

Item No. 20.	Classification: Open	Date: 7 December 2021	Meeting Name: Cabinet
Report title:		Proposal to establish 'Southwark Construction' to build the homes and develop the skills our borough needs	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Stephanie Cryan, Council Homes and Homelessness and Councillor Jason Ochere, Jobs, Business and Town Centres	

FOREWORD - COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS, AND COUNCILLOR JASON OCHERE, CABINET MEMBER FOR JOBS, BUSINESS AND TOWN CENTRES

We are in the midst of a housing crisis and, with over 16,000 households on the council's housing waiting list, we are committed to building much needed new council homes in Southwark. We have a bold commitment to have built or to be onsite with 2,500 new council homes by May 2022 and are on track to meet this ambition.

Building new council homes comes with a range of options to provide the social value our borough requires, through the creation of job, apprenticeship and training opportunities. This proposal to create our own integral construction arm, Southwark Construction, provides the route to build new homes and to provide jobs and apprenticeships for local residents.

The creation of Southwark Construction, an in house delivery option, will help meet our Borough Plan commitments to:

- Deliver an ambitious climate strategy to make Southwark carbon neutral by 2030
- A Southwark Green New Deal to create 1,000 new green jobs
- Guarantee access to education, employment, training or volunteering for every school leaver.

This proposal gives a unique opportunity for us to build the council homes our residents need and to provide more opportunities for jobs and skills in the construction industry. It is right that we start with building a business plan for delivery that matches our commitments to tackling inequalities and providing

opportunities for our residents who have been hit hard by the pandemic and Brexit.

This report outlines the key milestones for the creation of Southwark Construction and asks that Cabinet agrees to its creation.

RECOMMENDATIONS

1. That Cabinet agree to the creation of 'Southwark Construction', an internal arm of the council, that will deliver new council housing and in doing so also create and develop a wide range of benefits that meet the challenging expectations of the council. This will provide ongoing employment opportunities, realisation of social value deliverables, training and career progression within a professional environment that focuses on providing high quality, carbon neutral homes. It will also bring opportunities to establish some of the more specialist professional construction roles, currently outsourced at high cost, in-house.

BACKGROUND INFORMATION

2. Southwark's Borough Plan 2020-22 agreed the objective to '*Grow Southwark's construction industry, including by establishing a Southwark Construction Company that builds green homes and provides jobs to local residents*'.
3. The borough plan also commits to
 - Deliver an ambitious climate strategy to make Southwark carbon neutral by 2030
 - A Southwark Green New Deal to create 1,000 new green jobs
 - Guarantee access to education, employment, training or volunteering for every school leaver.
4. In April 2020 Cabinet approved the Routes to 11,000: a new council homes strategy for Southwark. This stated:
 - The council is developing plans for a construction company
 - The construction company is envisaged to be able to deliver better value, high quality and improved speed of delivery to the programme. Considerations in the development of the company will be: delivering on social value; construction skills in the borough; rooftop homes solutions; low carbon homes, including offsite manufacturing solutions; to provide sales expertise; identify and purchase sites for development
 - It is envisaged that this could be a primary, though not exclusive, vehicle for delivering new homes in Southwark
 - This will bring additional external expertise into the programme
5. Southwark Housing Strategy 2020 agreed by Cabinet in December 2020 includes:

Principle 1. Increasing the supply of genuinely affordable high quality homes that meet our residents' housing needs and aspirations by:

- Continuing to deliver 11,000 new council homes at council rents
- Maximising the supply of other forms of genuinely affordable housing association social rent and intermediate homes
- Reducing the environmental impact of delivering new homes to help deliver a carbon neutral and biodiverse Southwark
- Ensuring all new homes are of a high quality, including a mix of different types and sizes, which respond to people's changing needs over time
- Ensuring a supply of homes to meet specific needs
- Tackling empty homes and making better use of existing properties.

6. Under Principle 1 the strategy states:

- *'Building local construction skills, including establishing a Southwark Construction Company, to create the homes and develop the skills our borough needs, and encouraging building contractors to offer training opportunities.'*

KEY ISSUES FOR CONSIDERATION

7. Recent national and global factors, namely Brexit and the Coronavirus Pandemic, have significantly impacted the council's budget, however, we are still committed to delivering our manifesto commitments.
8. The council is facing considerable financial challenges and many in our communities are experiencing increasing levels of hardship. Southwark is not alone in this, however, while we have maintained our resilience despite the difficulties, it is recognised that these challenges are with us for some time to come. There are important lessons to be learned from observing the extremely challenging situations several other local authorities have found themselves in recently.
9. The climate emergency is one of the biggest global issues affecting our borough and it will have a direct impact on our residents. This is partly due to our proximity to major roads that have heavy traffic flowing in and out of central London. Our position next to the Thames also leaves us vulnerable to the impact of sea level rises and flooding.
10. As a diverse, multicultural, and densely populated inner London borough, the largest social landlord, with twice the average population density in London, and high levels of deprivation, we are even more challenged to use our time and resources to meet the needs of our residents.
11. The Southwark Stands Together programme pledges to support both staff and residents by tackling racial inequality in our borough. We can support this by creating opportunities for employment for Southwark residents, growing our own talent, upskilling staff and creating opportunities for progression, allowing people of all backgrounds to rise within the

organisation.

Southwark Construction

12. The purpose of the construction company objective was to deliver three key benefits:

- Speed of delivery – there was an expectation that the construction company could move more quickly than the council on its own, being pre-mobilised as soon as sites were approved and amending the timelines for procurement and the associated legal processes
- Social benefits – due to the long term nature of the arrangement, the ability to develop much needed construction skills in the borough through the company by working with education facilities and ensuring employment of more apprentices and provision of other wider social community benefits
- Improved resources – the council lacks the resources to build 11,000 new council homes by 2043 and private sector investment could offer a potential route to finding some of the necessary money, and particularly help with the cross subsidy and generating income from sales to deliver social homes.

Options considered:

Joint Venture Option

13. A joint venture (JV) model was looked at and, although there was demonstrable interest from the market, there are also some serious risks with this approach, including:

- Speed of delivery – We would need to hold our programme for a year or more to retain an order book, and subsequent schemes would be planned out to better fit with the partner's available delivery resources
- Untried model - The majority of JVs are around the delivery of specific sites, so this is a different model that would need careful development
- Social benefits – After a year setting up, the council may find it difficult to realise if it did not deliver all of the 'soft' targets that we seek
- Value for money (resources) – Without individually tendering projects it would be hard to justify the value for money of the arrangement and would be open to challenge
- Governance – The council will need to provide funds and assets to

the venture. These would be required in advance of returns. The council would have to be comfortable with the governance arrangements that are put in place and be confident that the company would deliver the expected benefits from the investment. Given the recent challenges faced by internal delivery models at other local authorities, this presents a degree of risk

- The perception of the JV, with a public / private company – There could easily be the perception that the council is ‘giving away assets’ by putting resources and land into a JV, as was the perception at another local authority who sought to use a JV delivery model
- Cultural alignment and agreeing aims – The cultural alignment with the range of council and partner stakeholders would be difficult to manage and aims would likely be diverse
- Changing priorities – The arrangement would be for at least 10 years. The long term nature of the arrangement would be a struggle as ambitions change, and whilst the partners may be aligned at the start, over a long period directions and ambitions can change. It would be difficult to maintain a joint vision over a long period, particularly if there is political change or a change in political ambition
- There is no viable route to ensuring value for money post the initial schemes as no routine market test would be available. Without an aspect of competition it would not be possible to ensure best value.

In-house construction service

14. Consideration was given to establishing a comprehensive in-house construction service, however this was deemed to be too a high risk in the current climate.

- Economies of scale under this option would require a full order book and a guaranteed supply chain
- The workforce and plant required to build sufficient capacity in terms of skill sets and equipment required, compared to the scale of our construction ambitions, would mean that the workforce and plant would be underutilised for much of the time. This would mean that the in-house construction service would likely make a loss for a number of years
- In order to mitigate the risk of underutilisation, we could consider marketing our services to other local authorities or constructors but it would be unlikely that we would have the ability to compete with the major market competitors in terms of cost and track record>

Incremental development of in-house expertise

15. A third option, an alternative Southwark Council led solution, is outlined in the vision below. Delivery of the Southwark Construction commitment within the council would create a strong and consistent approach to the delivery of new homes. By focussing all new homes delivery in one team we would create clear leadership and avoid silo working. It would enable a strategic approach to delivery, long term planning and strategic partnership development. We would aim to attract and retain the brightest and the best by creating career opportunities, building in succession planning, 'growing our own' and filling the skills gaps. This approach would give the council the best opportunity to develop a sustainable supply of the construction skills that are needed, and to benefit local communities, in partnership with contractors, managing risk while realising the three key benefits outlined in paragraph 12 (speed of delivery, social benefits and improved resources).
16. The proposal is to create an internal, managed approach to building new homes under one lead, with a clear set of deliverables and a recognisable brand (see Appendix 1). This would establish a route into construction jobs for local residents. We would grow our own talent with succession planning and career paths in place. We would collaborate across the council to enhance and develop skills for this professional in-house service.
17. This model would develop incrementally over a 3 step process as demonstrated in this diagram (further detailed below in paragraphs 37, 38 and 39):



18. To create strong career opportunities, build in succession planning and

support the principles of Southwark Stands Together, we could create a 'GROW' programme for staff, apprentices and trainees. The programme would provide a basic 'core' of essential skills including project management, financial understanding, multi-disciplinary skills, health and safety and others. On completion of core skills the individuals would have the option to 'specialise' and continue their training and career progression via a particular route.

19. In addition to this, the apprentices who chose the route applicable to the delivery of new homes would have further options for specialism. The experience gained would give them an insight into design, delivery and the mechanisms of a building, including viability, building safety and community regeneration, before choosing a particular route for progression.
20. This is an opportunity here to train our own industry professionals in some of the more specialised, high cost roles. Roles that could potentially be in scope include:
 - Designer
 - Architect
 - Mechanical engineer
 - Electrical engineer
 - Clerk of works
 - Quantity surveyor
 - Structural engineer
 - Green energy designer
 - Surveyor
 - Cost consultant
 - Employers agent
 - Site manager
 - Site safety inspector
 - Technical Project Manager
 - CDM Coordinator.

These functions are currently outsourced to consultancy companies, who charge premium rates for their expertise. Bringing functions like these into the council will save money and give us clearer oversight and control.

21. In addition to apprenticeships we are also proposing to explore offering placement opportunities to T Level students in the future. T Levels are not currently offered by any Southwark based education providers. These are new courses that follow GCSEs, equivalent to 2 A Levels, they are 2-year courses that combine classroom learning with 'on the job' experience gained through an industry placement of at least 215 hours (approx. 45 days). Relevant subject areas offered include:
 - Building services engineering for construction
22. Already in existence, Southwark Construction Skills Centre (SCSC) is a

shared strategic and developmental partnership, currently working in partnership with Southwark Council and others, training local people in construction and providing upskilling opportunities for those already in the sector. This connection is currently utilised by other council departments who send some of their apprentice staff to them for additional experience. It is also utilised by a number of our contractors on regeneration schemes, and could be better utilised across the whole new homes delivery programme.

23. The requirement for green construction skills is growing but the construction industry is not yet equipped to meet demand. It is essential that there are skilled people ready to move into the sector to make the transition to 'green' possible. In Southwark we have begun to install green technology in some of our buildings, such as

- Electric boilers
- Air source heat pumps
- Ground source heat pumps.

We need to build the capability to maintain these once they are installed into our skillsets. There are opportunities to reimagine existing jobs and skills to contribute to achieving sustainability targets in this move towards retrofitting greener infrastructure and in building net zero carbon new homes.

24. An engagement model and task & finish group has been created to construct the future delivery model for Southwark Construction. Preliminary conversations have taken place between internal and external partners who have confirmed their ability and enthusiasm to work with us to develop Southwark Construction, should this proposal be approved. These include, but will not be limited to

- The council's New Homes Team
- The council's Local Economy Team
- The council's Organisation Development Team
- Southwark Repairs
- Southwark's Building Safety Team
- Southwark Constructions Skills Centre (training provider)
- London Southbank University (training provider)
- Southwark Works (referral partner)
- Southwark's Job Centre Plus (referral partner).

25. The council's human resources and organisational development team are currently reviewing the council's employment opportunities pathways and are keen to work with us to align the Southwark Construction proposals with the council's overall Workforce Strategy.

26. There is also a piece of work currently underway under the governance of

the cross-borough housing and planning group coordinated by London Councils to create a cross-borough apprenticeship programme for specific skills needed for new homes construction. *'The Future of London pan-London skills report identified a workstream to create a cross-borough apprenticeship to address skills gaps around new building projects to create new, affordable, local housing for residents'**.¹ The pilot phase has commenced with training starting in Autumn/Winter 2021 for pilot boroughs. If this pilot is successful it would be worth investigating how this scheme could add value to our Southwark Construction approach. However it is likely that Southwark Construction will deliver similar benefits to this at far greater pace as it would be much more agile than a collective agreement type operation.

27. In addition to the training for staff we could offer training to residents, particularly when new homes are offered, on how to best use their new building and ensure they maximise the benefits of a net zero carbon building. This will assist in creating a sense of community, taking care of new homes and buildings, and also ensure that homes are delivering the least carbon, whilst also ensuring that fuel poverty is hugely diminished. Modern technology needs us to help our residents maximise their use and minimise their costs.
28. This option supports the Southwark Skills Strategy, which commits to having a high quality, local skills offer that builds resilience for a strong local economy. The strategy aims to provide a wide range of good quality learning opportunities, give young people opportunities as they leave education, provide additional support to help vulnerable people develop workplace skills, and to support learners of all ages, creating a highly skilled local workforce.
29. This option also supports the council's climate change commitment. We are already working with the construction industry to develop net zero carbon homes. Within Southwark Construction we could offer core training modules based around sustainability and net zero carbon. The apprentices would gain relevant experience on policy and design, scheme development and modern methods of construction.
30. We would work closely with the council's climate change directorate and also incorporate a role for a net zero carbon design specialist to add value to the design of new homes at the early stages and to ensure that our design standards are kept in line with sustainability developments and new technology. This would reduce our consultancy costs and enable us to come up with more innovative, Southwark specific, strategies.
31. Alongside the council's commitment to build 11,000 council homes by 2043, we also have a duty to maintain our existing stock to a decent standard, and to deliver sustainability improvements to them as part of our

¹ London Council's Cross Borough Housing Apprenticeship Project – Apprenticeship proposals for a pilot programme – August 2021

route to net zero carbon by 2030. Asset management could provide further opportunities for training and work placements. By establishing Southwark Construction within the council we would create an environment for better integration of asset management and new homes delivery. Indeed, most parts of the council contribute to the delivery of new homes and as such the breadth of opportunity being created here is far reaching.

32. Contractors are required to report on the number of green jobs created so the council can track progress towards the 5,000 green jobs target adopted in the Southwark Climate Change Strategy. For all developments we require reporting on numbers of green jobs created. Establishment of Southwark Construction will give the council greater control over the achievement of this target. The definition of a green job is based on the UK government Green Jobs Taskforce (subject to clarification or amendment by the council) is:

Employment in an activity that directly contributes to - or indirectly supports - the achievement of the UK's net zero emissions target and other environmental goals, such as nature restoration and mitigation against climate risks.

33. Contractors are currently required to employ one apprentice per £1M of their contract fee. This equates to 802 apprentices for the 2,500 homes that have been and are still to be delivered by May 2022. We have little oversight or control over those apprenticeships and there are few mechanisms in place to ensure that they are provided, and that positive outcomes are achieved. There is limited information available relating to candidates and their future progression. As the programme continues and increases there will be expectation that the number of apprentices and total value of outcomes will increase. Southwark Construction will allow us greater management, coordination and oversight of these opportunities and help us to ensure that the Fairer Future promises are met, providing real opportunities for local people. Our partnership arrangements with the likes of Southwark Works and SCSC will enable consideration of a much broader range of outcomes, including internships and other upskilling opportunities.

34. As part of the Southwark Stands Together programme, the council has committed to use Positive Action to improve under-representation and access to opportunities to increase the number of Black, Asian and Minority Ethnic staff in Grades 14 and above. The Equality and Human Rights definition of Positive Action is “...*taking steps to address the disadvantage that some groups, like disabled people, ethnic minorities, or women, may face*”. By directly employing apprentices and trainees the council can exercise positive action in its recruitment processes for Southwark Construction. In addition to this, we can actively target local residents by recruiting through the local job centres and partner organisations such as Southwark Works, a free employment service that provides support for anyone living in the borough.

35. If Cabinet approve this proposal for further progression, officers will develop a 5-year business case and action plan detailing the social value and the financial commitment required, with clear targets for positive action. This business case will incorporate timescale, projected costs, expected income and expenditure, benefits and risks. It will also give more detail on the skill sets and opportunities available.
36. The vision for this option is set out below for discussion.

The vision

37. **STEP 1:** Create an internal, managed approach to delivering new homes, with a clear set of deliverables. Establish the delivery of new homes under one lead so that all construction management is in one place, branded 'Southwark Construction'.
- Responsibility for the whole delivery programme under one lead with a clear set of deliverables and a focus on equalities and social value
 - Branded 'Southwark Construction' on all developments to raise profile and improve identity across the borough
 - Establish a set of key performance indicators that reflect value for money, quality and speed of delivering new homes
 - Provide a range of professional services to include technical and design, procurement, financial and legal, modern methods of construction, up-to-date technology and low carbon, sales and complex project management expertise
 - A strategic programme office supporting the hub with a robust governance structure
 - A team of development project managers, skilled in construction methods and materials, building safety and a broad knowledge to be the informed client with the ability to appoint and challenge the contractors
 - Create an agile, diverse workforce aligned to the programme work flow with greater control over social value
 - One, managed programme, creating increased workload with improved opportunity at all levels and aspects of construction, including trades, technical expertise and professional careers
 - Build up market, sales and property expertise to ensure cross subsidy is maximised across a financially viable programme
 - Expertise to ensure well designed, low carbon homes are being effectively delivered across all contracts with bespoke solutions incorporated on a scheme by scheme basis thus ensuring that the wider programme may benefit from the evaluated results of such innovations
 - Programme wide resource in place to monitor, evaluate and report against progress and key performance indicators

- All tendering undertaken and management of external construction under this banner (see Appendix 1)
 - Create a structure that encompasses the relevant aspects of Southwark Construction, that generates growth and developmental opportunities, with defined career paths and continued professional development.
38. **STEP 2:** Southwark Construction established as a route into construction jobs, growing our own talent, reflecting the diversity of local people with managed succession planning and clear career paths for all.
- Providing training and career opportunities from school age students, through to graduates and local people across one whole construction team
 - Established programme office providing evaluation and monitoring of individual learning and development and a training schedule covering the broader set of construction skills required to deliver new homes
 - An integrated apprenticeship scheme, developed to ensure a clear route into construction for local residents, linking into Southwark Construction Skills Centre and the corporate, well established apprenticeship programme. Having completed a generic introductory course an individual may choose the 'specialist' Southwark Construction apprenticeship route gaining skills and experience across a broad, construction related offering. This could include construction trades, project management, building safety, development finances, design and planning, green, modern methods and technical expertise as well as other professional aspects such as architecture, quantity surveying, etc. (See Appendix 2)
 - Work in partnership with construction industry contractors to ensure they deliver social value in the most impactful way possible by improving coordination and monitoring of the outcomes. Apprentices placed into tendered schemes as part of the social value outcomes required through tendering, managed to ensure that they are successful and lead to real opportunities
 - Opportunities provided for existing staff to learn, develop, upskill and/or retrain through learning and development opportunities and a robust training schedule to ensure the provision of high quality people doing their jobs well
39. **STEP 3:** Following step 1 and 2 above, over a 5 year programme, collaboration with other council departments to enhance and develop skills and provide a professional in-house service
- As we build up our construction skills through the apprenticeship hub, extend the range of our in-house offering to the voids work carried out by the council's repairs & maintenance contractors
 - Develop our in-house offering to be able to manage major voids

and refurbishments with a strong links to the Southwark Construction hub

- Develop our offering to include a team of officers to manage the works required to properties identified for refurbishment under the Empty Homes Action Plan
- With a central team of skilled and knowledgeable project managers, potential to provide professional services to other council departments as required. This will ensure a steady work flow and help retain experienced staff.

How will this be achieved?



Next steps

40. The intention, should the proposed route to Southwark Construction be approved, is that by March 2022 we will have
 - All New Homes delivery focussed in one team, branded Southwark Construction
 - An agreed future delivery model for Southwark Construction
 - A 5-year business case and action plan, detailing the social value and the financial commitment required, with clear targets for positive action
 - A plan for the recruitment of the first cohort of Southwark Construction apprentices.

Community impact statement

41. The changes set out in report will improve the way we deliver new homes in line with council priorities. In turn, this will operate an improved service within Southwark in support of the Fairer Futures principles. At this stage

there are no specific impacts or direct implications that would have a disproportionate or detrimental effect on any individual or group protected characteristic as defined by the Equality Act 2010 and the Public Sector Equality Duty.

42. It is anticipated that the establishment of Southwark Construction will benefit all communities within the borough by providing opportunities for employment and skills development for local residents.
43. A full Equalities and Health Impact Analysis will be carried out during construction of the delivery model. A further analysis will be carried out post-implementation.
44. The approach we take in designing the future delivery model will support the council's approach to equalities.
45. The recruitment processes deployed will support the recommendations of the Southwark Stands Together programme.

Climate change implications

46. The Southwark Construction proposal would support the council's climate change commitments by broadening our knowledge and expertise around sustainability and net carbon zero. It would introduce new ways of working and new technologies in the construction field into the organisation and expedite progress towards meeting our green jobs target. Further information on this has been detailed at paragraphs 23, 27, 29, 30 and 31 above.

Resource implications

47. The costs of the training and assessments conducted under the apprenticeship model would be funded through drawdown from the Apprenticeship Levy. The wage and other associated costs of the apprenticeships would be offset against contractor fees as referred to in paragraph 33.
48. There would be potential budget implications associated with an enhanced training offer for existing staff. A full training and skills analysis would be carried out to identify training needs and associated costs and this will be detailed in the 5-year business case.
49. As Southwark Construction develops there would be additional staffing costs associated with appointing people to professional roles. These would be offset against the savings made by no longer commissioning those services from external organisations.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

50. The Strategic Director of Finance and Governance notes the recommendation to create an in-house unit (following a detailed options appraisal) to best meet the council's strategic objective of building local construction skills. As set out in the report, the intention is to develop a five year business case, with the first step to create an in-house unit to be called 'Southwark Construction', which will bring together the delivery of new homes under one team. In developing this unit, officers will need to be mindful of the need to ensure it remains affordable and sustainable for the HRA and that it achieves the savings associated with bringing services in-house.

Director of Law and Governance

51. This report asks the Cabinet to approve the creation of 'Southwark Construction' an internal arm of the council for delivery of new council housing, as further detailed in paragraph 1. Pursuant to Part B of the council constitution, the Cabinet is responsible for formulating the council's overall policy objectives and priorities, and therefore the creation of Southwark Construction is a decision that can be made by Cabinet.
52. There are no specific legal implications arising from the recommendation in this report. However in considering the recommendation, the Cabinet should have regard to the council's obligations to carry out its duties in accordance with the principles of best value, and to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Paragraph 15 notes how the creation of Southwark Construction is intended to assist the council in its approach to the delivery of new homes, and the other benefits this will bring.
53. The Cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. In addition, the council has also chosen to include socio-economic status. The Cabinet is specifically referred to the community impact statement at paragraphs 41-46, setting out the consideration that has been given to equalities issues which should be considered when approving the recommendation in this report. The PSED General duty is a continuing duty and as noted in paragraph 43 an Equalities and Health Impact Assessment will be carried out during construction of the delivery model, with further analysis post implementation.
54. The Director of Law & Governance and her staff will provide advice to

officers on any legal and governance issues arising during the creation of Southwark Construction.

Director of Employee Experience

55. The report sets out proposals to establish Southwark Construction. There are no staffing implications at this stage. As this project progresses, Employee Experience teams will provide specialist advice and support in relation to organisation development, training needs analysis, change management and recruitment.
56. All will be undertaken in line with council procedures, which will include consultation with staff and trade unions as appropriate.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark's Borough Plan 2020-2022	160 Tooley Street, SE1 2QH	Paula.thornton@southwark.gov.uk
Link : Southwark's Borough Plan - Southwark Council		
Routes to 11,000: a new council homes strategy for Southwark	160 Tooley Street, SE1 2QH	Paula.thornton@southwark.gov.uk
Link : Issue details - Routes to 11,000: A New Council Homes Strategy for Southwark - Southwark Council		
Southwark Housing Strategy 2020	160 Tooley Street, SE1 2QH	Paula.thornton@southwark.gov.uk
Link : Decision - Southwark Housing Strategy 2020 - Southwark Council		
Southwark Skills Strategy	160 Tooley Street, SE1 2QH	Paula.thornton@southwark.gov.uk
Link: Decision - Southwark Skills Strategy - Delivery Plan Progress Update - Southwark Council		
Southwark Climate Change Strategy	160 Tooley Street, SE1 2QH	Paula.thornton@southwark.gov.uk

Background Papers	Held At	Contact
Link: Decision - Delivering a Climate Strategy for Southwark - Update - Southwark Council		

APPENDICES

No.	Title
Appendix 1	Southwark Construction Banners
Appendix 2	Southwark Construction Apprenticeship Pathway

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Council Homes and Homelessness Councillor Jason Ochere, Jobs, Business and Town Centres	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Stuart Davis, Director of New Homes	
Version	Final	
Dated	25 November 2021	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Strategic Director of Finance and Governance	Yes	Yes
Director of Law and Governance	Yes	Yes
Director of Employee Experience	Yes	Yes
Cabinet Member(s)	Yes	Yes
Date final report sent to Constitutional Team	25 November 2021	