initiatives and related costs.
ESL	Increase	-275,521.00	Recycling Fund	Funding to support the roll-out of new and innovative recycling initiatives designed to increase the household recycling rate and help achieve the contract recycling target.
Resources	Increase	-1,899,323.00	Corporate Software Application Development	Medium term financial strategy (MTFS) commitments for rolled in grants under Fair Funding and annual contribution to software development
Resources	Release	1,695,773.54	Employment Skills	Funding work to create a thriving and inclusive economy, specifically targets to create jobs, apprenticeships and training opportunities.
Resources	Release	322,187.50	Regeneration and Development	Funding released from reserve to support delivery of an agreed regeneration and development programme.
ESL	Release	1,171,039.00	Ukraine Resettlement	Earmarked reserve funding to support agreed Ukraine resettlement activity.
Childrens	Increase	-758,619.00		Increase existing Children's risk reserve to mitigate against potential future pressures
Adults	Release	758,619.00		Release existing reserves to offset Adults social care in year overspends
Resources	Increase	-3,500,000.00	Legal Litigation	Creation of Legal Litigation reserve
Resources	Increase	-5,802,756.51	Pension Autoenrollment Liability	Creating a reserve to fund potential pension autoenrollment liability
ESL Capital	Release	1,018,024.21	Highways & Parking Climate Emergency	Highways schemes including improvements to footways and cycleways, which will encourage residents and visitors adopt a more sustainable mode of transport, help provide a greener borough and encourage more active and a healthier lifestyle and creating a vibrant Southwark.
ESL Capital	Release	3,867,404.94	Highways Transformation	Reserve funding to support delivery of the agreed highways and public realm programme in 2025/26, including schemes that improve the quality, safety and accessibility of streets and public spaces, encourage more sustainable travel and contribute to a cleaner, greener borough.
Final	Release	7,080,214.70	Spending Review Risk	Balancing GF drawdown
Final	Release	5,531,482.91	Economic Risk	
Final	Release	1,500,000.00	Contractual Risk	
Final	Release	2,032,408.39	Freedom Pass Smoothing	
Final	Release	4,546,407.00	Future Pay Award Smoothing	
Collection Fund	Release	11,662,553.58	Collection Fund Reserve	Planned MTFS drawdown for collection fund deficits (Council Tax and NNDR)

Appendix B - Reserves to Note

Department Re	Movement	Amount	Reserve Name	Narrative
Resources	Release	933.09	Planning Administration	Moving the historic admin element of Community Infrastructure Levy (CIL) receipt balances to the appropriate revenue reserve
Strat&Comms	Release	24,000.00	Southwark 2030 Fund	Funds required to deliver Southwark 60th Anniversary exhibition
Resources	Release	100,000.00	Southwark Renters Union	Creating a new reserve for Social Purpose of Land pilot from unused reserves
Resources	Release	118,461.00	Community Engagement and Links Development	
Resources	Release	100,000.00	Community Hub – Voluntary Sector Support	
Resources	Release	181,539.00	Public Realm	
Childrens	Release	220,000.00	Southwark 2030 Fund	Southwark 2030 funding applied for agreed Children and Families funding
Strat&Comms	Release	4,684.00	Southwark 2030 Fund	Communication and engagement around Southwark 2030
Strat&Comms	Release	14,515.00	Southwark 2030 Fund	
Strat&Comms	Release	47,434.00	Modernisation, Service and Operational Improvement	Funds to support CRE Analysis and Resident Insight Survey work
Resources	Increase	-85,614.00	Local Audit Fees (Redmond Review)	Grant income for Redmond review to reserve
Adults	Release	77,875.00	Social Care Resilience	Funds to support Mobilise Carers Digital Support offer for one year
Education	Release	43,401.00	Children's and Education Sustainability fund	Agreed council contributions towards Top banding project
Education	Release	150,274.00	Children and Families Future Risks	Funding covering agency workers during team restructure - SEND specialist
IHC	Increase	-190,000.00	Children and Adults Transformation	Section 256 funding for Virtual Wards and Health Visitors Vaccination Project
Public Health	Release	219,421.00	Public Health	Public Health reserve funding for agreed project including RHAW (Residents Health and Wellbeing Grant), SCHWeP Network Co-Ordination, Libraries Health and Wellbeing Offer,APHR Support, Low-income family tracker (LIFT), Instant Atlas Data Observatory, Aging Well and Wellbeing and Activities Coordinator programmes.
Public Health	Increase	-115,000.00	Health Section 256	Section 256 funding for culturally tailored weight management, Partnership Southwark - Tackling Inequalities and Community Ambassador programmes
Childrens	Release	61,000.00	Children and Families Future Risks	C&F reserve funding for Safeguarding in School lead funded costs
Childrens	Release	141,000.00	Children and Families Future Risks	Funding for 2 fixed term Performance Analyst posts for 12 months
Childrens	Release	192,000.00	Children and Families Future Risks	Funding for ASYE supernumery posts in a business case designed to reduce the cost of agency workers.
Childrens	Release	95,000.00	Children and Families Future Risks	
Childrens	Release	96,000.00	Children and Families Future Risks	
Childrens	Release	48,000.00	Children and Families Future Risks	
Childrens	Release	40,000.00	Children and Families Future Risks	
Childrens	Release	212,000.00	Children and Families Future Risks	Funding for increased capacity in Family Early Help service to respond to LA duties for attendance and inclusion
Childrens	Release	42,000.00	Children and Families Future Risks	Funding Service Development Officer that works on delivering workforce activity and international recruitment. Fixed term post, funded from reserve on invest to save basis.
Childrens	Release	83,000.00	Children and Families Future Risks	Funding 2 24 month fixed term posts - Audit & Learning Lead and Participation Officer
Childrens	Release	38,000.00	Children and Families Future Risks	Honoraria paid to two staff seconded to the Southwark Stands Together Anti-Racism (SSTAR) programme, as well as their backfilling costs (50% of their time dedicated to SSTAR).
Childrens	Release	37,000.00	Children and Families Future Risks	
G&A	Increase	-176,510.00	Election Reserve	Reimbursement from Lambeth and Lewisham for 2025 General Election from CL853
G&A	Increase	-154,463.00	Election Reserve	Annual movement into reserve from the local election cost centre to fund local election.
IHC	Release	70,000.00		
Childrens	Release	199,000.00		Reserve drawdown for S256 contribution towards It Takes a Village costs
ESL	Release	70,491.00	Positive Futures Fund	Grants to various youth organisations to fulfil the Council's commitment for Young People.
ESL	Release	17,307.18	Youth Parliament	Day to day delivery of work with the young people as part of the Southwark Youth Parliament project.
ESL	Release	23,803.40	Youth Service Review	Expenditure relating to the Food Project
ESL	Release	76,400.00	Sports Grant	The Active Southwark Sports Fund (ASSF) was created during 24/25 . Grants provided in 25/26 total £137,900, the remaining £61,500 will be drawn down from the Neighbourhoods Fund with the balance of £76,400 coming from the Leisure.
ESL	Release	61,500.00	Neighbourhood Fund	The Active Southwark Sports Fund (ASSF) was created during 24/25 . Grants provided in 25/26 total £137,900, the remaining £61,500 will be drawn down from the Neighbourhoods Fund with the balance of £76,400 coming from the Leisure.
Strat&Comms	Release	50,000.00	Workers' Rights	Costs to deliver a major public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership.
ESL	Release	179,333.00	Climate Change Emergency Projects	Costs associated with additional fixed-term posts, established specifically to strengthen corporate capacity and capability in responding to the climate emergency.
ESL	Release	64,188.00	Southwark 2030 Fund	To fund a Community Safety Officer, the Male Behaviour Campaign - Stand With Her and the VAWG Event to deliver recommendations from Environmental Visual Audits
ESL	Release	29,299.00	Southwark 2030 Fund	
ESL	Release	41,598.00	Southwark 2030 Fund	Funding Women's Safety projects including self-defence training, spiking kits, and women's safety equipment
ESL	Release	162,180.00	Streets for People	Spend for cleaner streets, including enhanced graffiti and fly tipping removal services, partly funded by Southwark 2030 reserve.
ESL	Release	103,929.00	Southwark Emergency Support Scheme	To fund three staff within a dedicated team supporting cost-of-living enquiries, food bank referrals, access to mental health services, and the triage of wider vulnerability-related issues.
ESL	Increase	-142,000.00	Public Realm	Increase the existing Public Realm Reserve to enable a flexible response to emerging and unavoidable pressures across the Department, avoiding the need for permanent base-budget growth while reducing the risk of in-year overspends. Expenditure would be clearly defined and non-recurring.
ESL	Increase	-170,000.00	Public Realm	
ESL	Release	158,966.00	Cycling Safety	Funding to improve road safety leading to safer environments for walking and cycling.
Resources	Release	43,275.77	Southwark Living Wage Unit	Funding the delivery of work to improve pay and employment conditions in the borough by establishing a Living Wage Unit.
Resources	Release	40,676.75	Southwark Living Wage Unit	
Resources	Release	60,630.56	Southwark Pioneers Fund	Supporting the delivery of the Southwark Pioneers Fund to back Southwark residents to start more businesses, co-operatives and social enterprises, growing a network of start-up hubs rooted in our communities.
Resources	Release	1,570.39	Local Economy	Funding costs to create a thriving and inclusive economy, specifically targets to

Resources	Release	157,122.00	Local Economy	Funding costs to create a thriving and inclusive economy, specifically targets to support businesses and town centres, and create jobs, apprenticeships and training opportunities.
Resources	Release	7,688.00	Local Economy	
Resources	Release	12,200.94	Local Economy	
Resources	Increase	-15,000.00	UKSPF Thriving High Streets	Funding will be expended in 2026/27 in support of delivery of the council's Thriving High Streets Fund, which has been designed to help high streets to thrive despite the ongoing economic challenges they face.
Education	Release	118,872.00	Schools in Financial Difficulties and School Closures	Funding cost of closing schools and related staffing costs.
Education	Increase	-30,726.58	Education transformation reserve	Creating provision for ill health retirement in Education
Education	Release	91,206.00	Children and Adults Innovation Development	Funding Safety Valve transformation work as agreed as part of the project.
Education	Release	234,503.00	Schools in Financial Difficulties and School Closures	Funding property and security costs in relation to closed school buildings.
Education	Release	145,294.00	Southwark Scholarship Scheme	Funding the tuition fees of pupils within the scholarship scheme
Education	Release	171,427.00	Health and Wellbeing Commitment to Mental Health	Funding investment in early intervention and prevention services for mental health help in schools
Education	Increase	-10,545.00	Schools de-delegated balances	Clearing the unspent balances of school's de-delegated budgets with the remainder moved to reserve for agreement with the Schools Forum on future use of the schools' funds
Education	Increase	-71,254.00	Schools de-delegated balances	
Education	Increase	-135,180.00	Schools de-delegated balances	
Education	Increase	-166,724.00	Schools de-delegated balances	
Childrens	Release	12,000.00	Children's and Education Sustainability fund	Funding SSL post through the Children's Social Care reserve for a period of 12 months.
Childrens	Release	173,000.00	Children's and Education Sustainability fund	Funding post in Transformation & Ops
Public Health	Release	23,815.00	Public Health	Reserve funding towards Holiday activities and food programme
Public Health	Release	29,237.00	Public Health	Reserve funding towards consultant to help inform future delivery of the Sexual Health service
Public Health	Release	1,412.00	Public Health	Reserve funding for communication support
Public Health	Release	44,974.00	Public Health	Reserve funding towards Whole School approach to School commissioning project
Public Health	Release	21,580.00	Public Health	Reserve funding towards Corbis Bright project
Public Health	Release	191,429.00	Public Health	Reserve funding towards Secondary school meals and transformation programme
Public Health	Release	11,861.00	Public Health	Reserve funding towards Chagas Programme
Public Health	Release	59,816.00	Public Health	Reserve funding towards Community Health Ambassadors
Public Health	Release	26,207.00	Public Health	Reserve funding for Alexandra Rose Vouchers
Public Health	Release	67,648.00	Public Health	Reserve funding towards Groundswell programme
Public Health	Release	40,298.00	Health Section 256	Health S256 reserve funding towards Vital 5 Latin American Weight management programme
Public Health	Release	44,842.00	Health Section 256	reserve funding towards Vaccination programme
Public Health	Release	32,078.00	Health Section 256	Reserve funding towards Healthy Starts
Public Health	Release	40,000.00	Health Section 256	Reserve funding towards Partnership Southwark tacking inequalities Community Health Ambassador project
Housing	Increase	-104,292.00	Local Supported Housing Strategies	
G&A	Release	60,325.00	HR Strategy Review Plan	The HR / OT budget plan has a number of funding sources including planned release of reserves. The release of reserves has been limited to the pre reserve pressure of £613k
G&A	Release	61,374.00	HR Strategy Review Plan	
G&A	Release	223,860.00	HR Strategy Review Plan	
G&A	Release	37,459.00	HR Strategy Review Plan	
G&A	Release	119,736.00	HR Strategy Review Plan	
Resources	Release	16,027.68	Employment Skills	Funding work to create a thriving and inclusive economy, specifically targets to create jobs, apprenticeships and training opportunities.
Resources	Release	3,400.00	Employment Skills	Funding work to create a thriving and inclusive economy, specifically targets to create jobs, apprenticeships and training opportunities.
Resources	Release	219,089.66	Planning Administration	
Resources	Release	33,423.80	Planning Administration	
ESL	Release	117,498.00	Thriving Neighbourhood Model	Covering a grant paid to Mentivity Southwark and the costs of additional resource to assist with the Empowering Communities Programme (ECP)/Neighbourhoods Programme and managing the Neighbourhoods Fund.
ESL	Release	41,000.00	Private Rented Sector Resilience	Covering costs for the Private Rented Sector (PRS) licensing service
ESL	Increase	-21,861.00	Neighbourhood Fund	Balances carried forward in respect of Multi-Ward Areas
ESL	Increase	-38,441.00	Neighbourhood Fund	
ESL	Release	662	Neighbourhood Fund	
ESL	Release	16,328.00	Neighbourhood Fund	
ESL	Increase	-7,846.00	Neighbourhood Fund	
Resources	Increase	-108,474.57	Planning and Growth Smoothing	MHCLG Grant money received on the 31st March 2026 and in relation to the full revision of the Southwark Plan which starts in May 26.
Resources	Increase	-39,333.34	Planning and Growth Smoothing	Pathway to Planning Bursary grant received from central government and in relation to 3 "apprentices" appointed with Planning. The related training and college elements starts in 26/26
Resources	Increase	-39,333.33	Planning and Growth Smoothing	
Resources	Increase	-39,333.33	Planning and Growth Smoothing	
Public Health	Increase	-44,426.00	Public Health	End of the year transfer of Public Health grant into reserves to be spent on future PH priorities
Public Health	Increase	-540		
Education	Increase	-941		Adjustment to DSG reserve to match DfE records
IHC	Release	73,579.00		Reserve drawdown from S256 towards wider IHC in year pressures
Adults	Increase	-73,579.00		adjustment to reserve drawdown from S256 towards wider ASC in year pressures
Housing	Increase	-264,000.00	Cladding Remediation New Burdens Funding	
Resources	Increase	-243,808.00	Insurance Reserve	Contribution to Insurance smoothing reserve to cover future risks

Appendix C - Savings 2025-26

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	101	Efficiencies through promoting greater independence for clients linked to ongoing recovery post discharge through early and regular reviews and interventions such as bed-based reablement, support from occupational therapists, aids and adaptations as well as greater use of universal services and the transitioning of clients into more independent accommodation.	(1,500)	Amber	(1,000)	Green	(2,500)
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	102	Efficiencies though maximisation of extra care, night time provision and step down accommodation.	(500)	Amber			(500)
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	105	Telecare transformation	(250)	Amber			(250)
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)	Green	(996)
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)
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)
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)	Green	(518)

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
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	Priortise delivery of Education Psychology Team to delivery of statutory duties and support to the most in need pupils	(140)	Red	(140)	Amber	(280)
Cllr. Evelyn Akoto	Efficiencies and Improved use of Resources	Integrated Health and Care	Commissioning	129	Rationalisation of use of ICT systems for record keeping into a single database	(150)	Amber	(150)	Amber	(300)
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)
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)

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
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)
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)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Corporate	151	Finance system replacement			(600)	Amber	(600)
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)

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
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)
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)
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)
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	Insource some Internal Audit & Anti-Fraud Support	(94)	Green			(94)
Cllr. Evelyn Akoto	Income	Children and Adults	Adults' Social Care	201	Telecare - Income Generation from Health related services and digital health provision	(250)	Red	(250)	Red	(500)
Cllr. Evelyn Akoto	Income	Children and Adults	Adults' Social Care	202	Fairer contributions to Adults Social Care	(1,000)	Green	(500)	Green	(1,500)
Cllr. Evelyn Akoto	Income	Integrated Health and Care	Commissioning	203	Introducing a flat two tier fee for (1) the equipment only and (2) equipment and response service in Telecare	(50)	Amber			(50)
Cllr. James McAsh	Income	Environment, Sustainability and Leisure	Traded Services	207	Increased commercialisation opportunities	(100)	Green	(100)	Green	(200)

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
Cllr. James McAsh	Income	Environment, Sustainability and Leisure	Parking, Network Management & Markets	208	Savings from investment in Active Travel	(620)	Green			(620)
Cllr. James McAsh	Income	Environment, Sustainability and Leisure	Parking, Network Management & Markets	209	Increase in Network Management income volumes	(100)	Green			(100)
Cllr. James McAsh	Income	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	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	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	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	Environment, Sustainability and Leisure	Leisure Services	215	Additional income as a result of revenue savings at leisure centres from climate work	(120)	Green	(75)	Amber/Green	(195)
Cllr. Portia Mwangangye	Income	Environment, Sustainability and Leisure	Leisure Services	216	Review of targeted leisure centre programmes, supported by Public Health.	(400)	Green			(400)
Cllr. Stephanie Cryan	Income	ACE - Governance & Assurance	Corporate Facilities Management	217	Rental Income generation from Tooley Street	(80)	Red	(1,000)	Amber	(1,080)
Cllr. Evelyn Akoto	Income	Children and Adults	Adults' Social Care	219	Better Care Fund provides a stable contibution to Adult Social Care Hospital Discharge Teams and other related services. Additonal BCF has been approved.	(500)	Green	(350)	Green	(850)
Cllr. John Batteson	Income	Resources	Planning & Growth	220	Increases in Commercial property income from rent reviews and letting of void properties	(422)	Green	(129)	Green	(551)

Lead Member	Saving Type	Department	Division	Ref.	Description	2025-26 £000	RAG rating	2026-27 £000	RAG rating	Total £000
Cllr. Jasmine Ali	Savings Impacting on Service	Children and Adults	Education	301	Undertake review of the Southwark Information and Advice Service (SIAS) team.	(47)	Green	(94)	Green	(141)
Cllr. Natasha Ennin	Savings Impacting on Service	Environment, Sustainability and Leisure	Regulatory	302	Review of Noise Nuisance service in order to ensure that the service continues to meet demand at the high volume times	(90)	Green			(90)
Cllr. Portia Mwangangye	Savings Impacting on Service	Environment, Sustainability and Leisure	Leisure Services	312	Closure of Seven Islands Leisure Centre, when Canada Water leisure Centre opens	(1,000)	Green			(1,000)

Appendix D - Closing Balances

Reserves	Sum of Balances as at 31 March 2025	Sum of Net movement	Sum of Balances as at 31 March 2026
Corporate Projects & Priorities	**- 58,932,381**	**£1,546,708**	**- 57,385,673**
Corporate Capacity Building	- 599,114	£599,114	-
Corporate Software Application Development	- 20,535,238	-£5,665,808	- 26,201,046
Cost of Living Fund	- 17,667,240	£1,703,929	- 15,963,311
Modernisation, Service and Operational Improvement	- 1,469,587	£516,425	- 953,162
Southwark 2030 Fund	- 2,826,657	£1,598,284	- 1,228,373
Other Reserves <£2m	- 11,725,458	£1,623,725	- 10,101,733
Ukraine Settlement	- 4,109,086	£1,171,039	- 2,938,047
Service Reviews & Improvements	**- 59,672,149**	**£16,455,138**	**- 43,217,011**
Adult Social Care Resilience Plan	- 7,519,391	£5,677,875	- 1,841,516
Children & Adults SEND	- 3,531,916	£228,401	- 3,303,515
Children and Adults Innovation Development	- 2,437,122	£91,206	- 2,345,916
Children and Adults Transformation	- 2,862,423	£1,771,094	- 1,091,329
Children and Families Future Risks	- 3,881,420	£1,551,274	- 2,330,146
Employment Skills	- 4,085,305	£1,715,201	- 2,370,104
Highways Transformation	- 13,614,420	-£351,595	- 13,966,015
Public Health	- 7,109,264	£3,080,244	- 4,029,020
Rough Sleeping Initiative	-	£0	-
Temporary Accommodation Strategy	- 6,745,727	£3,145,227	- 3,600,500
Other Reserves <£2m	- 7,885,161	-£453,789	- 8,338,950
Capital Reserves	**- 26,617,571**	**-£1,469,161**	**- 28,086,731**
Aylesbury Development	- 6,000,270	£0	- 6,000,270
Highways and Parking Climate Emergency Projects	- 2,663,042	£1,018,024	- 1,645,017
Planned Preventative Maintenance and Building Compliance	- 4,087,369	£0	- 4,087,369
Regeneration and Development	- 2,785,461	-£415,327	- 3,200,788
Other Reserves <£2m	- 11,081,429	-£2,071,858	- 13,153,287
Strategic Financial Risk	**- 44,016,041**	**£19,864,355**	**- 24,151,686**
Contractual Risk	- 2,450,000	£1,500,000	- 950,000
Funding Risk	- 33,217,860	£13,464,573	- 19,753,287
Pay and Inflation	- 4,546,407	£4,546,407	-
Pension Liability Risk	- 2,684,451	£0	- 2,684,451
Other Reserves <£2m	- 1,117,323	£353,375	- 763,948
Technical and Smoothing Reserves	**- 39,526,203**	**-£4,217,295**	**- 43,743,497**
Equalisation Reserves	- 17,863,817	-£5,232,282	- 23,096,099
Insurance	- 7,593,049	-£243,808	- 7,836,857
Planned Support for MTFP	- 7,600,000	£2,500,000	- 5,100,000
Schools de-delegated balances	- 5,295,842	-£384,644	- 5,680,486
Other Reserves <£2m	- 1,173,495	-£856,561	- 2,030,056
Grand Total	**- 228,764,344**	**£32,179,745**	**-£196,584,599**

Agenda Item 12

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Policy and Resources: Financial Remit report
Executive Member:	Councillor Sam Foster, Executive Member for Finance and General Purposes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD - COUNCILLOR SAM FOSTER, EXECUTIVE MEMBER FOR FINANCE AND GENERAL PURPOSES

Our new joint administration is formed at a time of permanent austerity, as worsening living standards sit alongside ever-greater concentrations of wealth in the hands of the super-rich. A volatile economic environment has driven up costs for ordinary people and local authorities alike, and successive governments have failed to address secular crises that harm us all and place huge strain on local authority budgets, in particular, in social care and in housing. In addition to this, without any real rationale, the current government in its recent funding settlement determined a major cut in direct grant funding for Southwark. In an election year, the outgoing administration postponed the difficult financial choices that would have to be made, setting a budget for 2026-27 that is set to see a large drawdown in reserves without resolving the underlying budget pressures and setting Southwark's finances on a sustainable footing. That task now lies with us.

This report outlines our gloomy inheritance and the challenges we face as a borough in the years ahead, and sets the stage for our forthcoming process of finding large-scale budget savings. A historically large drawdown of £25.3m of reserves in 2025-26 is set to be eclipsed by an even greater forecast overspend of £34.3m for the current financial year, driven by ongoing pressures in temporary accommodation and adult social care, as well planned transformation savings that were largely not achieved.

The Housing Revenue Account (HRA) remains under huge pressure of its own. An ongoing recovery plan has made headway in bringing costs under control but there remains a forecast £1.4m overspend for this year, further reducing already strained levels of reserves. A critical challenge for the joint administration is ensuring the stability of the HRA while delivering on a turnaround of the Housing department following the failings outlined in the 2024 report of the Regulator of Social Housing, through reducing the levels of empty homes and improving our repairs service among other measures.

Notably, the overall financial gap we face over the three-year medium-term financial strategy (MTFS) period has increased in this report to £102m from £81m. This reflects to a large degree a truer assessment of the ongoing cost of temporary accommodation, a growing pressure that has overspent year after year and led only to ever-greater use of reserves.

To meet this gap will require a savings process that is more rigorous and open than Southwark has ever undertaken. The scale of the budget gap places an obligation on us to make our decisions as robustly and with as much care as possible, while ensuring that we can deliver on the promises of the transformation plan. As we challenge ourselves to find every way to make our council more efficient and eliminate waste, while protecting essential services and our support for those who need it most, we will also seek to bring the people of Southwark into this process. We will tap into the knowledge and understanding in our communities so that, despite a loss of funding, we can make the council truly work for everyone, and deliver a borough that is affordable, safe, and green.

RECOMMENDATION(S)

Recommendation(s) for the Executive

1. That the Executive reviews and notes:

    a) The current budget pressures in 2026-27

    b) The transformation savings

    c) The proposed revisions to the Medium Term Financial Strategy (MTFS) updated to 2030

    d) The update on the Housing Revenue Account (HRA)

REASONS FOR RECOMMENDATIONS

2. The report provides Executive with an update on the current financial position, including the initial 2026-27 forecast outturn, the position on transformation savings, the updated MTFS and the HRA. This supports early consideration of the council’s medium-term financial challenge and the actions required to maintain a balanced and sustainable budget.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. Not applicable

POST DECISION IMPLEMENTATION

4. Not applicable

BACKGROUND INFORMATION

5. Each year, the council updates a detailed Policy and Resources Strategy covering a period that normally reflects the duration of the government's financial settlement. As part of the Policy and Resources Strategy, and in line with requirements of the Local Government Finance Act, the 2026-27 annual budget was approved by Council Assembly in February 2026, as part of the council tax setting process.

6. Savings and commitments were established for the three-year period, 2024-25 to 2026-27. And in February 2026, Council Assembly set out the financial expectations for the period 2027-28 to 2029-30 as part of the council's three year process.

7. This report begins the process of setting a statutory balanced budget for 2027-28 and plans ahead by assessing the expected position in the following 2 years 2028-29 and 2029-30.

8. The report is structured as follows:

   - Review of current pressures – General Fund
   - Review of current pressures - Transformation programme
   - Review of current pressures - HRA
   - Medium Term Financial Strategy (MTFS) updated to 2030
   - Budget savings 2027-28 to 2029-30

KEY ISSUES FOR CONSIDERATION

Review of current pressures – General Fund

9. The 2025-26 revenue outturn report to July Executive shows an overall overspend of £25.3m which required a draw down from council reserves. Reserves remain an important element of the council's financial resilience, but they are finite and must be used prudently. While they can appropriately support one-off pressures, transitional change and specific risks, they should not be used to fund recurring expenditure or ongoing overspends. Continued reliance on reserves in this way would weaken the council's financial resilience and reduce its capacity to respond to future shocks or unforeseen events.

10. There is therefore a significant risk that reserve use will continue into 2026-27 unless immediate action is taken to contain spending within approved budgets, deliver agreed departmental and transformation savings in full, and address the underlying structural pressures. Robust budget management, close monitoring and timely corrective action will therefore be essential to protect the long-term sustainability of the General Fund.

11. Table 1 provides an early view of the departmental forecast outturn for 2026-27. It reflects the structural pressures identified in the 2025-26 outturn together with emerging pressures in 2026-27.

Table 1: Forecast Budget overspend at June 2026

General Fund	Budget	Forecast	Variance (+ve= overspend)
	£000	**£000**	**£000**
Children and Adults	228,864	238,764	9,900
Integrated Health and Care	3,909	3,909	0
Environment, Sustainability and Leisure	115,050	116,450	1,400
Housing	38,217	52,617	14,400
Resources	33,880	35,680	1,800
HR OD FM	3,302	3,802	500
Strategy and Communities	-2,365	7,935	10,300
General Contingency	4,000	0	-4,000
General Fund Service Outturn Forecast	**424,856**	**459,156**	**34,300**

12. The table highlights the service areas that continue to face significant budget pressures in 2026-27 before the use of reserves. In 2025-26, the outturn position was an overspend of £25.3m which had to be met from council reserves. For 2026-27, the initial forecast is an overspend of £34.3m. Without further mitigation, there is a risk that some of these overspends will continue into future years. The reasons for the main areas of overspend are set out below.

Temporary Accommodation:

- Pressures within Temporary Accommodation remain significant. The 2025-26 outturn reported an overspend of £15.8m across the Housing General Fund, driven primarily by the high cost of nightly paid accommodation and the gap between placement costs and housing benefit subsidy. While there has been some stabilisation in the use of the most expensive placements, overall demand and costs remain high and continue to present a major financial risk. A range of mitigating actions is in progress, including reducing voids, increasing the supply of lower-cost accommodation and strengthening prevention activity. Alongside this, further work is underway to refine financial modelling and assess future scenarios in order to inform the medium-term budget requirement for Temporary Accommodation. An additional £1.4m was added to the 2026-27 housing general fund budget to help manage this pressure; at this stage, the forecast overspend for 2026-27 is £14.4m.

Adult Social Care

- Adult Social Care experienced cost pressures of £8.9m in 2025-26, primarily driven by care packages including nursing, residential and home care, reflecting market cost inflation, increased demand and greater complexity of need. These pressures are structural in nature and reflect wider system challenges, and are therefore expected to continue into 2026-27. The service is actively managing the position through strengthened demand management, tighter controls on high-cost packages, a focus on step-down pathways to reduce cost escalation, a review of contract arrangements, greater use of more cost-effective care models such as flexi-care accommodation, and reshaping of non-statutory provision where appropriate. In addition to the Adult Social Care pressure, Home to School Transport is also forecast to overspend by around £1m this year. At this early stage, the combined forecast variance is £9.9m.

Strategy and communication

- The 2025-26 outturn showed an overspend of £5m, including £3m of undelivered transformation savings. Further detail on the transformation savings position is set out in paragraphs 12-16 below. Over the medium term, there is a proposal to increase the base budget by this amount to provide a more sustainable funding position for the service (paragraph 30).

Review of current pressures - Transformation programme

13. In summer 2024, the council agreed a revised approach to closing the budget gap, shifting to an organisation-wide programme of transformation, change and savings rather than a service-led approach. The transformation programme was tasked with identifying and delivering £10m of savings by the end of 2026/27; £3m in 2025-26 and a further £7m in 2026-27.

14. The outturn report for 2025-26 reflects a shortfall in delivery. The 2026-27 savings targets have been reprofiled to reflect the delayed delivery of savings, with the cumulative target of £10m across both years now required to be achieved in 2026-27. The approach and the initial baseline review have been undertaken in the agreed programme areas, however the timing of identifying the specific saving opportunities and thereafter delivery has fallen behind schedule.

15. Delivery of this target will require a strengthened programme management approach that is strongly focused on identifying specific financial benefit opportunities early with implementation and delivery promptly following to ensure that cashable savings are delivered at pace. The budget monitoring report to September cabinet will include an updated position on the achievement towards the in-year £10m savings target.

16. This report outlines the financial challenge over the next MTFS period, part of which will need to be met from significant changes to the way the council operates and the services it delivers. Given the scale of challenge, it will require the transformation agenda to evolve further; being more ambitious, innovative and stretched in its scope, more focused and accelerated in order deliver tangible benefits to the timescales outlined.

17. Over coming months, the leadership team will need to review and identify how to shape and progress the future transformation and change activity across the council to ensure financial benefits are a key driver in any activity, decision-making and resource planning.

Review of current pressures - The Housing Revenue Account (HRA)

18. The financial sustainability of the HRA remains a key priority for the council in 2026-27 and continues to present a high level of risk. The 2025-26 outturn reported a £1.4m overspend, highlighting the ongoing pressures across income, particularly from voids, and costs such as repairs, despite improvements in financial control.

19. The 2026-27 budget includes a savings requirement of £8.25m increased from the £2.8m reported in February as a result of additional inflation and growth requirements. £7.1m of savings have now been identified against this savings requirement, reducing the remaining gap to £1.4m. This has been closed using the repairs contingency, supported by lower than expected repairs pressures in 2025-26, with a further £1.6m contingency retained to the manage in-year risks in repairs.

20. While this brings the budget into balance, it relies partly on one-off measures. Delivering sustainable, recurring savings therefore remains a key focus. The savings programme has been refocused on more deliverable and cashable proposals, alongside further work on more complex changes such as transformation and demand management.

21. The next phase will focus on making sure savings are delivered, with stronger oversight, clearer accountability across services, and continued monitoring through the Budget Recovery Board. Priority areas include improving repairs productivity, reducing void losses and increasing income.

22. The 2026-27 budget setting process has also helped to identify a pipeline of longer-term savings and improvements. These are being developed further to inform future budget requirements and are a key input into the 30-year HRA Business Plan, which is planned to be presented to Cabinet in December 2026.

23. Overall, although the position for 2026-27 has been stabilised, the underlying financial challenges remain. Continued delivery of the recovery plan and a strong focus on sustainable savings will be essential to improving resilience and maintaining a stable HRA over the longer term.

Updated Medium Term Financial Strategy (MTFS)

Recap on Fair Funding Review

24. The 2026-27 budget marked the first year of the government's Fair Funding Review, which was intended to modernise a funding formula that had not been comprehensively updated since 2013 and no longer reflected demographic change, rising demand and widening inequalities. It aimed to create a simpler, more evidence-based system that better reflected relative need and local revenue-raising capacity. For Southwark, this has resulted in a fundamentally different funding structure, with retained business rates and government grant brought together within a single Fair Funding Allocation. Under the new methodology, Southwark is assessed as having a lower level of relative need than under the previous system, despite continuing pressures from deprivation, homelessness and social care demand. As a result, government grant is expected to reduce by around £60m over the three years of the settlement, creating a significant financial challenge for the council over the medium term.

25. To manage the transition, the government provided a three-year protection package, including the Recovery Grant Guarantee, which maintains Southwark's income at its 2025-26 baseline to 2028-29. However, this only defers the impact of reform and does not remove the underlying challenge once protections end. The council's own taxbase forecasts are also below the government's assumptions, creating further pressure. The MTFS also assumes that the forecast business rates growth will be achieved in 2027-28 and will remain at that level over the period to 2029-30.

26. Council Assembly approved the 2026-27 budget in February 2026 and noted the draft budget for the following three years (Table 2). This provided for a balanced budget in 2026-27, including the planned delivery of transformation savings. For 2027-28, the budget gap was estimated at £28m, rising to a cumulative funding gap of £81m over the period to 2029-30.

Assumption for Fair Funding from 2029-30

27. The Recovery Grant Guarantee is confirmed for the three years of the current local government finance settlement to 2028-29, providing certainty over that period and underpinning the council's medium-term planning assumptions. In the previous MTFS, it was assumed that some form of transitional protection would continue into 2029-30 as part of the next government spending review. There is no change to this assumption.

New commitments

28. In light of the forecast deficit in 2027-28, any new commitments will need to be fully funded through identified additional savings. This reflects the council's underlying financial challenge and the need to ensure that any growth in expenditure is offset on a sustainable basis. Approval of any new commitments will therefore be dependent on the identification and delivery of corresponding savings proposals.

Table 2 Updated MTFS

Medium Term Financial Strategy (MTFS)	2025-26	2026-27	2027-28	2028-29	2029-30
	£m	£m	£m	£m	£m
Total Business rates	136.98	121.19	123.97	126.47	126.47
Business Rates deficit	-10.03	-7.00			
Business rates risk reserve	6.25	4.47			
Business rate growth	0.00	0.00	1.24	2.50	3.77
Total Government Grants (RSG)	133.47	151.29	157.67	141.92	141.92
Local authority Better Care Fund	22.02	22.02			
Fair Funding Allocation	**288.69**	**291.98**	**282.88**	**270.90**	**272.17**
Council Tax Requirement	**155.90**	**162.38**	**172.18**	**182.58**	**193.61**
Council Tax deficit	**-7.01**	**-7.48**			
Council tax risk reserve	**7.01**				
Homelessness, Rough Sleeping and Domestic abuse		9.10	9.17	9.21	9.21
Families First Partnership	2.13	5.28	5.28	4.51	4.51
Transitional Protection	0.00	0.00	0.29	1.81	1.81
Grants rolled into RSG		0.00	0.00	0.00	0.00
Recovery Grant	2.38	2.38	2.38	2.38	2.38
Recovery Grant Uplift		1.35	1.76	2.41	2.41
Recovery Grant Guarantee	0.00	11.67	11.67	11.67	11.67
Total other Grants	**4.51**	**29.77**	**30.54**	**31.99**	**31.99**
MTFS Core Spending Power (CSP) Total	**449.10**	**476.64**	**485.61**	**485.47**	**497.76**
Illustrative data for comparison					
Existing Grants rolled into CSP	20.71				
Difference in BR collection assumptions	4.25	2.53	-1.24	-2.50	
Difference in council tax assumptions	0.00	11.32	5.04	6.37	0.00
Reconciled MTFS Core Spending Power	474.06	490.49	489.41	489.34	497.76
Government Core Spending Power totals	474.06	490.49	489.41	489.34	497.76
Actual % increase in grants in CSP		3.5%	1.9%	0.0%	2.5%
Grants outside CSP					
Homelessness Prevention Grant Outside CSP	3.15	0.00	0.00	0.00	0.00
Extended Producer Responsibility	6.22	7.09	7.09	7.09	7.09
Public Health	33.58	37.84	38.34	38.86	38.86
Total Other Grants outside CSP	**42.95**	**44.93**	**45.43**	**45.95**	**45.95**
Total Funding before contributions from balances	**492.05**	**521.57**	**531.04**	**531.42**	**543.71**
Contribution to earmarked reserve for EPR	-6.51	0.00	0.00	0.00	0.00
Contribution from Fair Funding Reform reserve	0.00	0.00	2.50	2.50	2.50
Contribution from earmarked reserves	2.50	5.00	0.00	0.00	0.00
TOTAL RESOURCES	**488.04**	**526.57**	**533.54**	**533.92**	**546.21**
PRIOR YEAR BUDGET	**456.02**	**488.04**	**526.57**	**533.54**	**533.92**
Pay and inflation	34.04	28.50	32.50	32.50	32.50
Commitments for rolled in grants	6.44	16.03	0.00	0.00	0.00
Other Commitments & Contingency:	10.59	10.93	2.63	0.45	0.00
Budget Before Savings & Efficiencies	**507.08**	**543.51**	**561.70**	**566.49**	**566.42**
Budget Gap before Savings & Efficiencies	**19.03**	**16.94**	**28.16**	**32.57**	**20.21**
Efficiencies	-9.21	-6.28	0.00	0.00	0.00
Income, Fees and Charges	-5.69	-3.57	0.00	0.00	0.00
Other Savings	-1.14	-0.09	0.00	0.00	0.00
TOTAL SAVINGS	**-16.04**	**-9.94**	**0.00**	**0.00**	**0.00**
TOTAL BUDGET	**491.04**	**533.57**	**561.70**	**566.49**	**566.42**
Shortfall before Transformation	**3.00**	**7.00**	**28.16**	**32.57**	**20.21**
Transformation savings	**-3.00**	**-7.00**	**0.00**	**0.00**	**0.00**
Gap post transformation	**0.00**	**0.00**	**28.16**	**32.57**	**20.21**
Cumulative Gap			**28.16**	**60.73**	**80.94**

29. Against this background, five new commitments are proposed for inclusion in the revised MTFS, each of which would need to be matched by savings from elsewhere in the budget.

- An increase of £10m in the Temporary Accommodation (TA) base budget to better align the budget with underlying demand and cost pressures.
- An increase of £5m to the TA contingency
- An increase of £1m per year for new commitments
- An increase of £1.350m in the Strategy and Communications base budget.
- An increase of £0.151m in the base budget for an enhanced Member Support function.

30. The additional funding confirmed through the 2026-27 final settlement has enabled the council to allocate a further £2.4m to Temporary Accommodation across the MTFS period. It is now proposed that a further £10m is added to the base budget from 2027-28 to address the structural overspend and better align the budget with underlying demand and cost pressures. An additional £5m will be held in contingency for Temporary Accommodation. This will not remove the need for the service to continue containing costs, managing demand and delivering agreed mitigating actions, but it should reduce reliance on year-end reserve support and support more sustainable forecast outturn reporting from 2027-28 onwards.

31. It is also proposed that provision of £1m per year is included within the MTFS for new commitments. This reflects the need to provide capacity to respond to emerging priorities as these are developed and agreed through the budget process. At this stage, the provision is not allocated to specific proposals and will be subject to further consideration, prioritisation and approval. This also recognises that the council continues to face demand-led pressures and other emerging risks which are not always known at the point the MTFS is updated.

32. The proposed increase in the Strategy and Communications base budget from 2027-28 is requested to support the establishment of a more integrated, future-facing service that brings together strategy, performance, change, communications, insight and governance support into a single corporate function. This will strengthen the council’s capacity to deliver transformation at pace, improve performance and benefits tracking, embed resident insight in strategy and service design, modernise communications across internal and external channels, and support more consistent corporate governance and partnership working. It will also reduce reliance on interim resource by creating permanent capacity to deliver change and sustain improvement over the medium term.

33. The enhanced Member Support function will provide dedicated, coordinated support to councillors. This includes acting as a central point of contact for member enquiries, improving responsiveness to casework, supporting communication between members and council services, and helping coordinate information flows and briefings. The team will also strengthen the council’s ability to engage with members proactively, support induction and ongoing development needs, and ensure a more consistent and structured approach to member support across the organisation, aligned to the outcomes of the Member Experience Programme and the requirements following the recent election cycle.

34. The projected impact of these additional commitments from 2027-28 is to increase the 2027-28 budget gap by a further £17.4m, from £28.2m to £45.6m.

35. To support the achievement of a balanced budget for 2027-28, the council will need to ensure the following:

- £10m in transformation savings are achieved in full in 2026-27
- Structural overspends reported in 2025-26, do not continue to impact in 2026-27
- Departmental savings in 2026-27 remain achievable, or replacement savings are found
- The ability to find savings to bridge the budget gap in 2027-28

Savings 2027-28 to 2029-30

36. Departmental savings totalling £60m over the three-year period have been identified as achievable. In the original MTFS, after allowing for these departmental savings, the remaining budget gap in of £21m was expected to be met through transformation savings.

37. The estimated budget gap over the three-year MTFS period has increased from £81m to £102m. It is therefore assumed that the additional £21m gap will be met through further departmental savings, alongside the continued requirement to deliver the existing departmental and transformation savings already included within the MTFS.

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

38. The council works in accordance with the single public sector equality duty contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and advance equality of opportunity and foster good relations between different groups.

39. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The analysis also considers if there may be any unintended consequences and how any of these issues can be mitigated. Analysis will also be undertaken to consider any crosscutting and organisation-wide impacts. A budget equality analysis has been undertaken for the 2026-27 budget proposals. Any further savings or transformation savings will need to be assessed for EIA.

Climate change implications

40. This report considers the council's Medium Term Financial Strategy and long-term financial position. Climate change implications will be considered as part of the development and assessment of any savings options put forward.

Resource implications

41. The resources implications are within the main report.

Consultation

42. This report has been considered by CMT for review in the first instance. Detailed work to bring forward a balanced budget for 2027-28 will be taken through Executive as part of the budget development process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance (NBC 20260625)

43. This report provides Executive with an update on the current financial position, including the initial 2026-27 forecast outturn, the position on transformation savings, the updated MTFS and the HRA. This supports early consideration of the council’s medium-term financial challenge and the actions required to maintain a balanced and sustainable budget.

44. Section 151 of the Local Government Act 1972 requires the Council to make such arrangements for the proper administration of their financial affairs. In addition, Section 25 of the Local Government Act 2003 requires the chief finance officer to report on the robustness of the estimates made and the adequacy of the proposed financial reserves in the budget calculations.

45. 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.

46. Section 114 of the Local Government Finance Act 1988 requires the chief finance officer to report if there is or is likely to be unlawful expenditure or an unbalanced budget.

47. The keeping of the Housing Revenue Account (HRA) is governed by Schedule 4 of the Local Government and Housing Act 1989. On 10 November 2020, the Ministry of Housing, Communities and Local Government (MHCLG) published guidance on the operation of the ring-fenced HRA account. The guidance updated and replaced previous guidance and the Council should adhere to such guidance in relation to the HRA.

48. Section 76 of the Local Government and Housing Act 1989 requires the Council to prevent debit balances on the Housing Revenue Account. 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.

49. Decisions regarding the strategic aspects of the regulation and control of the council's finances are reserved to the Executive in accordance with Part 3B of the constitution. This part refers to the Executive 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 Executive on a regular basis.

50. 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.

51. The Executive needs to take account of this duty in considering this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

This section must be included in all reports.

Executive Member	Councillor Sam Foster, Executive Member for Finance and General Purposes	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Tim Jones, Director of Corporate Finance	
Version	V final	
Dated	9 July 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	Yes	Yes
Strategic Director, Resources	No	No
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		9 July 2026

Agenda Item 13

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Governance arrangements for the monitoring of Community Infrastructure Levy (CIL) and Section 106 projects
Executive Member:	Councillor Sam Foster, Executive Member for Finance and General Purposes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD - COUNCILLOR SAM FOSTER, EXECUTIVE MEMBER FOR FINANCE AND GENERAL PURPOSES

There is a general recognition of shortcomings in the governance surrounding projects funded through the Community Infrastructure Levy (CIL), in particular Neighbourhood CIL (NCIL), and of the need to strengthen the oversight, scoping, project management, and accountability of such projects. This paper recommends bolstering this governance for both CIL and Section 106 projects by building on prior efforts to improve overall capital governance arrangements. The proposal is to bring the bids and monitoring of CIL and Section 106 projects under a single overarching framework for capital governance. This will give greater strategic consistency to the bids and improve the monitoring and visibility of projects.

This improved governance framework sits alongside the joint administration’s plans to create community councils, empowering neighbourhood structures to identify and shape schemes funded through CIL. A grassroots process that gives ordinary people a greater say in how the money that comes from development in their area is spent will be strengthened by greater rigour and accountability at all levels, giving confidence that decisions taken at the neighbourhood level will have robust follow-through and oversight.

RECOMMENDATION(S)

Recommendations for the Executive to approve:

1. The unified governance framework for capital projects funded through Community Infrastructure Levy (CIL), both Strategic CIL and Neighbourhood CIL (NCIL), aligning these with the council’s existing capital governance framework while retaining current approval arrangements.

Recommendations for the Executive to note:

2. The reporting of capital Section 106 funded projects, where expenditure is in accordance with the terms of the relevant section 106 agreement, through the same process as all other capital programmes, whilst retaining current approvals.

3. The adoption of the capital project flowchart as the standard route for project identification, assessment, reporting, approval and monitoring for CIL and Section 106 funded projects.

REASONS FOR RECOMMENDATIONS

4. The council's current governance arrangements for Community Infrastructure Levy (CIL) and Section 106 funded programmes sit largely outside the capital bid process, limiting strategic oversight and consistency. A single overarching process will strengthen assurance and transparency, improve prioritisation, and support effective delivery of infrastructure schemes within constrained resources.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. Retaining separate governance and monitoring arrangements for CIL and Section 106 has been considered but is not recommended because it would continue current inconsistencies in prioritisation, decision-making routes and reporting.

POST DECISION IMPLEMENTATION

6. Subject to Executive approval, officers will implement the unified governance framework, update associated guidance and decision pathways, and align monitoring and reporting of CIL and Section 106 schemes with existing capital monitoring arrangements.

BACKGROUND INFORMATION

7. This report builds on the council's strengthened capital governance arrangements introduced in 2024–25, including the capital bid process and Capital Board assurance. It proposes to bring CIL and Section 106 bids and delivery monitoring within a single overarching framework so that local infrastructure funding is prioritised transparently, approved through consistent routes, and monitored proportionately.

8. The terms "Strategic CIL" and "Neighbourhood CIL (NCIL)" are used in Southwark to describe, respectively, the element of CIL retained by the council (as charging authority) for strategic infrastructure, and the neighbourhood portion that is applied to support development in the area in which the relevant development has taken place. CIL is a statutory planning charge introduced under Part 11 of the Planning Act 2008 and given detailed effect through the Community Infrastructure Levy Regulations 2010 (as amended). Strategic CIL

must be spent on infrastructure in accordance with Regulation 59 of the CIL Regulations, while NCIL must be used either for infrastructure or to address the demands that development places on an area, in line with Regulation 59C, and should be spent within or adjacent to the neighbourhood in which the relevant development has taken place.

9. Within this framework, Southwark's current arrangements allocate 25% of CIL to NCIL, subject to expenditure remaining within the uses permitted by the Regulations. Although this planning-generated funding is not unrestricted, it can support capital investment where schemes meet the relevant legal tests and respond to the infrastructure needs arising from development.

10. Section 106 refers to planning obligations entered into under section 106 of the Town and Country Planning Act 1990. These are legal agreements between a local planning authority and a developer, or unilateral undertakings by a developer, used to make development acceptable in planning terms where this cannot be secured through planning conditions alone. Section 106 contributions must be used in accordance with the terms of the relevant agreement, including any restrictions on purpose, location, timing and expenditure, and may only be applied to measures that are necessary to mitigate the impacts of the development.

KEY ISSUES FOR CONSIDERATION

Introduction

11. In 2024–25, the Council strengthened its governance arrangements for new capital investment by establishing a clear and well-understood capital bid process. The aim was to ensure transparent prioritisation of projects and robust assurance that proposals are affordable and can be funded within the Council's overall capital and revenue capacity.

12. All new capital proposals are required to be supported by a business case, assessed against agreed affordability and prioritisation criteria, reviewed by a Corporate Management Team–led Capital Board, and approved through a defined Executive decision-making route following review by the leader and lead member for finance. This has provided a consistent, transparent and robust framework for decision-making and assurance (see Appendix A – Capital bid process).

13. Capital programme reports to Executive are scheduled each year, usually in June (Outturn), September (Month 4 monitoring) and December (Month 7 monitoring), providing three formal reporting and decision points each year.

14. Building on this approach, it is proposed that capital project bids for CIL and Section 106 are brought within a single overarching governance process alongside alongside all other capital programmes. This will ensure that local infrastructure funding is considered as part of the capital programme as a whole, improving visibility across the full council programme and supporting more strategic planning and prioritisation of projects. The council's current governance and allocation arrangements for CIL and Section 106 sit largely outside the capital bid process, limiting strategic oversight and consistency. In

the context of constrained resources, the existing arrangements are no longer operating effectively. This report therefore proposes a clear, integrated governance model for CIL and Section 106, aligned to the council's strengthened capital bid governance and current neighbourhood working arrangements.

15. The Council is in the process of developing an Infrastructure Delivery Plan (IDP) as part of the forthcoming Southwark Plan review. The IDP will set out the infrastructure required to support planned growth and new development across the borough. Once established, the IDP will play a key role in shaping the infrastructure projects that are brought forward through the new governance framework. In particular, it will provide the strategic context against which infrastructure proposals are identified, prioritised and assessed, ensuring that CIL and Section 106 expenditure is aligned to clearly defined infrastructure needs and agreed spatial priorities.

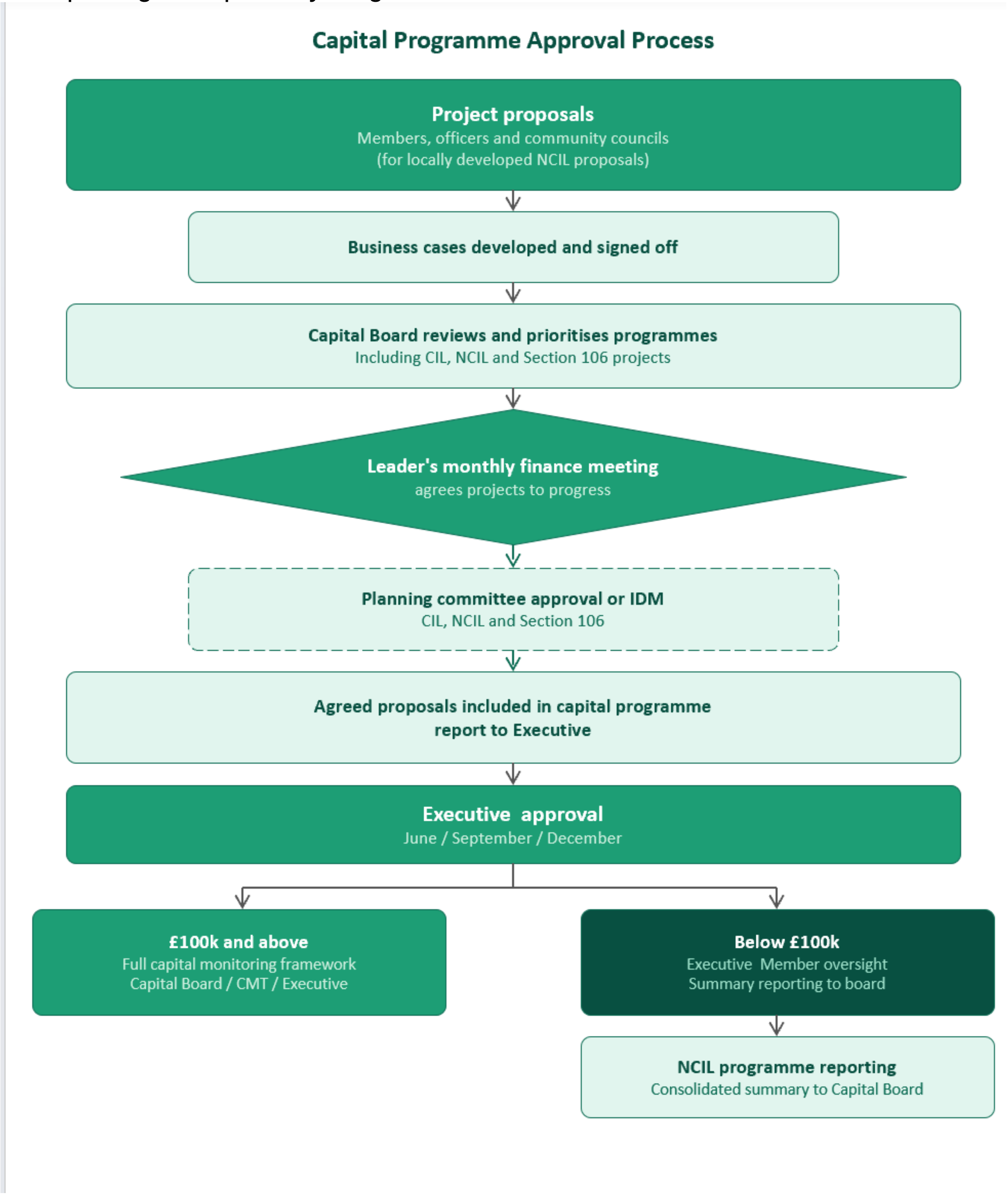
16. The cabinet agreed to an interim framework for allocating NCIL in September 2024, delegating authority to the Executive Member for New Homes and Sustainable Development for a one-year period. This was extended for a further 6 months up to 31 March 2026. While this has enabled allocations to proceed, the wider policy reset and strengthened governance arrangements envisaged at that time have not been taken through to a formal Executive decision.

17. The proposed route for all capital projects is set out in the 'Capital programme Approval process' flowchart. This provides a single pathway regardless of funding source, ensuring scrutiny of the business case, alignment with Council priorities, and clarity on funding and revenue implications. It will also improve visibility of Section 106 agreements and CIL funding within the overall capital programme, so that relevant legal agreements and funding restrictions are identified and considered when proposals are brought forward.

18. All proposals, including those brought forward through Strategic CIL, Neighbourhood CIL (NCIL) and Section 106, will be progressed through the governance process with proportionate business case requirements and monitoring. Business cases will need to demonstrate eligibility for the relevant funding stream, alignment with the Infrastructure Delivery Plan where relevant, and compliance with the permitted uses of CIL and the council's CIL and Section 106 Supplementary Planning Document (SPD) before submission to Capital Board. This will ensure that schemes of all sizes benefit from consistent oversight while allowing requirements to remain proportionate to value and complexity.

19. Neighbourhood CIL proposals are will be developed through ward members and officers working with community councils to identify and shape schemes. A business case can then be developed to ensure that each project meets community priorities and complies with the relevant funding requirements. As projects are reviewed by Capital Board and by the Leader of the Council, NCIL-funded projects will be prioritised where they are affordable within the available NCIL funding. This visibility also helps to ensure that projects being developed or delivered in the same neighbourhood are aligned in terms of timing and overall strategy.

20. All CIL, NCIL and Section 106 projects above £100k will be included within the Council's existing capital monitoring framework, including departmental monitoring returns, Capital Board review and reporting to CMT and Executive. For projects below £100k, monitoring will be proportionate and light-touch, including delivery tracking by the sponsoring department, monthly summary reporting and quarterly neighbourhood dashboards.



21. For NCIL, where a significant proportion of projects are likely to fall below this threshold, visibility will be maintained through programme level reporting – with a consolidated NCIL programme summary, covering the pipeline, presented to Capital Board. This ensures the board retains a complete picture of NCIL activity without requiring individual project-by-project scrutiny of lower value schemes.

22. Monitoring information for NCIL projects will continue to be published through neighbourhood channels, aligned with neighbourhood community plan priorities.

23. Decision thresholds will apply consistently across all funding streams, with officer and Executive Member delegations below £100k and Executive-level consideration for larger, multi-ward or complex schemes.

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

24. The report is about governance arrangements and does not introduce or amend service provision. Equalities and community impacts will be assessed as part of individual project business cases.

Climate change implications

25. This report proposes improvements to the council's capital programme governance and monitoring arrangements. It does not, in itself, have direct climate change implications; however, strengthening strategic decision-making should help ensure that climate impacts are considered consistently and transparently across the programme.

Resource implications

26. This report sets out improvements to the council's arrangements for governing and monitoring the capital programme, including projects funded through CIL and Section 106. The proposals are intended to support more effective prioritisation and oversight of resources by strengthening assurance, improving the quality and consistency of business cases, and providing clearer reporting on delivery and spend. Implementation will be managed within existing officer capacity, with any additional administrative activity kept proportionate to the value and complexity of schemes. Over time, improved visibility of project progress and funding commitments should help the council to deploy resources more efficiently and reduce the risk of avoidable slippage, duplication or underspend.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance (NBC 20260616)

27. This report seeks the Executive to agree a unified governance framework for capital projects funded through Community Infrastructure Levy (CIL), and to note the arrangements for section 106 projects.

28. CIL policy and decisions arising from the policy are executive matters which in accordance with the requirements of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended must be taken by the Executive. Any decisions relating to planning permission, including S106 requirements are non-executive and fall within the remit of Planning Committee

29. The Executive 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 assessment has been carried out which the Cabinet should take account of in its deliberations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Capital Governance Process

AUDIT TRAIL

This section must be included in all reports.

Executive Member	Councillor Sam Foster, Executive Member for Finance and General Purposes	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Geraldine Chadwick Assistant Director of Corporate Finance.	
Version	Final	
Dated	9/7/2026	
Key Decision?	Non-Key	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	Yes	Yes
Strategic Director of Resources	Not applicable	Not applicable
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		9 July 2026

Appendix A

General Fund Capital Programme Governance Arrangements

Background

Each year, council assembly agrees an annual capital strategy which provides the policy framework for the development, management and monitoring of capital investment. The strategy focuses on the core principles that underpin the council's capital programme; its short, medium and long-term objectives; the key issues and risks that will impact the delivery of the programme and the governance framework required to ensure the capital programme is delivered, providing value for money for residents of Southwark.

Capital Strategy

The capital strategy sets out the core principles that underpin the capital programme which are summarised below:

Core principles

- Capital investment decisions reflect the aspirations and priorities of the council and supporting strategies

- Schemes to be added to the capital programme will be subject to a gateway process, prioritised according to availability of resources and scheme specific funding, council priorities and commitments and factors such as legal obligations, health and safety considerations and the longer term impact on the council's financial position

- The cost of financing capital schemes, net of revenue benefits, are profiled over the lifetime of each scheme and incorporated into the annual policy and resources strategy and budget

- Commissioning and procuring for capital schemes will comply with the requirements set out in legislation, the council's constitution, financial regulations and contract standing orders.

Capital

New capital bids

- An overall funding envelope - the affordability criteria - will be determined by the estimated capital funding available, which is within a predetermined and prudent limit on borrowing

- Each capital bid will require a business case

- A newly established capital board will review the capital bids for compliance with the assessment principles and recommend those that can be funded within the pre-defined funding envelope, for Executive approval

Variations and virements

Variations to an agreed project (already included in the capital programme) need to follow the council's gateway process. Variations that change the project due to a policy change, change in specification or an enhancement to the original programme are considered to be new capital bids.

Variations and virements that occur due to overspends and/or unforeseen costs to the original project plan are not subject to the bidding process but should be reported through the capital monitoring process to Executive.

Capital investment decisions

The application and planning for capital expenditure obligations and objectives should be considered over short, medium and long-term time horizons. Long term forecasting is critical to informing strategic plans taking account of the sustainability and affordability of existing and planned investment, which will need to be repaid over future periods.

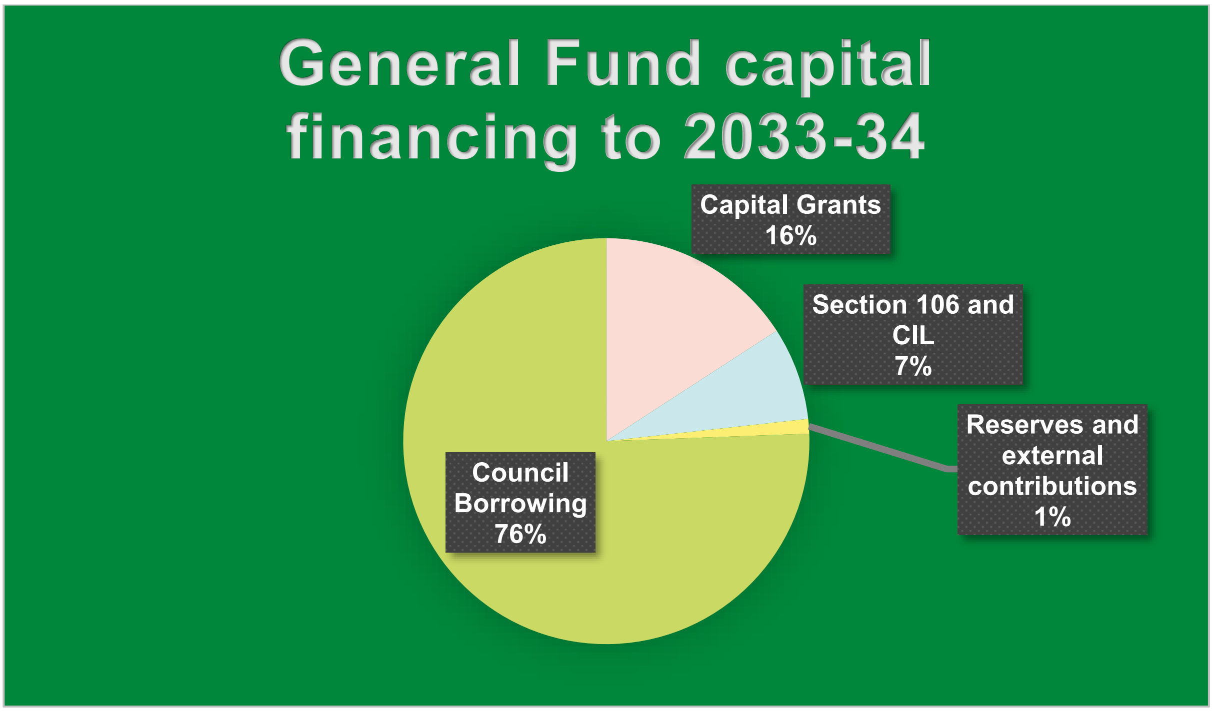
Capital investment plans are driven by the council's priorities

In addition to the investment in planned projects to meet the ambitions of the council plan, there will be other capital projects that will need to be undertaken due to statutory requirements, health and safety compliance as well as the need to maintain existing assets.

Capital financing

General Fund (GF) capital projects are financed by:

- Council borrowing (76%)
- Capital Grants (16%)
- Section 106 and CIL contributions (7%)
- External contributions and capital reserves (1%)



Council borrowing is the largest source of financing the capital programme, with the cost of borrowing financed by the general fund revenue budget. To ensure that the capital programme remains affordable any new capital bids will need to comply with this capital governance process.

Under new accounting regulations (IFRS 16) any asset leased for more than one year is classed as a finance lease and therefore a form of capital expenditure. There may be cases where the procurement of assets such as buildings, vehicles or equipment for long term use where leasing maybe favoured instead of outright purchase. In these cases the same governance processes will apply for leasing of the asset

The bidding process

New capital bids from council departments will require a business case which is signed by strategic directors and the lead Executive member. The business case will set out:-

- A brief background to the proposed project
- The reasons why the project is a council priority
- Compliance with council's procurement process
- The expected yearly capital costs
- The estimated full capital costs
- Any revenue implications arising from the project
- The length of the project to completion

A sub-group of the Corporate Management Team (CMT) will form a newly established Capital Board, which will review both the business case for each capital bid and the affordability within the agreed overall funding envelope. If the total capital bids exceed the overall funding envelope then the projects will be prioritised.

The Strategic Director of Finance, the Director of Corporate Finance, the Leader of the Council and the Executive Member for Finance and General Purposes will decide on the final capital projects to be submitted for Executive approval.

Affordability

An annual funding envelope will be set based on:-

- Prudent levels of borrowing, taking into account
    - prevailing interest rates
    - affordability of financing costs to the General Fund budget
    - the level of MRP chargeable to the GF
- Availability of other funding sources including;
    - Reserves
    - External Contributions
    - S.106 and CIL
    - Capital Grants

Prioritising capital projects

Schemes to be added to the capital programme will be prioritised according to availability of resources and scheme specific funding, council priorities and commitments and factors such as legal obligations, health and safety considerations and the longer term impact on the council's financial position. All proposed capital projects must comply with the requirements set out in legislation, the council's constitution, financial regulations and contract standing orders.

New capital projects will be considered on the basis of:-

- Statutory requirements
- Health and safety considerations
- Alignment to the council priorities
- Maintaining current assets
- 'Invest to Save' – projects that will bring in future net revenue income to the council
- Projects where there would be a significant cost to not going ahead or significant reputational risk of not going ahead
- Funding source (impact on the council's finance)

Templates

The templates can be accessed on the Intranet and comprise of:

- Business case template (Word)
- Business case template (Excel)

The business case template has to be signed off by the Strategic Director and this sign off provides assurance that

- the governance arrangements are in place in manage the projects;
- managers have the appropriate and up to date skills, including Continuous Professional Development (CPD) training and qualifications to manage the capital project

Timelines

The Capital Board will review the capital bids in July and October. The deadlines are set out in the table below

Activity	Responsible	July 2026 Capital Bids	October 2026 Capital bids	March 2027 Draft timetable
Capital projects prioritised to deliver council priorities	Members	June 2026	September 2026	*February 2027*
Business case signed by Strategic Director and lead Executive Member and returned to corporate finance	Department	7 July 2026	28 September 2026	*Start of March 2027*
Collation of capital bids and Capital Board report	Corporate finance	17 July 2026	5 October 2026	*3rd week in March 2027*
Capital Board	Capital Board	tba (end of July 2026)	tba (mid to end October 2026)	*Early April 2027*
Strategic Director Briefing to Executive Member of capital board outcome	Department	27 August 2026	7 December 2026	*Mid May 2027*
Final report to Executive (agenda planning) as appendix to capital monitoring report	Corporate Finance	3 September 2026	14 December 2026	*Early June 2027*
Executive meeting to agree new bids	Executive	15 September 2026	5 January 2027	*June 2027*

Agenda Item 14

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Local Plan Timetable 2026–2029
Executive Member:	Councillor Victor Chamberlain, Deputy Leader and Executive Member for Neighbourhoods, Strategic Planning and Wellbeing
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD COUNCILLOR VICTOR CHAMBERLAIN, DEPUTY LEADER AND EXECUTIVE MEMBER FOR NEIGHBOURHOODS, STRATEGIC PLANNING AND WELLBEING

The Local Plan Timetable is the key, statutory, first step in the creation of Southwark's new local plan. As outlined in the report the current Local Plan timetable was adopted in January 2026, in line with the planning regulations in place at the time and now needs to be updated to reflect changes in legislation.

The updated Local Plan Timetable highlights the key milestones and consultation stages for the review of the Southwark Plan over the next 3 years. It will be the intention of this joint administration that the Southwark Plan review will ensure that land use in the borough visibly delivers on the Council's priorities for genuinely affordable housing, community safety, thriving high streets, community infrastructure, climate mitigation and green spaces.

RECOMMENDATION

Recommendation for the Executive

1. That Executive note the commencement of a full review of the Southwark Plan, called the Southwark Plan 2045, under the new plan-making system set out in the Town and Country Planning (Local Planning) (England) Regulations 2026 which came into effect on 25 March 2026.

2. That Executive agree that formal Notice for the commencement of the Local Plan is given in accordance with Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2026.

3. That Executive adopt the Local Plan timetable (LPT) in Appendix 1 as required by section 15B of the Planning and Compulsory Purchase Act 2004. This includes consultation periods in line with the 2026 Planning Regulations and guidance.

4. That Executive agree to delegated approval for further updates to be made to the Local Plan timetable by the Director of Planning and Growth, in line with the requirements of new planning guidance and the Government's accelerated plan-making process.

REASONS FOR RECOMMENDATIONS

5. The Local Plan timetable is a statutory document required to set out the process of local plan-making. The current Local Plan timetable was adopted in January 2026, in line with the planning regulations in place at that time (the Town and Country Planning (Local Planning) (England) Regulations 2012).

6. New legislation and Planning Regulations (Town and Country Planning (Local Planning) (England) Regulations 2026) concerning Local plan-making has replaced these Regulations. All local authorities preparing to start a new Local Plan must now adhere to the 2026 Regulations.

7. The Regulations include the requirement to prepare a new Local Plan timetable (Regulation 4), a statutory Notice of intention to commence plan-making (Regulation 19) (Appendix 2), a new stage of scoping consultation (Regulation 20) and a revised 30-month timeframe for plan-making.

8. This has created the need for an updated Local Plan timetable (Appendix 1). The timetable is a live document which must be updated regularly, reflecting the accelerated pace of plan-making and emphasis on up-to-date evidence, prepared within a 2-year window. Regulation 15B (2) of the Planning and Compulsory Purchase Act 2004 also specifies the details that Local Plan timetables must include, also set out in Appendix 1.

9. Delegated authority is sought from Executive to enable the Director of Planning and Growth to approve future updates to the Local Plan timetable. This will allow the council to comply with the plan-making Regulations.

10. The new Local Plan timetable reflects the requirement for a full review of the Southwark Plan under the new planning systems. This is in line with the National Planning Policy Framework (NPPF) requirement for a five-yearly review.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

11. No reasonable alternative option has been considered. If Local planning authorities do not adhere to the new plan-making requirement, Government or Mayoral intervention may be actioned. The adoption of a Local Plan timetable (LPT) which complies with the new plan-making system is a statutory requirement. If the council does not comply with that legal requirement, it could be found to be in breach of law.

POST DECISION IMPLEMENTATION

12. Following adoption at Executive, the Local Plan timetable will be published on the council's website with the formal Notice of the intention to commence plan-making. These will both adhere to the new Government digital standards.

13. The timetable provides transparency to the community and other stakeholders concerning the scheduling of key milestones, including when consultation on the draft local Plan Vision and draft Local plan will occur. This is set out in the timetable set in Appendix 1.

BACKGROUND INFORMATION

14. The Local Plan timetable is a statutory requirement, setting out the timetable for the preparation and review of the Southwark Plan and other planning policy documents

15. The new Southwark Plan will be produced within the new, accelerated, 30-month plan-making system. The review of the Southwark Plan will formally commence in February 2027, following the completion of public consultation on the Southwark Plan's scope and the publication of a Gateway 1 self-assessment of readiness for local plan preparation.

16. Prior to this, there is a statutory requirement to give formal notice of the intention to start plan-making and publish a new Local Plan timetable (Appendix 1). This Executive report concerns these two steps, which must be carried out prior to public consultation.

17. Executive approval for the Local Plan Scoping consultation report will be sought in December 2026.

KEY ISSUES FOR CONSIDERATION

Policy framework implications

18. The Local plan timetable shows the timeframe for the review of the Southwark Plan. This is the council's statutory planning policy document, setting out the vision, strategy, policies and site allocations for the borough's future development.

19. It addresses the borough's needs and opportunities for housing, the economy, community facilities, transport, open space and greening, the historic environment and infrastructure. It also supports the council's ambitions for climate action, design and a healthier, inclusive environment. Ensuring that the Southwark Plan is updated to a clear schedule provides a framework for decision-making on planning applications and the delivery of the council's wider objectives.

20. By adopting the Local Plan timetable, the council will ensure that all planning policy documents are prepared in accordance with statutory requirements and are informed by public consultation. Table 1 sets out the key stages in the plan review process.

Table 1: Key Stages of Southwark Plan review

Stages of new Southwark Plan 2045	Date
Adoption of Local Plan timetable Notice of Intention to Commence Plan Preparation	30 July 2026
Statutory scoping consultation start date *(6 weeks)*	18 December 2026
Statutory scoping consultation end date	1 February 2027
Publish Gateway 1 self-assessment summary	2 February 2027
Consultation on proposed Local Plan content and evidence *(statutory minimum 6 weeks)* start date	18 November 2027
Gateway 2 advice sought from Planning Inspectorate (PINS)	28 February 2028
Consultation on Proposed Local Plan *(statutory minimum 8 weeks)* start date	3 August 2028
Consultation on Proposed Local Plan end date	28 September 2028
Gateway 3 advice sought from Planning Inspectorate (PINS)	29 November 2028
Submission of Southwark Plan 2045 for independent examination	1 February 2029
Adoption of Southwark Plan 2045	2 August 2029

21. Evidence base studies are being commissioned to support this process. Adoption of the new Southwark Plan will follow the adoption of the new London Plan.

Consultation and Statement of Community Involvement (SCI)

22. The Levelling-up and Regeneration Act 2023 replaced Part 2 of the Planning and Compulsory Purchase Act 2004, which included the former Section 18 SCI duty.

23. The Town and Country Planning (Local Planning) (England) Regulations 2026 embeds frontloaded consultation (including the new plan scoping stage) as part of three Gateway review stages which relate to plan-making. It also includes new digital consultation requirements.

24. The NPPF (2024, 31) sets out the importance of 'relevant and up to date evidence' to inform policies and justify the plan, reflective of the 2-year plan-making window.

25. To meet the new plan-making timeframe, consultation for the new Local Plan will be carried out in accordance with the minimum timeframes set out in the new 2026 Planning Regulations. These minimum requirements are 21 days for the plan scope consultation (although the council will allow 6 weeks for this stage), 6 weeks for the plan content stage and 8 weeks for the final plan.

26. Consultation and engagement remain central to Southwark's plan-making approach and the same methods set out in the current SCI will be used. Where possible, consultation in an informal manner, following the statutory consultation stages, will be carried out to ensure that communities and stakeholders have sufficient time to engage in the process.

Council priorities

27. By adopting the Local Plan timetable and a framework for the implementation and review of planning policies, the council is helping to deliver on the council's ambitions for the borough. The Local Plan timetable, in setting out the timeframe for the Southwark plan review, supports the provision of decent homes and well-designed neighbourhoods, contributes to a safer and healthier Southwark and access to green spaces, and underpins a strong and fair local economy through sustainable growth and regeneration.

28. It also advances opportunities for residents to stay well and thrive, ensuring that planning policies embed environmental sustainability and climate resilience.

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

Community impact statement

29. The Local Plan timetable itself does not create new policies, but provides the framework and timetable for the preparation and review of planning documents that will deliver positive outcomes for all communities in Southwark.

30. The planning documents programmed in the Local Plan timetable will have a positive impact on the achievement of the council's vision for the borough, set out in Southwark 2030 Strategy and the current Southwark Plan 2022. The Local Plan timetable ensures that the council's planning framework remains responsive to changing needs and opportunities, and that the benefits of growth and development are shared across all communities.

31. The new Southwark Plan will be subject to an Integrated Impact Assessment. This will include a sustainability appraisal and health impact assessment which assesses social, economic, environmental and health impacts. An Equalities impact and needs assessment (EINA) will also be carried out to ensure that the needs of residents are considered and that the council's approach to equality, diversity and inclusion is embedded in the plan-making process.

32. The council is committed to meeting the requirements of the Statement of Community Involvement, ensuring meaningful public participation in the preparation of all planning documents. This includes publishing consultation plans and consultation reports, using a range of consultation and engagement methods which provide opportunities for residents, businesses and stakeholders to shape the future of the borough.

Equalities (including socio-economic) impact statement

33. The Public Sector Equality Duty (PSED) contained in Section 149 (1) of the Equality Act 2010 (“the Act”) imposes a duty on public authorities to have, in the exercise of their functions, due regard to three “needs” which are central to the aims of the Act.

a) The need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act

b) The need to advance equality of opportunity between persons sharing a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

c) The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to tackle prejudice and promote understanding.

34. The purpose of the Local Plan timetable is to set out the planning documents in the borough. The production of these documents will ensure that community and equalities impacts are taken into account.

35. The methods of consultation and engagement used as part of the production of the Southwark Plan will follow the approach set out in the Council’s Statement of Community Involvement. Additional early engagement will be carried out, with emphasis on engaging hard to reach groups.

Health impact statement

36. By setting a clear timetable for the preparation of planning documents which set the framework for the borough’s growth, the Local Plan timetable will have an indirect neutral to positive impact on the health and wellbeing of Southwark’s residents. The Local Plan timetable supports the preparation of planning documents that include targeted measures to address environmental health concerns, such as managing overheating in homes, improving energy efficiency and air quality and protecting and maintaining green infrastructure and open spaces.

37. These interventions support a healthier environment which will contribute to both physical and mental wellbeing. In doing so, the LPT supports the Southwark 2030 Strategy's ambition to create a clean, green, and healthy borough, ensuring that residents can live well in safe and sustainable environments.

Climate change implications

38. The Council has declared a Climate Emergency with an ambition to do all we can to make the borough carbon-neutral by 2030. This is supported by the Climate Change Strategy and Southwark's Climate Change Action Plan (2025) which will deliver the goals of the council's Southwark 2030 Strategy.

39. Planning applications are required to meet the policy requirements set out in the Local Plan. The Local Plan timetable supports climate change mitigation, sustainability standards and environmental protection by ensuring that the review and preparation of planning documents, including the new Southwark Plan, are programmed and delivered in a timely manner.

Resource implications

40. There are no additional resource implications arising from the Local Plan timetable. Staffing and any other resources related to the Local Plan timetable are be contained within existing departmental capacity.

Legal implications

41. Section 15 of the Planning and Compulsory Purchase Act 2004 requires a local authority to prepare and maintain a Local Plan timetable, identifying the documents to be prepared, their subject matter, and the timetable for their preparation and revision. The Local Plan timetable is not subject to public consultation. Instead, it is presented to Executive for approval and, once agreed, will be published online in accordance with statutory requirements.

42. The Town and Country Planning (Local Planning) (England) Regulations 2026 require that the Local Plan timetable is made publicly available after adoption. There is no requirement for independent examination or formal consultation on the Local plan timetable itself, although all development plan documents prepared under the Local Plan timetable will be subject to statutory consultation and engagement as appropriate.

Financial implications

43. There are no immediate financial implications arising from the Local Plan timetable. Staffing and any other costs connected to the Local Plan timetable are to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance – Resources (KD – 01/05/2026)

44. The Executive has authority to decide on the adoption of the proposed Local Plan timetable under Part 3C of the Constitution paragraph 20 of the Southwark constitution. Southwark Council, acting as the local planning authority, must prepare and maintain a Local Plan timetable as a requirement of section 15B of the Planning and Compulsory Purchase Act 2004. The Act and the Town and Country Planning (Local Planning) (England) Regulations 2026 specify what content the local plan timetable must have in terms of dates and milestones.

45. The Executive will need to ensure that the public sector equality duty in section 149 Equality Act 2010 is considered i.e. 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. Reference is made to this in the “Community, equalities (including socio-economic) and health impacts” section above which Executive should take account of in its deliberation.

46. The Human Rights Act 1998 imposes a duty on the council as a public authority to apply the European Convention on Human Rights; as a result the Council must not act in a way which is incompatible with these rights. The adoption of the proposed Local Plan timetable and other recommendations in this report are not anticipated to breach any of the provisions of the Human Rights Act 1998.

47. Council Assembly on 14 July 2021 approved a change to the council’s Constitution to confirm that all decisions made by the council will consider the climate and equality (including socio-economic disadvantage and health inequality) consequences of taking that decision. This has been considered above.

Strategic Director of Resources (FIN26 – 06)

48. This report seeks Executive approval to formally adopt the Local Plan timetable.

49. The strategic director of resources notes that there are no direct financial implications arising from this report.

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

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The Southwark Plan 2022	Planning Policy 160 Tooley Street London SE1P 5LX	Planning Policy team planningpolicy@southwark.gov.uk
Link: https://www.southwark.gov.uk/planning-environment-and-building-control/planning/planning-policy-and-guidance/southwark-plan-2022		

APPENDICES

No.	Title
Appendix 1	Local Plan timetable (to be published online)
Appendix 2	Notice of Commencement to start plan-making (to be published online)

AUDIT TRAIL

Executive Member	Councillor Victor Chamberlain, Executive Member for Neighbourhoods, Strategic Planning and Wellbeing	
Lead Officer	Juliet Seymour, Assistant Director of Policy, Building Control and the Historic Environment	
Report Author	Charlotte Brooks-Lawrie, Head of Planning Policy and Monitoring Innovation.	
Version	Final	
Dated	8 July 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance, Resources	Yes	Yes
Strategic Director, Resources	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		8 July 2026

APPENDIX 1 – Southwark Plan 2045 (Local Plan) timetable

	'Getting Ready' Stage							Months 1 to 23: Prepare the Plan																							Months 24 to 29: submit your plan for examination						Months 30 to 31: adopt plan and publish policies map	
Local Plan Timetable	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29
Southwark Local Plan 2045																																						
Notice of Intention to Commence Plan Preparation (min 4 months before GW1)	■																																					
Statutory consultation on the Scope of the Local Plan (6 weeks)						■	■																															
Publish Gateway 1 self-assessment summary								■																														
Consultation on Local Plan content and evidence (minimum 6 weeks)																	■	■																				
Observations and advice sought for Gateway 2 from Planning Inspectorate																				■	■																	
Consultation on proposed Local Plan (minimum 8 weeks)																										■	■											
Observations and advice sought for Gateway 3 from Planning Inspectorate																													■	■								
Submission of Southwark Plan 2045 for independent examination																																■	■	■	■	■		
Publication of examination recommendations																																				■		
Adoption of Southwark Plan 2045																																						■

Stage / Task	Date
Adoption of Local Plan timetable Notice of Intention to Commence Plan Preparation	**30-Jul-26**
Statutory scoping consultation start date (6 weeks)	**18-Dec-26**
Statutory scoping consultation end date	**01-Feb-27**
Publish Gateway 1 self-assessment summary	**02-Feb-27**
Consultation on proposed Local Plan content and evidence (statutory minimum 6 weeks) start date	**18-Nov-27**
Consultation on proposed Local Plan content and evidence end date	**06-Jan-27**
Gateway 2 advice sought - start (4-6 week process)	**28-Feb-28**
Consultation on Proposed Local Plan (statutory minimum 8 weeks) start date	**03-Aug-28**
Consultation on Proposed Local Plan end date	**28-Sep-28**
Gateway 3 advice sought - start (4-6 week process)	**29-Nov-28**
Submission of Southwark Plan 2045 for independent examination	**01-Feb-29**
Adoption of Southwark Plan 2045	**02-Aug-29**

Requirements 15B of the Planning and Compulsory Purchase Act (PCPA) 2004

The following section demonstrates how the Southwark Local Plan timetable meets the requirements of Regulation 15B(2) of the PCPA 2004.

The Southwark Plan 2045 is the council's statutory development plan document. It sets out the vision, strategy, planning policies and site allocations for the borough and is not a 'joint plan' with another local authority. The matters which the Local Plan will deal with include housing, environmental policies (including open space, flood risk management and biodiversity), infrastructure delivery, design, heritage and conservation S106 contributions, jobs and growth, site allocations and other land use allocations.

The geographical area to which the plan relates is shown in Figure 1 (Appendix 2).

A decision on whether Supplementary Plans will be produced will be made during the Local Plan process. This will be included in a future update to this Local Plan timetable.

Compliance with the requirement in section 15F(1) in relation to design codes will be met as part of the Local Plan process. This requires Local Plans to develop high-level coding parameters to ensure design quality

APPENDIX 2 – Notice of Commencement to start plan-making

London Borough of Southwark

Notice of Intention to Commence Preparation of a Local Plan

Southwark Plan 2045

Notice published: 30 July 2026

In accordance with Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2026, the London Borough of Southwark hereby gives notice of its intention to commence preparation of a new Local Plan.

The Local Plan to which this notice relates shall be referred to as the Southwark Plan 2045.

The Southwark Plan 2045 will apply to the administrative area of the London Borough of Southwark, identified by the Office for National Statistics geographical code E09000028.

A map showing the extent of the administrative area to which the Southwark Plan 2045 will apply is provided in Figure 1.

The Local Plan Timetable for preparation of the Southwark Plan 2045 was published on 30 July 2026 and is available to view on the Council's website at:

[LINK TO LOCAL PLAN TIMETABLE WEBPAGE]

The Council expects to publish its Gateway 1 self-assessment summary by 1 February 2027.

The statutory 30-month Local Plan preparation period will commence upon passing through Gateway 1 in accordance with Regulation 21 of the *Town and Country Planning (Local Planning) (England) Regulations 2026*.

Figure 1: Administrative Boundary of the London Borough of Southwark (ONS Code: E09000028)

Agenda Item 15

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Appointments to Outside Bodies 2026-27
Executive 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 Executive consider and agree appointments to the outside bodies listed in Appendix A of the report for the 2026-27 municipal year.

REASONS FOR RECOMMENDATIONS

2. To secure appointments to outside bodies for 2026-27 municipal year.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. Not applicable.

POST DECISION IMPLEMENTATION

4. As set out.

Key Activity	Target completion date
Inform outside bodies and councillors of agreed appointments	1 August 2026

BACKGROUND INFORMATION

5. Each year the council makes appointments/nominates individuals to outside bodies.

6. Details of all the nominations received for the bodies listed in Appendix A will be published in advance of the Executive meeting on 20 July 2026.

KEY ISSUES FOR CONSIDERATION

Appointments to outside bodies

7. It is for the executive to affiliate to and appoint representatives to outside bodies where such appointments are a function of the Executive.

8. Attached as Appendix A is a list of the outside bodies the executive are being recommended to consider appointing to for the 2026-27 municipal year.

Policy framework implications

9. This is an annual process in line with the matters reserved for Executive decision making.

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

Community impact statement

10. The council is being invited to make nominations to various outside bodies. The nominations process has no direct impact on the community.

Equalities (including socio-economic) impact statement

11. There are no specific implications arising.

Health impact statement

12. There are no specific implications arising.

Climate change implications

13. There are no specific implications arising.

Legal implications

14. 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

15. The business group manager and political group whips have been consulted on the issues contained in the report and have been invited to submit nominations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Appointments to outside bodies 2026-27

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	2 June 2026	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	No	No
Strategic Director of Resources	No	No
Date final report sent to Constitutional Team		Not applicable

APPENDIX A

APPOINTMENTS TO OUTSIDE BODIES 2026-27

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
Better Bankside Board	To improve the quality of the Bankside environment, further develop the potential draw of the area, increase the sense of security and ensure that better and sustainable maintenance and management arrangements are put in place.	2	Cllr Rachel Bentley (LD) Cllr Hellen Benavides (LD)	Councillor (usually a Executive Member) or officer.
Blue Bermondsey BID Board	To help tackle street crime and anti-social behaviour. To offer access to free recycling services to local businesses. To engage the local community to report on areas of grime to ensure streets stay clean. To work with local business support organisations to try and get local people into jobs. To work with local schools to get	1	Cllr Andy Bates (LAB) Cllr Rachel Bentley (LD)	Councillor (usually a ward Councillor).

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	young people involved in apprenticeships and works schemes.			
Board of Southwark College Corporation	The college offers a range of provision including short courses, higher education and apprenticeships. The governance of the college is headed by a Corporation Board.	1	Cllr Rebecca Corn (GRN)	Executive Member
Central London Forward	To provide a cross-sector ‘voice for central London’. It operates at a strategic level, seeking to influence policy makers on matters of mutual interest to the communities and businesses of central London.	1	Cllr James McAsh (GRN)	Must be the Leader of the Council
Central London Forward (Employment and Skills Board)	The Employment and Skills Board brings together some Leaders, executive members and senior officers from across CLF member authorities, along with other key stakeholders such as GLA and FE providers to discuss employment and skills priorities for central London.	1	Cllr Rachel Bentley (LD)	Councillor (preferably the lead Executive Member).

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
Centre for Literacy in Primary Education	Professional development and family learning centre. Provides a range of education support, advisory and direct delivery services to schools and families throughout Southwark.	1	Cllr Rebecca Corn (GRN)	Councillor (preferably the lead Executive Member)
Cross River Board	To deliver cross-borough regeneration initiatives north and south of the River Thames in the London Boroughs of Southwark and Lambeth, the Corporation of London and the City of Westminster.	1	Cllr Eloise Waldon-Day (GRN)	Councillor (preferably the Leader or Executive Member with responsibility for regeneration).
Guys and St Thomas NHS Foundation (Council of Governors)	To advise the trust on how it carries out its work so that it is consistent with the needs of the members and wider community. The governors: • help the trust to carry out its duties in ways that meet with NHS values and the terms agreed with Monitor, the independent regulator for NHS Foundation Trusts	1	Cllr David Noakes (LD)	Councillor

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	• advise the trust on its longer term strategy • provide advice and support to the Board of Directors, who are responsible for the overall management of the trust.			
Kings College Hospital NHS (Council of Governors)	Their vision is to become a fundamentally new kind of hospital built around patient need, offering patients the highest quality of care, and to deliver this as part of a joined-up and well-managed healthcare system, built in partnership with GPs and other healthcare providers.	1	Cllr Colin Boyle (GRN)	Councillor
London Bridge Improvement District BID	The BID works with partners and 350+ business members, with a vision to make London Bridge one of the most sustainable, culturally innovative and compelling places for business and tourism in the world to create: • A Great Place to Work and Visit • An Environmentally Focused	1	Cllr Rachel Bentley (LD)	Councillor (preferably the lead Executive Member)

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Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	Business District • A Thriving Community.			
London Road Safety Council (LRSC)	To reduce the number of road accident casualties within Greater London and provide a means of communication relating to road accident prevention between London local authorities, central government and other organisations.	2	Cllr James McAsh (GRN) Cllr Richard Livingstone (LAB)	Councillors Up to two elected Members and an officer from road safety education.
London Youth Games Limited	The London Youth Games Limited organise the annual London Youth Games on behalf of the London boroughs. It is a non-profit making company owned and guaranteed by the London boroughs and the City of London Corporation.	1	Cllr Vanessa Threadgold (GRN)	Councillors (preferably the lead Executive Member as representative and Councillor as deputy).
Mountview	Mountview is a world-leading drama school that offers professional vocational training in performance and production arts to over 500 Foundation, Undergraduate and Postgraduate students. In 2018 Mountview moved into a purpose-built facility in Peckham that	1	Cllr Sabina Emmauel (LAB) Cllr Janice White (GRN)	Ward councillor

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	comprises two theatres, 23 acting and dancing studios, TV and radio suites, practice rooms, meeting rooms and café / bars.			
Newable Limited (formerly Greater London Enterprise Limited)	To assist, promote, encourage and secure the physical and economic development and regeneration of the whole or any part of Greater London.	1	Cllr Rachel Bentley (LD)	Does not have to be a councillor
North Southwark Environment Trust	The preservation and conservation of the environment for the benefit of the public, including the promotion of energy efficiency and efficient methods of disposing of waste. The provision of facilities for education, recreation or other leisure time occupation, in the interests of improving the conditions of life of the inhabitants covered by the area of benefit.	1	Cllr David Noakes (LD)	Does not have to be a councillor. The area of benefit covered by the trust is north of the roads known as Camberwell New Road, Camberwell Church Street, Peckham Road, Peckham High Street and Queens Road.

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
Oru Space (20-22 Lordship Lane) Steering Group	To provide high-level oversight of Oru Space (Co-work space & Wellness Hub) and delivery against SLA aims and outputs, including business support and community events use. Attendance at and input to Steering Group meetings. Quarterly meetings.	1 to 2	Cllr Sam Foster (GRN) Cllr Eloise Waldon-Day (GRN)	Councillor(s)
Peckham Levels Steering Group	To provide high-level oversight of Peckham Levels (cultural event space, workspace and creative studios) and delivery against SLA aims and outputs, including oversight of community use of event space, community resource scheme and community investment fund, lettings and supported space.	1 to 2	Cllr Sam Foster (GRN) Cllr Reggie Popoola (GRN)	Councillor(s)
Potters Fields Park Management Trust	Potters Fields Park Management Trust leases the park for events, functions and other activities in order to provide funds for maintenance, and to develop programmes which educate and	2	Cllr Vanessa Threadgold (GRN) Aled Richards, Strategic Director of Environment, Suitability and Leisure	Does not have to be a Councillor. However, usually a Councillor and the second appointment

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	engage with the community.			the Strategic Director, Environment. Sustainability and Leisure or their representative.
SC1 Partnership Board	To oversee implementation and delivery of SC1 Strategy, ensuring social, economic and health benefits for Southwark residents.	2	Cllr Rachel Bentley (LD) Cllr Victor Chamberlain (LD)	Councillor (Executive Member)
Shared ICT Services Joint Committee	• Oversee implementation and delivery of the shared ICT service • Sets key strategic direction and associated activities • Act as arbiter where there is a conflict in either direction or priority of each council • Those matters for which is identified as responsible for under the Inter-Authority Agreement for the three way shared ICT service.	2	Cllr Colin Boyle (GRN) Cllr David Watson (LD)	Councillors (usually the lead Executive Member/s but not a requirement).

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
South Bank and Waterloo Partnership (previously South Bank Partnership)	Engagement with South Bank employers groups, local MPs and community organisations in North Lambeth and Southwark (Bankside).	4	Cllr Rachel Bentley (LD) Cllr Hellen Benavides (LD) Cllr Victor Chamberlain (LD) Cllr David Watson (LD)	Councillors (lead Executive Member and Ward Councillors).
South Bank Business Improvement District Ltd	The South Bank BID Board consists of representatives of local organisations and employers within the South Band area. The board represents the interests of over 160 organisations within the South Bank BID and aims to improve the quality of the area to make South Bank one of the prime areas in the country in which to do business.	2	Cllr Hellen Benavides (LD) Cllr Rachel Bentley (LD)	Councillors (lead Executive Member and Ward Councillors)
South London Gallery Trustee Limited	To act as trustees and director of South London Gallery Trustee Ltd (the sole trustee of the South London Fine Art Gallery and Library Trust), which operates the South	2	Cllr Callum Fowler (GRN) Cllr Rachael Penny (GRN)	Councillors

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	London Gallery as a public contemporary art gallery. Southwark Council is a major funder of the gallery but trustees must act solely in the best interests of the charity and are responsible for controlling the management and administration of the charity in line with the governing document.			
South London and Maudsley (SLaM) NHS Trust Members Council	To support the board of directors in setting the longer-term vision for the trust and to influence proposals to make changes to services and to act in a way that is consistent with NHS principles and values and the terms of the trust's authorisation.	1	Cllr Dean Peters (GRN)	Councillor
Southwark and Lambeth Archaeological Excavation committee (SLAEC)	SLAEC is an advisory body established to promote archaeological work in Southwark and to advance the knowledge of the history of Southwark and Lambeth by archaeological investigation.	1	Raymond Whitaker	Councillor representative and one deputy (who does not need to be Councillor)

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
Southwark Construction Skills Centre (“the Centre”)	To work together in the delivery of the Southwark Construction Skills Centre ("the Centre"). • Establish a centre of construction training excellence for the local construction industry • Deliver high quality construction skills training • Inspire local school age children to pursue a career in the construction industry • Provide pathways into employment in the construction industry for local people, by increasing the employment and training opportunities in the sector for the borough’s residents, as well as helping the local construction industry meet their skills needs • Provide a visible ‘front door’ to enable local people to find new skills and employment opportunities within the construction sector.	1	Cllr Rachel Bentley (LD)	Councillor (Executive Member or Deputy Executive Member).

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
Southwark Twinning Association	To be a representative of the council on their committee to help drive forward the activities of the association. Meetings will be monthly. The role of "Southwark Twinning Association" will provide strategic direction and leadership to foster meaningful partnerships between Southwark Municipality and international municipalities to promote social, cultural, and economic exchanges. The initiative seeks to facilitate interactions among youth, students, and older members of the community to share experiences, skills, and resources.	1	Cllr James McAsh (GRN)	Councillor
Safer Neighbourhood Board (Southwark)	The role and purpose of the Safer Neighbourhood Board is: to ensure communities are more closely involved in crime reduction and prevention; to have a broad remit to reflect M.O.P.A.C's (Mayor Office for Policing and Crime) broader	1	Cllr David Watson (LD)	Councillor (Executive Member with responsibility for community safety)

Name	Purpose	No. of places	Nomination 2026-2027	Notes on Nominee
	responsibilities; to have greater reach in community involvement; to achieve greater coherence between different engagement mechanisms and; to make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.			
WeAreWaterloo BID (Business Improvement District)	To create a safer and more pleasant trading environment for businesses and to promote the area to bring in more visitors, whist maintaining its individuality and unique character.	1	Cllr Lina Maria Usma (LD)	Usually a Ward Councillor (St. George's)
Walworth Group	This group brings together community groups, voluntary organisations, the council, statutory service providers, housing associations and other stakeholders that work within Walworth (the three wards of North Walworth, Faraday and Newington).	1	Cllr John Batteson (LAB) Cllr Vanessa Threadgold (GRN)	Councillor (from one of the following wards North Walworth, Faraday and Newington)

Agenda Item 16

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Nominations to Panels, Boards and Forums 2026-27
Executive Member:	Not applicable
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Proper Constitutional Officer

RECOMMENDATIONS

1. That the Executive agrees the allocation of places to the panels, boards and forums set out in Appendix A of the report for the 2026-27 municipal year and nominates Members accordingly.

REASONS FOR RECOMMENDATIONS

2. To secure appointments to panels, boards and forums for 2026-27.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. Not applicable.

POST DECISION IMPLEMENTATION

4. As set out.

Key Activity	Target completion date
Inform panels, forums and councillors of agreed appointments	1 August 2026

BACKGROUND INFORMATION

5. It is for the Executive to agree the allocation of places to panels, boards and forums in connection with the functions that are the responsibility of the Executive.

6. Details of all the nominations received for the panels, boards and forums listed in Appendix A will be published in advance of the Executive meeting on 20 July 2026.

KEY ISSUES FOR CONSIDERATION

Proportionality

7. Appendix A sets out the detail of those, panels, boards and forums for which nominations are required for the 2026-27 municipal year. There is no requirement that appointments to panels, boards and forums are proportionate and in the past, where the allocation of seats has been proportionate, this has been done by local agreement.

8. There is no requirement that a seat allocated to a particular group can only be filled by a member of that group. Therefore, groups have the discretion to allocate seats as they wish, including to a member of another group or an individual councillor.

Establishment of new bodies

9. Members may wish to establish new bodies or recommend that officers look into changing the status of existing bodies. In relation to the creation of new bodies, Members will need to:

   (i) agree new terms of reference
   (ii) agree the membership and allocation of places
   (iii) consider whether to appoint the chair and vice-chair.

Policy framework implications

10. This is an annual process in line with the matters reserved for Executive decision making.

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

Community impact statement

11. The council is being invited to make nominations to various panels, boards and forums. The nominations process has no direct impact on the community.

Equalities (including socio-economic) impact statement

12. There are no specific implications arising.

Health impact statement

13. There are no specific implications arising.

Climate change implications

14. There are no specific implications arising.

Consultation

15. The business group manager, political group whips have been consulted on the issues contained in the report and have been invited to submit nominations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix A	Nominations to Panels, Boards and Forums 2026-27 (To follow)

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services	
Report Author	Paula Thornton, Constitutional Officer	
Version	Draft for agenda planning	
Dated	15 April 2026	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES/EXECUTIVE MEMBER		
Officer Title	**Comments sought**	**Comments included**
Director of Law and Governance	No	No
Strategic Director, of Resources	No	No
Date final report sent to Constitutional Team		N/A

Agenda Item 17

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Motions Referred from Council Assembly – 18 March 2026
Executive 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 executive considers the motions set out in the appendices attached to the report.

BACKGROUND INFORMATION

2. Council assembly at its meeting on 18 March 2026 agreed several motions and these stand referred to the executive for consideration.

3. The executive is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, executive 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 executive.

5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the executive 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.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

7. None in the context of the report

Strategic Director of Resources

8. None in the context of the report

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 18 March 2026, 7.00 pm - Southwark Council		

APPENDICES

Number	Title
Appendix 1	A borough where everyone can succeed
Appendix 2	Tackling antisocial behaviour on Southwark's estates
Appendix 3	Protecting the Freedom Pass for Older Londoners

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional and Member Services		
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer		
Version	Final		
Dated	1 June 2026		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER			
Officer Title		**Comments sought**	**Comments included**
Director of Law and Governance		No	No
Strategic Director of Resources		No	No
Executive Member		No	No
Date final report sent to Constitutional Team			1 June 2026

APPENDIX 1

A borough where everyone can succeed

1. Council Assembly celebrates:

   a) The diversity and vibrancy of our borough, from Peckham's food scene to Dulwich's parks and sports grounds, Bermondsey's estates to Walworth's street markets and Bankside's heritage.

   b) Our amazing, energised local communities.

   c) The small businesses and entrepreneurs that make our town centres thrive.

   d) The teachers, nurses, doctors, firefighters and other key workers who keep our borough running.

   e) Our tireless and hard-working network of voluntary and community organisations.

2. Council Assembly thanks:

   a) The vast network of voluntary and community organisations that help make our borough succeed, including but not limited to:

      i) Community Southwark – who bring our VCS partners together with help and guidance for charities and community groups.

      ii) Spring – the organisation behind Spring Community Hub and The Blue Youth Centre that provide so much for residents in need.

      iii) MyEnds – who work with families of young people affected by and involved in violent crime, alongside Southwark's Violence Reduction Unit, to prevent and stop knife and other violent crime.

      iv) Bede House – who support our entire community with specialist services including assisting people with learning disabilities and our new Women's Safety Alliance.

      v) Our network of Tenants' and Residents' Associations – who work tirelessly to champion our estates and improve people's homes right across our borough.

      vi) The council's Repairs Improvement Board – representing tenants and leaseholders.

      vii) Teachers, school governors and parents – who have helped Southwark Labour get 99% of our schools to be rated Good or Outstanding by Ofsted.

viii) Members of the Policing Oversight Board – who are helping to improve local people's trust in the police by increasing accountability.

ix) 'Friends of' park groups – who nurture and champion our local parks and green spaces, helping maintain them as some of the best parks in the country.

x) The Southwark Pensioners Action Group – who champion the rights of older people right across our borough.

xi) Southwark Law Centre – whose efforts help protect our residents, including asylum seekers and refugees.

xii) Millwall Community Trust – who work with thousands of people in Southwark delivering projects that support initiatives for young people, community engagement, charitable causes, education and life skills, and more.

3. Council Assembly welcomes this Labour administration's:

a) Investment in making Southwark more affordable, including:

i) £99.1 million-worth of council tax cuts for residents struggling to pay their bills, via the Council Tax Reduction Scheme.

ii) The £53 million Cost of Living Fund, helping over 100,000 people with cash payments and targeted support.

iii) Working with the Living Wage Foundation to help over 7,000 people onto a London Living Wage, including Southwark's first 'living wage building' in North Bermondsey.

iv) Campaigning to support eligible older people to claim the Pension Credit they are entitled to.

v) Free Swim and Gym, that helps residents lead healthy, active lives by expanding access to our brilliant leisure centres.

vi) Investing £28.5 million in 2024/25 in more than 400 local organisations that deliver vital services and support, making the council the borough's largest investor in the voluntary and community sector.

b) Work to tackle the housing crisis, including:

i) Building or starting over 3,000 new council homes, with more council homes built in Southwark last year than anywhere else in the country, according to Inside Housing.

ii) Building more social rent homes in the last 5 years than any other London borough, with more social rent homes built in one year than the three Liberal Democrat-run councils in London built together over the previous decade.

iii) Plans to start Southwark's first rent-controlled homes for key workers in London Bridge & West Bermondsey and our first Community Land Trust homes in Peckham – where prices will be tied to local incomes forever.

iv) Expansion of our 'Housing First' programme to support rough sleepers into secure accommodation, with modular housing schemes at Leroy Street and coming forward on the Rochester Estate.

v) A new Temporary Accommodation (TA) Working Group and action to support families in TA with free Wifi and laundry, ensuring no families with children are placed in B&Bs.

vi) £250 million investment in our council homes over three years to make them safer and healthier, improving fire, electrical, gas, lift and water safety, tackling damp and upgrading old and unreliable heating systems.

vii) The new Better Repairs Plan, which establishing neighbourhood repairs teams and making sure repairs are done right the first time, building on successes such as regular Repairs Action Days on estates.

viii) The national-leading *Securing the Future of Council Housing* campaign, with Southwark leading a coalition of over 100 councils on behalf of our residents to fix the broken system and save council housing for future generations.

c) Work to keep our communities safe, including:

i) Setting up the Women's Safety Alliance, our groundbreaking service to help women experiencing domestic abuse and sexual violence, providing safe and accessible spaces at the point of crisis and subsequent integrated support.

ii) Investing £5 million in rolling out new and improved CCTV and an antisocial behaviour taskforce.

iii) Introducing nighttime uniformed wardens to patrol hotspot areas and make our town centres and estates safer, extending the work of our community wardens.

iv) Ramping up fly-tipping enforcement, with new £1,000 fines, to clean up our streets and hold perpetrators to account.

d) Investment in public spaces and services, leading the way when it comes to:

i) Protecting and improving our council-owned libraries and opening two libraries including Una Marson in Faraday.

ii) Bringing our leisure centres back in house so they are owned by our residents, upgrading our leisure centres, opening a brand new leisure centre at Canada Water in Rotherhithe, and new open water swimming in Greenland Dock.

iii) Investing £18 million our parks, making them some of the best in London and retaining all 30 of our Green Flag awards.

iv) Planting nearly 40,000 trees in the last 5 years – including planting the 100,000th tree on council land in St George's.

v) Investing in new playgrounds, with almost £18 million invested in revamping playgrounds including Ellen Brown Adventure Playground, Frederick's Playground, Peckham Rye Adventure Playground and many more, and a further £7.1 million of investment to upgrade 15 parks over the next three years.

vi) Creating cleaner, greener, safer streets that prioritise pedestrians, with over 100 crossings installed since 2022, including Evelina Road in Nunhead & Queen's Road and Lordship Lane in Dulwich Wood.

vii) The Southwark Pioneers Fund, which has provided £2.6m to help new and established local businesses to expand and thrive, including over 900 local entrepreneurs and businesses since launching in 2022 with two-thirds being female-led.

viii) Making affordable and more sustainable travel more accessible: installing over 2.5km of segregated cycle lanes, hundreds more cycle hangars, 1,000 new EV charging points, and investing £10 million with TfL to improve bus journeys.

ix) Clearing up and deterring graffiti in our town centres, by rolling out 'graffiti blitz' teams in problem areas, such as Camberwell Church Street, and expanding to known hotspots such as Rye Lane.

e) Investment in families:

i) Expanding free healthy school meals into secondary schools, providing free school meals in the holidays and rolling out new breakfast clubs, as no child can learn while they're hungry.

ii) Working with our teachers, school governors, parents and communities to improve our schools so now 99% of Southwark schools are rated 'Good' or 'Outstanding' by Ofsted.

iii) Investing in Children & Family Hubs, so every family is within 15 minutes of the support they need.

iv) Opening a brand-new nursing home at Camberwell in May 2022, with state of the art facilities and high-quality care.

v) With the award-winning Appleby Blue almshouse in Bermondsey, with 57 of the best affordable homes for older people in the country.

vi) Rolling out the Residential Care Charter, which has resulted in better quality of care for residential care homes in the borough, and improved working conditions for staff.

vii) Making our streets safer for children, rolling out 32 school streets across the borough to keep kids safe outside schools.

f) Commitment to defending our communities:

i) Achieving Borough of Sanctuary status, rubber-stamping our commitment to welcoming refugees, asylum seekers and migrants.

ii) Establishing Southwark Stands Together to combat racism, discrimination and inequality in our borough, and ensuring that our services and public spaces reflect and respect the diversity that makes Southwark great.

iii) Becoming an Age Friendly Borough, bringing to life our commitment to older residents by embedding age-friendly principles into planning, housing, public realm, health and community services, so that people can age well, stay connected and live independently for longer.

iv) Becoming the first council to incorporate the UN Genocide Convention into the council's investments framework, divesting pension funds away from companies linked to the occupation of Palestine and other conflicts.

4. Council Assembly believes:

a) The next four years will be pivotal for the continued success of our borough.

b) The prospect of the Green Party or Liberal Democrats running the council puts at risk the support for and investment in our diverse communities, whether through a return to Liberal Democrat austerity or the Green's financial incompetence.

c) Only Labour has the experience in protecting and expanding vital services while prudently managing the council's finances.

d) Amidst a housing crisis, only Labour has the track record of building genuinely affordable homes.

e) Liberal Democrat and Green proposals on affordable housing would result in zero social rent homes being built in Southwark.

f) That their plans to block the building of new homes would cut income from taxes on developers, leading to less investment in our local communities.

g) The Liberal Democrats' plans to tackle crime with 'Community Safety Gazebos' and Greens' plans to decriminalise drug abuse on our streets and estates are not serious and will reverse progress made by this Labour administration on tackling crime and antisocial behaviour.

5. Council Assembly resolves to:

a) Call upon cabinet to bring forward a substantial policy programme including a refreshed Borough Plan for the next four years that will include Southwark Labour's plan to create a borough where everyone can succeed:

i) Building genuinely affordable homes
- with 1,500 new social rent homes, one third of which will be council-owned.

ii) Keeping neighbourhoods safe
- by doubling the number of community wardens, meaning tougher enforcement on streets and estates, night and day.

iii) A new youth guarantee
- with opportunities for all young people leaving school while helping residents find a good, well-paid job.

iv) A free culture pass
- breaking down barriers so everyone can enjoy our amazing, diverse nightlife, art, theatre and all the borough has to offer.

v) A council you can trust
- to cherish the things you love most about Southwark, like our parks and libraries, to take your issues seriously and to get it right first time, whether it's housing repairs or fly-tipping.

APPENDIX 2

Tackling antisocial behaviour on Southwark's estates

1. Council Assembly welcomes:

   a. Southwark Labour's £5 million investment in tackling crime and antisocial behaviour (ASB), including £3 million to upgrade CCTV coverage across our borough.

   b. Southwark Labour's investment in uniformed community wardens, with new enforcement powers, to tackle ASB day and night.

   c. This Labour-run council's work with the Metropolitan Police Service to double the number of neighbourhood police officers in Peckham and Walworth town centres.

   d. The work of the Southwark Anti Social Behaviour Unit (SASBU) - coordinating enforcement and prevention across our borough.

   e. Recent walkabouts in ASB hotspot areas in our town centres and on our estates, to keep our neighbourhoods safe.

2. Council Assembly notes with concern:

   a. Green Party proposals which could legalise drugs including crack cocaine, heroin and date-rape drug GHB for recreational use.

   b. The loss of power for community wardens and the police to prevent drug abuse in communal areas on estates and in town centres, should drugs be legalised.

   c. The devastating impact the legalisation of drugs could have on our communities, estates and town centres in Southwark, creating the prospect of open abuse in stairwells, streets and other communal areas.

   d. The potential acceptance of drug abuse in Southwark's estates and in town centres, should the Green Party ever be in power.

3. Council Assembly welcomes:

   a. The Labour Party's zero-tolerance approach to drug dealing and taking on our estates and in other communal areas.

   b. Southwark Labour's promise to double the number of community wardens.

c. This Labour-run council's £1.5 million investment in better street lighting, making streets safer after dark.

d. Labour's investment in security doors on estates including the Brimmington Estate in Nunhead and the St Saviour's Estate in London Bridge & West Bermondsey.

e. The new Resident ASB Partnership (RAP):
   i. Bringing council, police and community services together to tackle ASB on our estates.
   ii. Noting that decisions about estates should be made with our residents rather than for them.
   iii. Further noting the partnership will ensure residents have a say in addressing drug related ASB on their estates and that everyone's input is valued.
   iv. Welcoming the trial of this new approach on the St Saviours, Brimmington and Nelson & Portland estates.

4. Council Assembly also welcomes:

a. The council's increased enforcement measures on fly-tipping, including:
   i. Targeted action across the borough to clean up hotspot areas, introduce preventative "design-out" measures, and deliver tougher enforcement.
   ii. Working with businesses to ensure streets are free of waste.
   iii. Organising visible daily patrols of hotspot areas, with additional environmental enforcement officers and graffiti removal operatives.
   iv. Working with residents in flats above shops to improve waste collection practices and ensure optimal bin infrastructure to help keep waste off our streets.

   v. Using crime tape as a visible warning to potential offenders that fly-tipping is a crime and that the council is cracking down on perpetrators.
   vi. Issuing fixed penalty notices to offenders, with new £1,000 fines.
   vii. Tackling fly-tipping on council estates, collaborating with tenants and residents associations on improved communications and behaviour change, enforcement trials including daily visible patrols, 'crime tape' warning notices and fixed penalty notices for repeat offenders, on 14 estates including Acorn Estate in Nunhead & Queen's Road, Hawkstone Estate in Rotherhithe, Sceaux Gardens Estate in St Giles, and Manor Estate in South Bermondsey.

5. Council Assembly resolves to ask that:

   a. Cabinet use the evidence gained from the council's new estate ASB pilots to tackle ASB right across our borough.

   b. The council moves swiftly to deliver on investment in infrastructure to tackle ASB, such as new security doors.

   c. The council continues to take a zero-tolerance approach to ASB right across our borough, including doubling the number of community wardens, as proposed by Southwark Labour.

   d. Cabinet continue to tackle fly-tipping on estates and in our town centres, taking an evidence-based approach following the council's estate plots.

APPENDIX 3

Protecting the Freedom Pass for Older Londoners

1. Council Assembly notes:

    a. The Freedom Pass enables older residents of pension age and disabled residents to travel for free on public transport across London.

    b. That the Freedom Pass is a vital lifeline for older Londoners, enabling them to travel across the city, see their loved ones, make appointments and access essential services.

    c. The Freedom Pass is funded by every London council.

    d. Local government funding has been slashed by previous Conservative and Liberal Democrat governments, leaving councils to pick up increased costs.

    e. During the Covid-19 pandemic, the Conservative government sought to impose restrictions on the Freedom Pass and attempted to remove free travel for young people through the Zip Oyster card as a condition of funding Transport for London.

    f. The Conservative government did not seek to impose such restrictions on private rail companies in their bailouts but targeted older and younger Londoners.

    g. Southwark is a borough where the majority of residents do not own a car, making affordable public transport essential.

    h. Losing access to the Freedom Pass would hit the poorest Londoners hardest, at a time when finances are stretched more than ever, with the impact of Conservative and Liberal Democrat cost-of-living crisis and austerity still felt.

    i. Despite huge cuts to council finances from the Conservative and Liberal Democrat governments, Southwark Labour has protected concessionary travel in our borough as prices elsewhere became more difficult to afford.

2. Council Assembly also notes:

    a. Southwark Labour has, with the Labour Mayor of London and other Labour councils, consistently made it safer, more affordable and more accessible for people to travel in and around our borough.

    b. This Labour-run council has recently secured £10 million from Transport for London to deliver a Better Bus Partnership, rolling out new, fully electric buses and reducing travel times from

London Bridge to the South Circular, via Elephant, Walworth Road, Camberwell Green, Denmark Hill and Lordship Lane.

c. Southwark Labour used taxes on big developers to fund the Bakerloop Bus – a new express route down the Old Kent Road which is easing congestion, baking regular services quieter and proving the demand for the Bakerloo Line Extension.

3. Council Assembly notes with concern:

   a. That a Liberal Democrat councillor serving on the committee responsible for overseeing the Freedom Pass described the Pass as an “expensive burden”, as reported in the Evening Standard.

   b. The Liberal Democrats’ track record of austerity – with deliberate budget and funding cuts delivered when in government.

   c. That rising living costs mean any restriction to concessionary travel would significantly impact older residents’ independence and wellbeing.

4. Council Assembly welcomes:

   a. The commitment of Southwark Labour and other Labour councils to oppose restrictions to the Freedom Pass scheme.

   b. The leadership of London Councils’ Labour Group in ensuring sustainable funding solutions do not come at the expense of older Londoners.

   c. That the Mayor of London has confirmed his full support for Labour councils working to protect the Freedom Pass and continues to provide the 60+ Oyster card and other concessionary options.

5. Council Assembly resolves to ask that:

   a. Cabinet continues joint work to ensure the Freedom Pass remains fully protected.

   b. Southwark Council actively opposes any proposals that diminish the scope or value of the Freedom Pass.

   c. The Council reaffirms its commitment to keeping costs down for residents, especially older people.

   d. That investment opportunities continue to be sought to improve bus and other public transport, including continuing campaigns to upgrade train stations across Southwark to be fully accessible.

Agenda Item 18

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Report of the Housing Scrutiny Commission: The Council's work with social landlord partners; the Fair Street/Devon Mansions, Canada and Kirby Estates QHIP major works projects; the revised resident engagement strategy; and temporary accommodation in properties awaiting demolition.
Lead Member:	Former Councillor Jason Ochere, Chair, Housing Scrutiny Commission
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

RECOMMENDATIONS

1. That the Executive note the recommendations from the Housing Scrutiny Commission arising from its scrutiny of social landlord communications and performance, Fair Street/Devon Mansions, Canada and Kirby Estates QHIP major works projects, the revised Resident Engagement Strategy and the Council's use of properties awaiting demolition.

2. That the Executive consider the recommendations from the Commission and request that the relevant Executive member report back to the Executive on the recommendations within eight weeks.

BACKGROUND INFORMATION

3. This report covers matters relating to the Housing Scrutiny Commission's work in the 2025 to 2026 municipal year in respect of social landlords, the Fair Street/Devon Mansions, Canada and Kirby Estates QHIP major works projects, the Council's revised resident engagement strategy, and temporary accommodation in properties awaiting demolition.

4. Information in relation to each review, along with recommendations from the Commission, is set out in paragraphs 5 to 16 of the report.

KEY ISSUES FOR CONSIDERATION

REVIEW OF SOCIAL LANDLORD COMMUNICATIONS WITH RESIDENTS AND PARTNERS, AND SOCIAL LANDLORD PERFORMANCE

5. The 4 February 2026 Commission meeting focused on Housing Associations active in the Borough. The Commission heard from the representatives of nine Housing Associations collectively accounting for ~85% of the Housing Association-owned or managed low-cost rental accommodation in Southwark. As well as exploring their performance, the Commission questioned how their work might be supported by the Council, the availability of opportunities for making partnership working more effective and how communications could be developed to share information more effectively between the Council and Housing Associations to improve outcomes for Southwark residents.

6. **Recommendation 1**: That within three months the Executive identify a Single Point of Contact within the Housing Department to collate, develop and share strategic and operational links with social landlords operating in Southwark.

   Rationale: The Commission is collating the elected member email contacts for the Housing Associations which attended its 4 February 2026 meeting and will pass these to the Housing Department. To be sustainable, the Housing Department should own this work. It is also important that contacts and links are built in both directions facilitating Council officers and Councillors to reach Housing Associations but also to make it easier for Housing Association personnel to find and share knowledge with their equivalents within the Council.

7. **Recommendation 2**: That within three months a register of elected member contact email addresses for all Housing Associations managing or owning over 100 properties (i.e. approximately 19 HAs) within Southwark is held by the Housing Department and updated/shared regularly with Councillors via the Member Bulletin and/or other means as appropriate.

   Rationale: Having the appropriate contacts will enable Councillors to support residents living in Housing Association-owned or managed properties and, where necessary, escalate cases.

8. **Recommendation 3**: That the Executive identify further opportunities to promote closer working and sharing of knowledge between the Council's Resident Services Officers and Housing Associations' Estate/Area Managers.

   Rationale: Individual residential blocks in estates and developments often have different owners and managers but their joint public realm is a shared interest where coordinated approaches to dealing with ASB (for example) could help to improve residents' wellbeing.

9. **Recommendation 4**: That the Executive develop networking and knowledge-sharing opportunities between developers and Housing Associations.

   Rationale: Housing Associations could learn about development opportunities more effectively and developers may also be better placed to understand Housing Associations' needs and capacity for investment.

REVIEW OF FAIR STREET/DEVON MANSIONS, CANADA AND KIRBY ESTATES QHIP MAJOR WORKS PROJECTS

10. At its 28 July 2025 meeting, the Housing Scrutiny Commission heard from the public, ward councillors and officers about the QHIP Major Works Projects on the Fair Street/Devon Mansions, Canada and Kirby Estates. Internal management reports as well as external, independent reports all including recommendations were provided to the Commission. The Commission subsequently sent 12 of its own recommendations to Cabinet. These were all agreed by Cabinet on 2 December 2025.

11. On 5 March 2026, the Commission heard from the Cabinet Member for Council Homes and officers about the implementation of the above recommendations. The Commission also received a report and updated Action Plan showing the status of actions implementing recommendations.

12. **Recommendation 5:** That the Executive request legal advice on the possibility of clawing back the costs for work lacking proof of completion on the Canada Estate, Fair Street/Devon Mansions, Kirby Estate, Arica House, Chilton Grove major works projects prior to the technical completion of contracts.

    Rationale: Payments for works which remain incomplete or which were not carried out might – depending on legal advice and eventual, successful action – be repaid to the Council. The Council's levers, legal and non-legal, for regaining such monies are stronger before the technical completion of ongoing contracts.

REVIEW OF THE REVISED RESIDENT ENGAGEMENT STRATEGY

13. At its 14 October 2025 meeting, the Commission discussed the Council's new plan – The Good Landlord Plan – to improve housing services. The plan included steps to improve consultation with residents via the Resident Engagement Strategy. The Commission made suggestions in the meeting which the Cabinet Member for Council Homes agreed to adopt in time for the Resident Engagement Strategy to be updated for consideration at the 2 December Cabinet. The recommendation below presents a longer-term action.

14. **Recommendation 6**: That the Executive use the next revision of the Resident Engagement Strategy (and in any case by January 2027) to provide a more resident-centric illustration of engagement. This would include showing how

the process of engaging – for a resident – differs across types of estate, given their particular histories, stock condition or balance of tenants/leaseholders.

Rationale: Engagement opportunities may be more effective when closely reflecting local characteristics and needs.

THE COUNCIL'S USE OF VOID PROPERTIES AWAITING DEMOLITION

15. At its 5 March meeting, the Commission heard from the Cabinet Member for Council Homes and officers about the Council's work on empty homes and voids and asked questions on these and related issues.

16. **Recommendation 7:** That the Executive explore the mechanisms available to enable properties earmarked for demolition to be let as permanent tenancies when there are substantial delays.

    Rationale: Properties awaiting demolition as part of a regeneration scheme can sometimes be used as temporary accommodation. When very long delays to demolition occur, it may be desirable that the greater security of permanent tenancies is provided.

17. It is for the Executive to decide whether or not to accept a scrutiny commission's recommendations.

18. Overview and Scrutiny Procedure Rule 15.3 requires the Executive to consider and provide a written response to the report within two months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing Scrutiny Commission agenda and minutes 2025-2026		
Link: Browse meetings - Housing Scrutiny Commission - Southwark Council		

APPENDICES

No.	Title
	None

AUDIT TRAIL

Lead Member	Former Councillor Jason Ochere, Chair of Housing Scrutiny Commission
Lead Officer	Everton Roberts, Head of Scrutiny
Report Author	Adam Wood, Scrutiny Officer
Version	Final for agenda planning
Dated	13 May 2026
Key Decision?	No

CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Legal comments	No	No
Strategic Director, Resources	No	No
Executive Member	No	No
Date final report sent to Constitutional Team		1 Julu 2026

Agenda Item 19

Meeting Name:	Executive
Date:	20 July 2026
Report title:	Report of the Environment, Community Safety and Engagement Scrutiny Commission 2025/26: Play-spaces Scrutiny Review Report
Lead Member:	Former Councillor Esme Hicks Chair, Environment, Community Safety and Engagement Scrutiny Commission 2025/26
Ward(s) or groups affected:	All wards
Classification:	Open
Reason for lateness (if applicable):	Not applicable

RECOMMENDATIONS

1. That the Executive notes the recommendations of the former Environment Community Safety and Engagement Scrutiny Commission 2025/6 Play-spaces report, as set out on pages 2-5 of the report.

2. That the Executive considers the recommendations from the Commission and requests that the relevant Executive member reports back to the Executive on the recommendations.

BACKGROUND INFORMATION

3. Play supports children's health, development, wellbeing and rights, while contributing to safer and more cohesive communities.

4. Southwark has strengthened its approach through a borough-wide play audit, new capital investment and the establishment of a cross-departmental Play Working Group.

5. The commission considered a range of evidence, including national and regional experts, officer input, and the youth voice to ensure the findings reflect both professional expertise and lived experience.

6. The Scrutiny Review found significant inequalities in access to high-quality play provision, particularly affecting disabled children, teenagers, and girls and young women, alongside concerns about inconsistent provision across parks and estates.

7. The Commission concludes that Southwark should build on the progress already made by developing a clear, borough-wide Play Strategy that promotes equity, inclusion, safety and participation, secures long-term investment and maintenance, and embeds play across parks, estates, streets and the wider public realm.

KEY ISSUES FOR CONSIDERATION

8. It is for the Executive to decide whether or not to accept the scrutiny commission's recommendations.

9. Overview and scrutiny procedure rule 15.3 requires the Executive to consider and provide a written response to the report within two months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Environment, Community Engagement and Safety Scrutiny Commission agenda and papers 2025/26	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	Play-spaces Scrutiny Review Report

AUDIT TRAIL

Lead Member	Former Councillor Esme Hicks Chair, Environment, Community Safety and Engagement Scrutiny Commission 2025/26
Lead Officer	Everton Roberts, Head of Scrutiny
Report Author	Julie Timbrell, Project Manager, Scrutiny
Version	Final
Dated	30 June 2026
Key Decision?	No

CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	No	No
Strategic Director of Resources	No	No
Executive Member	No	No
Date final report sent to Constitutional Team		30 June 2026

Scrutiny Review Report: Play-spaces

Environment, Community Safety and Engagement Scrutiny Commission

March 2026

Contents

1. Executive Summary

Play is essential social infrastructure that supports children's health, development, wellbeing and rights, and contributes to stronger, safer and more cohesive communities. Southwark has taken important steps to improve its play offer, including a borough-wide audit of play spaces, new capital investment, and the establishment of a cross-departmental Play Working Group.

However, evidence to the Commission demonstrates that access to good-quality play is unequal, particularly for children living in poverty, disabled children, teenagers, and girls and young women. Provision remains inconsistent across parks and housing estates, teenage play is often overlooked or mischaracterised, and safety concerns prevent many young people — especially girls — from using public spaces.

The Commission concludes that Southwark now needs to move forward with a clear, borough-wide Play Strategy that embeds equity, inclusion, safety, participation, and long-term maintenance, and integrates play across parks, estates, streets and the wider public realm.

2. Recommendations

Strategy, Vision and Governance

2.1 The Council should publish a Southwark Play Strategy by 2026, aligned with the London Plan, Play England and the Raising the Nation Play Commission.

2.2 The Play Strategy should set out a clear vision and outcomes framework, anchored in the UN Convention on the Rights of the Child and the STAR framework, covering ages 0–18 and explicitly recognising the importance of teenage play.

2.3 The Council should strengthen governance by evolving the Play Working Group into a Programme Board, chaired at Assistant Director level, with Public Health and Planning Policy as standing members, and London Play, Make Space for Girls and Scope as external advisers.

2.4 The Play Strategy should clearly define its scope, covering parks, housing estates, school grounds (including out-of-hours access), streets and the wider public realm ("play on the way"), skills and staffed Adventure Playgrounds.

Design, Equity, Funding and Maintenance

2.5 The Council should adopt and publish a borough-wide Play Design Standard applying to all new and refurbished play spaces, setting out principles for accessibility, teen-friendly and girl-inclusive design, lighting and wayfinding, sensory play, and a balanced application of Designing Out Crime and CPTED principles.

2.6 The Council should develop a sufficiency and equity plan, using the 2024 play audit and the Open Space Needs Assessment, to target areas of greatest need, including deprivation and obesity clusters, SEND access, and provision for teenagers, girls and young women, with a focus on quality as well as quantity.

2.7 The Council should consider commissioning a borough-level Playces profile, or similar evidence-based play mapping, to support development of the Play Strategy and inform future capital investment decisions. Play England has advised that this can provide a mapped analysis of playground provision, accessibility, deprivation overlays, child population data and distribution patterns, drawing on research with the University of Sheffield; while this would involve a cost, it could provide a robust and consistent evidence base to complement the existing audit and Open Space Needs Assessment.

2.8 The Council should adopt a costed asset lifecycle and funding approach spanning Parks and Housing, identifying diversified funding sources (including CIL, S106, Cleaner Greener Safer, Housing Revenue Account and grants), and embedding long-term maintenance standards to ensure equitable investment between estates and parks.

2.9 The Council should support Play England's lobbying for a statutory Play Sufficiency Duty requiring local authorities to assess and secure adequate play opportunities, *backed by a £125 million annual budget* to restore infrastructure and protect children's rights.

Participation, Engagement, Co-design and Delivery

2.10 The Council should establish a Southwark Children and Young People's Play Panel (ages 11–18), with targeted engagement of girls and disabled children and young people, to inform play, public realm and safety-related decisions.

2.11 The Council should commission three co-design pilot projects (one in a park, one on a housing estate and one street-based), ensuring meaningful involvement of children and young people in shaping play and social spaces.

2.12 The Council should undertake dedicated engagement with teenagers and young women on how play spaces can better support safety, inclusion and belonging, working alongside Community Safety, Parks and Planning teams. Inclusive design and co production are needed to "design in" teenage girls in a way that is obvious for the target users but also other groups who might exclude them from other spaces. Inclusive design elements should include sociable seating, swings for older users, stages/platforms, multiple small spaces, warm lighting, clear wayfinding, and clean facilities.

2.13 The Council should ensure that there are project managers assigned to significant play upgrades and that resident communication on progress takes place.

Streets for People and the Public Realm

2.14 The Council should integrate play more explicitly into Streets for People, including street and estate-based pilots that provide teen-friendly places to rest and play, ball-friendly areas, and "play on the way" principles within public realm design.

2.15 The Council should support a more welcoming approach to informal play by removing or re-thinking "No Ball Games" signage, replacing prohibition with positive, place-appropriate design and signage that directs play to suitable nearby locations.

Adventure Play and Skills

2.16 The Council should reaffirm the importance of Adventure Play and playwork skills, confirm the scope and timetable for renewals at Peckham Rye, Bethwin and Dog Kennel Hill, and clearly articulate the role of Adventure Play in inclusion, managed risk and positive youth engagement within the Play Strategy.

2.17 The Council should recognise enabling play as a shared responsibility, supporting the skills and capacity of those who make play possible — including playworkers, parents, carers, teachers, community leaders and volunteers — while protecting the playwork profession and embedding a culture that values, enables and defends children's right to play.

Culture and Communications

2.18 The Council should launch “Play Southwark” as a public narrative, including play maps, inclusive design exemplars, myth-busting around risk (risk–benefit rather than risk avoidance), and celebration of teenage play, co-designed spaces and good practice, including school-based examples such as Surrey Square.

3. Why Play Matters: Background , Rights, Evidence and Policy Context

Play is fundamental to children’s healthy development and to the wellbeing of communities. Evidence from London Play, Make Space for Girls, Play England and the Raising the Nation Play Commission consistently demonstrates that play is not a luxury or optional extra, but a vital component of childhood, public health and social infrastructure.

Play is defined as activity that is **freely chosen, personally directed and intrinsically motivated**. It supports children’s physical health, emotional resilience, social development, creativity and learning. Research collated by Play England shows that play is central to the development of motor skills, confidence, problem-solving, emotional regulation and social competence. It is also how children form relationships, develop a sense of belonging and learn to navigate risk safely.

The benefits of play extend beyond individual children. London Play’s evidence highlights how play contributes to **thriving, cohesive communities** by animating public space, strengthening social bonds between residents, increasing perceptions of safety, and supporting active travel and use of green space. Informal, everyday play—on streets, estates, and in parks—helps create neighbourhoods that feel welcoming and lived-in, rather than managed or controlled.

The changing landscape of play

Historically, children’s play was a visible and accepted part of everyday life. Children played on streets, in shared spaces, on estates and in local green areas, supported by a network of informal supervision and community tolerance. Alongside this, dedicated play provision—such as playgrounds, adventure playgrounds and youth spaces—was more widespread and better resourced.

Over recent decades, this landscape has deteriorated significantly. Evidence from Play England and the Play Commission documents a **steady erosion of play opportunities**, driven by a combination of structural, cultural and policy factors:

- **Loss of play space**: Both informal spaces (streets, estates, leftover spaces) and formal provision (playgrounds and adventure playgrounds) have been reduced through redevelopment, disinvestment and poor maintenance.
- **Decline in the play workforce**: Cuts to local authority budgets and the removal of national play policy have led to a sharp reduction in playworkers and staffed provision, particularly in disadvantaged areas.
- **Increasing traffic and road danger**: The growth in car ownership and dominance of streets by vehicles has made many neighbourhoods unsafe for independent play, contributing to parental fear and reduced children's freedom.
- **Risk-averse culture**: A shift towards managing perceived risk—rather than balancing risk and benefit—has resulted in restrictive policies, hostile design and informal discouragement of children's presence in public space.

The combined effect is that children today have significantly less freedom to play, roam and socialise independently than previous generations. England now stands in contrast to countries that have taken deliberate policy action to protect play through legislation, planning and investment.

The absence of play has significant consequences. Across England, children's declining access to play is associated with rising childhood obesity, worsening mental health, increasing loneliness and reduced physical activity. These impacts are felt most acutely by children in low income households, those living in overcrowded or temporary accommodation, disabled children, and children from Black and minoritised communities—groups who are least likely to have access to private outdoor space and most reliant on public provision.

Play is also a rights issue. Article 31 of the United Nations Convention on the Rights of the Child (UNCRC) establishes play, rest and leisure as fundamental rights for all children up to the age of 18:

"Every child has the right to relax, play and take part in a wide range of cultural and artistic activities."

This right applies equally to younger children and to adolescents. Evidence from the Play Commission and campaigns such as Make Space for Girls makes clear that teenagers continue to need places and opportunities to play, socialise and spend time in public space. However, provision for adolescents—particularly girls—is often limited, poorly designed, or dominated by a narrow range of facilities that do not reflect diverse interests or needs.

Taken together, the evidence is clear: play is essential infrastructure, underpinning children's health, development and rights, and contributing to safer, healthier and more connected places for everyone.

Recent national work—including the Raising the Nation Play Commission and Play England's 10-year strategy, and London Play's evidence to the commission, frames this as a "policy moment" for renewed leadership, Play Sufficiency duties, backed by adequate funding, and system-wide planning for play.

Primary Schools , such as Surrey Square, are increasingly focusing on supporting play as a key way children learn and thrive.

In London, the London Plan expects boroughs to assess play needs and develop a Play Strategy, embedding play into sustainable, inclusive development.

4. Southwark Play-spaces: Current Practice and Future Direction

Estate and audit: Southwark manages an extensive estate—~60 park play areas and ~204 estate sites—mapped and reviewed via a 2024 light-touch audit.

Findings: 70% of park sites had no major investment in 12+ years; 53% of park sites were not considered accessible; 98–99% of sites sit in areas of deprivation; 62% of council playgrounds are in areas with high childhood obesity.

Investment: A £3m programme (Cabinet, Oct 2024) is funding: an inclusive flagship and 3 major refurbishments (£2m), targeted accessibility upgrades (£500k) and end-of-life risk works (£500k).

Adventure Play: Three council-run adventure playgrounds (Ellen Brown, Mint Street, Peckham Rye) and two voluntary-sector sites (Bethwin, Dog Kennel Hill) provide staffed, inclusive play—particularly important for older children and those with SEND. Ellen Brown's major reinvestment has been highly successful.

Governance: A cross-council Play Working Group meets quarterly to align standards and delivery across Parks, Housing, Planning, Streets for People, and others—an important base to evolve into a formal Programme Board

5. Equity and Accessibility

5.1 Economic inequality and poverty

National mapping shows deprived areas outside London tend to have fewer/smaller/further play spaces; within London, many deprived inner boroughs have better proximity but still face quality and maintenance gaps. Southwark's own data show heavy clustering of sites in deprived areas, but long investment intervals—highlighting the need to treat play as essential infrastructure.

Estate sites are the nearest and most used by low-income families, yet face lower capital investment and maintenance constraints (including contractor capacity and pauses leading to closures). This risks systemic inequity unless borough-wide planning and lifecycle funding are in place.

5.2 Teenagers

Teen play is frequently overlooked or mischaracterised as nuisance. Without targeted provision, young people are pushed to inappropriate or insecure spaces.

A Young Adviser told the Commission that young people feel generally unwelcome in public realm spaces, with no safe alternatives other than restrictive environments like school. The lack of access to positive, accessible environments pushes some young people into more harmful or risky behaviour due to lack of safe places to go.

The Commission found that the loss of youth clubs and lack of safe social spaces contributes to vulnerability and fear (e.g., knife crime).

The Director of Stronger Neighbourhoods told the commission that although he is not aware of specific research on the positive impact of play spaces on community safety there is research showing that youth clubs and sports clubs reduce crime and antisocial behaviour, helping children and young people build confidence, life skills, and develop protective peer networks.

Teen-appropriate, welcoming public realm is preventive infrastructure, not a "nice to have."

5.3 Girls & young women

Make Space for Girls evidence shows male dominance of teen facilities (92% of MUGA users; 84% of skatepark users are boys/young men), while only 31% of young women report regular park use. Girls cite intimidation by groups of boys, poor lighting, lack of exits and absence of staff; only 22% of teenage girls feel parks are safe (vs 89% of professionals who think they are).

The Make Space for Girls research found that teenage girls' feelings about safety and the best way create more inclusive spaces in parks fall into three broad groups: those who believe men and boys are a general threat everywhere; those who feel unsafe because of intimidation or unwelcome behaviour from groups of teenage boys; and those who believe parks can be made safer through practical measures such as more exits, better lighting, visible staff and busyness.

While the first group do not believe design changes will help, the other two groups provide strong evidence that changes to park design and teen play provision can significantly improve safety and inclusion. As a result, the evidence points clearly toward providing different kinds of play spaces specifically designed to welcome teenage girls and young women, rather than relying solely on traditional MUGAs and skateparks.

Key recommendations from the evidence:

- Provide alternatives to skateparks and MUGAs that are specifically designed to be welcoming to teenage girls, young women and gender-diverse young people.
- Take proactive steps to increase the presence of girls and young women in parks, rather than trying to remove or restrict boys, to rebalance who feels a sense of legitimacy using the space.
- Continue to address gender imbalance in MUGAs and skateparks, but recognise that broadening the offer of teen play spaces is the most effective and evidence-supported short-term route.

When girls and gender diverse young people are consulted they propose alternative spaces and these are also popular with boys):

- Swings that are clearly not for young children
- Sociable seating and shelters;
- Things to climb on
- Reading nooks and book exchanges
- Stages/raised platforms
- Spaces for multiple groups so that no single group can take over the teen play space and dominate

Across the findings, the strongest and most consistent evidence supports creating different, more inclusive types of play and social spaces for teenage girls, as this is the approach most likely to improve safety, confidence and participation.

Under the Public Sector Equality Duty, the council has a responsibility to address this disadvantage proactively. Continuing to invest primarily in facilities dominated by boys risks entrenching gender inequality in access to public space.

5.4 Disabled children & young people (SEND)

Scope's Let's Play Fair campaign found only 1 in 10 UK playgrounds are inclusive; 49% of families report access problems; 1 in 10 report injuries due to inaccessible equipment. Southwark's audit shows 53% of park play areas are not accessible.

Inclusion is achieved through whole-site design (paths/surfaces, fencing, sensory play, family toilets), not isolated specialist items—ensuring shared play for disabled and non-disabled children at local, everyday sites.

6. Community Safety (including Designing Out Crime)

Community safety is a critical determinant of whether children and young people — particularly teenagers, girls and young women, and disabled children — feel able to use parks, estates and public spaces for play.

6.1 Safety, perception and lived experience

Evidence to the Commission highlighted a significant gap between professional perceptions of safety and the lived experience of young people. Teenage girls reported feeling unsafe due to intimidation, harassment, poor lighting, lack of clear exits and the absence of staff or trusted adults. A Young Adviser told the Commission that fear of knife crime and a lack of welcoming public spaces mean many young people feel unsafe and unwelcome outside their homes.

Officers acknowledged that incidents affecting play spaces are likely under-reported, particularly by girls and young women, and confirmed that while there is engagement with women through VAWG work and with young people more broadly, there is no dedicated engagement focused specifically on teenage girls' experiences of play spaces.

6.2 Current community safety activity

Current activity includes:

- Environmental safety audits in hotspot areas (addressing lighting, vegetation, visibility and signage)
- Partnership working with police and community safety teams
- Designing-out-crime input to parks, estates and regeneration schemes

However, these interventions tend to impact play spaces indirectly, rather than treating play and teenage social space as a preventative community safety intervention in its own right.

6.3 Designing Out Crime (DOCO) and CPTED

Designing Out Crime Officers (DOCOs) are specialist police officers who advise on the physical design of the built environment to reduce crime and fear of crime, drawing on Crime Prevention Through Environmental Design (CPTED) principles and the Secured by Design framework. Their advice covers issues such as natural surveillance and sightlines, access control and layout, lighting, planting, path hierarchy, and long-term management and maintenance, and they can be commissioned by Southwark services to review planning applications, undertake site audits and support problem-solving, including work to address knife-crime risks through public-realm design.

Members highlighted that this advice can sometimes result in over-restrictive outcomes, citing an example where a picnic table was not recommended due to security concerns, despite its potential to support sociable use of space; officers confirmed that DOCO guidance is advisory rather than determinative and must be balanced with community engagement, good landscape design and the intended social use of space.

Evidence from Make Space for Girls reinforces this balance, showing that sociable, inclusive and well-used spaces — such as seating designed for small groups — are more likely to feel safe, particularly for teenage girls and young women, as busyness, visibility and social legitimacy reduce fear and exclusion when compared with empty or overly controlled environments.

The Commission concludes that welcoming, sociable and well-used spaces are themselves a key safety measure, and that play and teenage social space should be recognised as part of preventative community safety infrastructure.

7. Planning, Regeneration and Policy

7.1 Planning (OSNA & Green Infrastructure)

The Open Space Needs Assessment (OSNA)—a London Plan requirement—will inform the next Southwark Plan review (from 2026) and be commissioned alongside a Green Infrastructure Strategy. Together they will map quality, quantity and accessibility, identify gaps, and frame play as part of an integrated network of green and public realm spaces—health, climate resilience, biodiversity and active travel.

Equality at plan level is critical: design for disability access, teenagers and sex-based differences (girls and young women) should shape spatial policy, not just site-by-site mitigation.

7.2 Regeneration (S106/CIL)

Southwark has delivered substantial on-site play through London Plan S4 / Southwark Plan P15 requirements (10sqm/child) and used CIL to upgrade off-site spaces. However, Scrutiny noted ward disparities in CIL allocation (because of policy constraints) and delivery delays on some schemes—suggesting a need for a more equitable, needs-led approach to allocating planning contributions and for named project managers on all substantial play schemes.

7.3 Delivery, project management and maintenance

Members consistently raised issues of phasing, communications and maintenance.

- Long gaps between early engagement or masterplanning and on the ground delivery
- Residents' frustration when expectations are raised but funding is only partial
- Insufficient communication about phasing, delays and constraints

Officers acknowledged these issues, explained some of the complexities around funding and master planning , and committed to improving resident communication and progress updates for capital projects.

Project management

Following scrutiny of delayed schemes, officers confirmed that:

- Future CIL allocations will include named project managers
- Five year capital and maintenance planning is being explored, though revenue budgets remain constrained.

7.4 Streets for People, Play Streets and play in the public realm

The Commission heard consistent evidence that play must be integrated across the public realm, not confined to fenced playgrounds. The Streets for People programme provides an important framework for this, aiming to create cleaner, greener and safer streets with places to rest, gather and play.

Members emphasised:

- A stronger focus on teenage play and social space
- Engagement with London Play and Make Space for Girls in scheme design
- Support for informal play such as climbing, balancing, social seating and gathering spaces

Southwark already promotes Play Streets, enabling residential streets to be temporarily closed for play and community activity. This provides low-cost, local opportunities for play, particularly valuable in high-density neighbourhoods and on estates.

No Ball Games

Members raised concerns that “No Ball Games” signage on estates and in public spaces sends a message that children and young people are not welcome, suppressing informal play and contributing to exclusion. Officers agreed that these signs are most commonly found on estates and confirmed discussions with Housing colleagues.

The Commission supports the removal or re-thinking of “No Ball Games” signage, replacing prohibition with positive, place-appropriate approaches, including:

- Design that accommodates play safely
- Signage that clearly directs ball games to suitable nearby locations

This reflects a broader shift towards welcoming children and young people as legitimate users of public space.

8. Conclusion

Southwark has many of the right building blocks—mapped estate, capital programme, cross-council working through the Play Working Group, Streets for People and Play Streets, and strong external partners. To realise the borough’s ambition, the Commission recommends a coherent, rights-based Play Strategy with a formal Programme Board that:

- Centers equity and inclusion (poverty, disability, teenagers, girls and young women).
- Embeds co-design and youth participation in all major schemes.
- Balances DOCO safety with sociability and welcoming design.
- Integrates play across parks, estates and streets (Streets for People; Play Streets).
- Ensures transparent delivery and whole-life maintenance.

9. Evidence and Contributors

This review was informed by a combination of external expert evidence, national reports, officer input, and the youth voice, to ensure the findings reflect both professional expertise and lived experience.

External organisations and witnesses

- Make Space for Girls – Nadine Peters (Trustee), Imogen Clark (Associate)
- London Play – Fiona Sutherland
- Play England - Eugene Minogue, Executive Director

Young people

Young Adviser – evidence on safety, belonging, access to space and lack of dedicated spaces

Cabinet Members

- Cllr Portia Mwangangye – Cabinet Member for Leisure, Parks & Young People
- Cllr Natasha Ennin – Cabinet Member for Community Safety & Neighbourhoods

Council officers

- Director of Leisure
- Head of Parks and Natural Environment
- Director of Stronger Neighbourhoods (Community Safety)
- Assistant Director Community Safety
- Planning Policy officers
- Regeneration and Sustainable Growth officers
- Streets for People programme leads

Reports and strategies

- Play England – It All Starts with Play: Ten-Year Strategy (2025–2035)
- Raising the Nation Play Commission – Everything to Play For
- Scope – Let's Play Fair (disability and inclusive play) website

10. Acknowledgements

Members of the Environment, Community Safety and Engagement Scrutiny Commission 2025/26

- Councillor Esme Hicks (Chair)
- Councillor Graham Neale (Vice-Chair)
- Councillor Maggie Browning
- Councillor Sabina Emmanuel
- Councillor Hamish McCallum
- Councillor David Parton
- Councillor Leo Pollak

Report author, Julie Timbrell, scrutiny project manager, on behalf of the commission.

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EXECUTIVE AGENDA DISTRIBUTION LIST (OPEN) **MUNICIPAL YEAR 2026-27**

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

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