



**SOUTHWARK
CHARITIES**

UNITED TO SERVE

Southwark Charities Strategy Overview

2025 – 2030

Vision, Mission & Values

- Our **Vision**: Expanding our contribution towards an equitable and inclusive society, where the older residents of Southwark (in need, hardship or distress) have access to long-term, truly affordable housing, allowing them the opportunity to lead independent, enjoyable and dignified lives in a safe, secure and supported environment.
- Our **Mission**: To provide high quality, well-managed and truly affordable housing for the older residents of Southwark in social and/or financial need, as well as helping to enrich the lives of older residents in Southwark generally through grants to local charities and organisations offering a variety of welfare and support services.
- Our **Values**: in pursuing our Vision and Mission, we seek to uphold the following Values: we aim to be caring, kind and fair, generous, inclusive, ambitious, sustainable and professional in all our endeavours.

Agreed Strategic Principles

- The primary duty of our Trustees is to further the Charitable Purposes of Southwark Charities, as contained in the charity's Articles of Association. In this respect, the Trustees have agreed the following framework of Strategic Principles:
- (i) To continue to place the welfare of our residents and members at the forefront of all our endeavours;
- (ii) We make safeguarding our land assets a prime objective in all our strategic undertakings;
- (iii) We continue with our buildings regeneration programme to provide high-quality accommodation and services in our almshouses with the aim of being recognised as exceeding present 'best practice' across the almshouse movement;
- (iv) We will continue to look for opportunities to meet current need in the community by increasing our housing and related individual support services. This will require us to define/confirm our target beneficiaries - currently, 'the older residents of Southwark in need, hardship or distress';
- (v) We will continue to manage and grow our income streams and reserves in a sustainable manner;

Agreed Strategic Principles ~ continued

- (vi) We should not be afraid to modernise, innovate, adapt and take measured risks in the pursuit of our Mission. We will thus consider innovative accommodation solutions in line with our Mission and falling within our Charitable Purposes;
- (vii) We will continue to develop our internal strengths and capacities in line with our ambitions by continuing to strengthen our management and development team, ensuring adequate staffing levels to cope with our core regeneration strategy;
- (viii) We will continue to promote an Equity, Diversity and Inclusion (EDI) strategy for all our stakeholders, staff and trustees as an essential part of the future success of our charity;
- (ix) Governance: we will continue to improve our organisation generally, guided by updates to the Charity Governance Code and other recommendations of the Charity Commission and The National Council for Voluntary Organisations (NCVO).

220 Blackfriars Road

- EEH residents relocated to Appleby Blue
- Planning conditions satisfied
- Contract with JTRE now completed
- Demolition & groundworks commenced



220 BFR Financial Benefits

- During construction phase:
 - £500k pa base rent
 - Monitoring Surveyors fees £432k pa
- £5.5m reinvested at 5% return = £275k pa
(total of invested funds c£18m total income c£800k)
- On completion:
 - £15.5m capital premium
 - Office rental income c£1m pa for the duration of the lease
(with upwards only rent reviews!)

Overview of Development opportunities

- Blackfriars South – Agreement with JTRE to build new office, new almshouse with 64 flats, Housekeeper's accommodation, 4 guest studios, Community hall, Resident's Lounge & amenity spaces, gardens, rooftop terrace.
- St Mary Newington Close, Surrey Square – The charity has begun designing a new almshouse, with the aim of doubling the number of affordable homes.
- Christchurch House, Chancel Street – under lease to Hyde Housing Association, expiring in 2027. The charity will redevelop this to create low-cost homes for key workers.
- Blackfriars North – currently leased to Derwent London, who are considering redeveloping by 2030 – this could generate c£20m for us.

The redevelopment of St Mary Newington Close

Opened in 1969; 41 flats surrounding a communal garden.

- It has been our long-held desire to redevelop SMNC and to double the number of homes.

Two key questions:

- How will we deliver the project?
- How we will we finance the planning & construction?

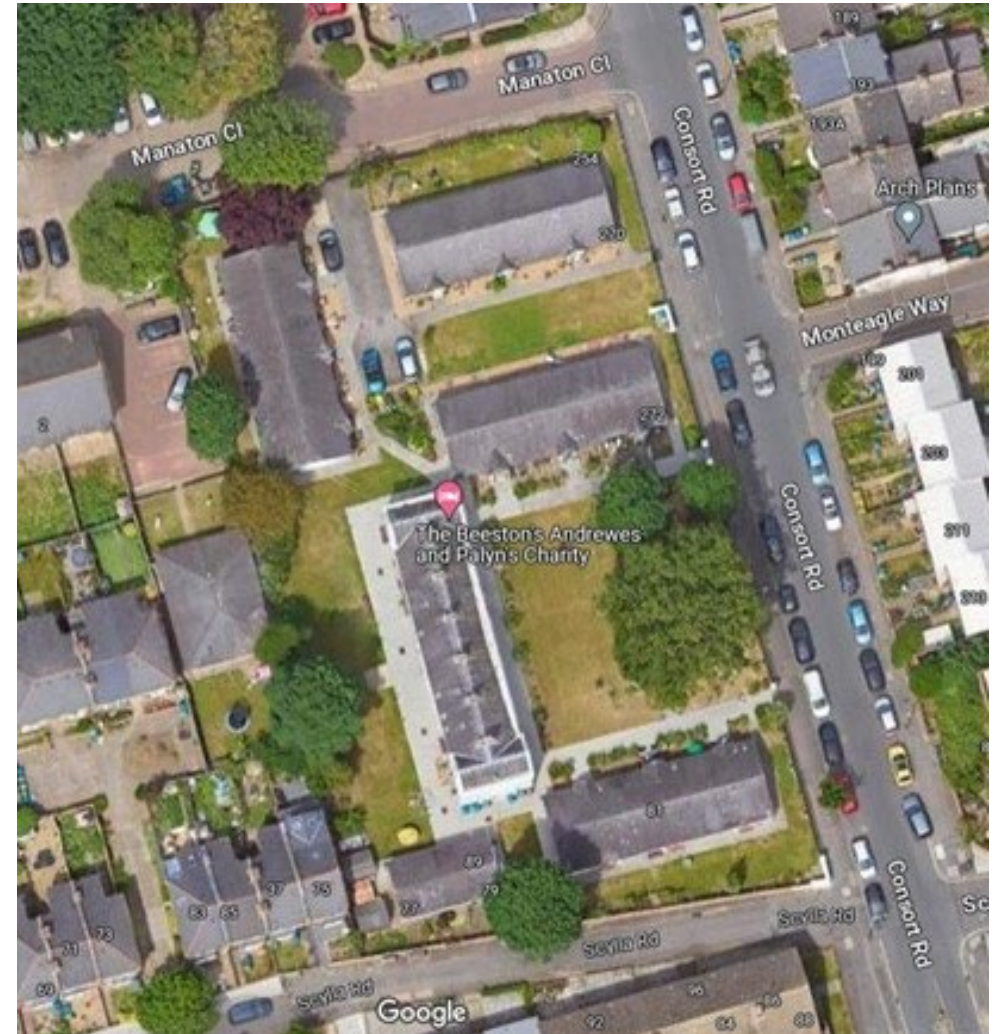


Other development opportunities in Southwark

- Girdler's Almshouses in Consort Road, Peckham
- Early indications are that the WC Girdlers wishes to divest the almshouses to a Southwark-based Almshouse charity
- Their site is listed but is of sufficient size and scale to warrant seeking permission to rebuild and/or extend the present buildings
- Other LB Southwark sites e.g. Lucy Brown House in Park Street

Other development opportunities in Southwark

- The Beeston's, Andrewes' and Palyn's Charity Almshouses at 272 Consort Road, SE15 3SD, administered by the Worshipful Company of Girdlers. Charity balance sheet c£4m, 50% in funds and 50% assets (almshouses).
- Currently 12 bungalows and 6 flats, for Freemen of the City of London, people employed in trades similar to that of a Girdler, and persons resident in the former administrative county of London (as constituted on 31st March 1965).
- Listed site, but plenty of scope for increasing provision.



Core Strategic Decisions

- Obtain planning consent for new SMNC ✓
- Redevelop SMNC provided the funding is secured ✓
- Engage with Derwent London to achieve best outcome for SC – capital premium and annual long-term income stream ✓
- Refurbish Christchurch House when possible ✓
- Acquire Girdler's Almshouses with a view to redeveloping once SMNC is complete (i.e. "bank" the land) ✓
- Grow/expand/extend all existing services – Grant-funding for local charities and voluntary organisations to grow to £1m annually by 2028; benefits to individuals to be increased. ✓
- Explore the possibility of buying land on higher ground to prepare for the impact of climate change – the charity thinks in centuries! ✓