

APPENDIX 1



Fairer future ✓

Delivering our promises

Southwark Council
Fairer Future

Interim Performance Report 2013/14

www.southwark.gov.uk/fairerfuture

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FOREWORD

LEADER OF THE COUNCIL

Cllr Peter John



When I think of our borough of Southwark, I think of potential. It is vibrant and diverse and full of life, rich in history and yet rooted in the future. Take a walk through our wards and you will be astonished at how quickly the architecture and communities shift and change. From the workers busily moving through London Bridge to the bustle of Peckham and Camberwell to the transformations happening in Elephant and Castle – and the many areas in between – there is nowhere else like it.

We are so lucky that our borough can offer its residents unparalleled opportunities but this is worthless if only a select few can access them. That is why, in 2010, we promised that everyone in Southwark, no matter their background, would have the opportunity to fulfil their potential. Our vision was for a Fairer Future for All and we made ten promises to our people which set out how we proposed to make this a reality. This report is our chance to let you know how the council has met those Fairer Future promises, not only in the last six months but since we first made them.

Throughout the last three years, we have been very mindful of our duty to spend every penny

as if it came from our own purses and treat every resident as if they were our own parent, child or loved one. Even in these difficult times, we have still sought to protect our most vulnerable residents and treat all people within Southwark with dignity and fairness.

Our work has been happening in the shadow of the financial challenges affecting everyone so deeply but we have tried very hard not to let these challenges limit the scope of what we believe can be achieved for our residents. We have tried to think big and think long-term, hence decisions to protect libraries, our commitment to the building of 11,000 new homes and our commitment to the London Living Wage.

These are not easy times but I am proud to lead a council that puts its residents at the heart of decision-making. I would like to thank all the staff, partners and the residents themselves who make our borough what it is.

Councillor Peter John
Leader of Southwark Council

THE CABINET

CHILDRENS SERVICES

Cllr Dora Dixon-Fyle



Every primary school pupil in Southwark now receives a free healthy school meal every day following our rolling out of the programme to the last children this September. Alongside this, we have continued our capital investment in local schools to make sure there is a place for every primary school child. Working jointly with schools and early years providers, we continue to see improvements in both education quality and children's educational attainment.

Southwark continues to keep children safe and deliver high quality specialist services. We are transforming our local children's social work services and have recently introduced a multi agency safeguarding hub to support timely and effective support to those at risk of harm. More local children are finding safe and permanent homes with more being adopted. At any given time, there are about 40 babies and children looking for families. Since it launched in June our 'Find 40 Families' campaign has been helping to find homes for these children.

HEALTH, ADULT SOCIAL CARE AND EQUALITIES

Cllr Catherine McDonald



Southwark has large differences in life expectancies and faces many health challenges, including cardiovascular diseases, cancers and sexually transmitted infections. The council has recently assumed responsibility for public health and I am excited that this means we can now embed health in everything we do, and working with partners, improve people's health.

Our social care services support vulnerable people and help them live independently, as people tell us that they want. We have halved the price people pay for meals on wheels, brought in a single care

advice line, worked to integrate health and social care and increased the number of people with personal budgets, giving people greater choice and control. We are getting people back on their feet after illness or injury, to reduce the need for hospital or residential care admissions. As cabinet member for equalities, I have been working with groups representing different sections of our community to ensure that their voices are heard in the council. I have been ensuring that the council continues to celebrate the diversity of the borough and that all our residents can access everything that Southwark has to offer.

HOUSING MANAGEMENT

Cllr Ian Wingfield



We are continuing to deliver on our commitment to make every council home warm, dry and safe. Since April 2011, we have invested £123m and on completion by March 2016 will have invested £326million. Although challenges with our repairs service continue, our monthly surveys of tenants show that improvements are being made, with more tenants getting their repairs completed first time and fewer appointments being missed. Our engagement with tenants and homeowners is helping us with the design and delivery of service

improvements, including bringing the customer services centre in-house and directing the priorities for our investment programme.

We are working with the Homeowners' Council to ensure that major works provide value for money for homeowners and that charges are fully explained and accurately estimated and billed. By cracking down on fraud and illegal sub-letting, we have recovered over 700 properties from illegal occupiers since April 2011. These homes have then been offered to people waiting for a move.

COMMUNITIES AND ECONOMIC WELLBEING

Cllr Victoria Mills



Southwark's economy is on the up. Since 2011/12, we have supported 1,412 local people into jobs, including through our work with developers on projects such as The Shard. Our employment rate continues to rise and while economic times are tough we've committed £1m to support Southwark businesses and town centres.

We're involving more people than ever before in decision making. Thousands got involved in our community conversation about the future of housing and, in the face of continued

government cuts, our budget consultations have involved people in helping to shape the council's future spending plans. Despite such cuts, we've continued to support advice services and the voluntary sector. We've also established a £1.5m transition fund to help modernise the way the voluntary and community sector works. Our adult learning service has a good OFSTED rating and supports over 4,000 local people each year to improve their skills for life, learn English or take part in other family learning activities.

CULTURE, LEISURE, SPORT AND VOLUNTEERING

Cllr Veronica Ward



Southwark's libraries continue to provide a first class service to all our residents. We have more visits and higher satisfaction year on year and despite huge budget pressures have not closed a single library. We are investing in leisure with the £2m Olympic Capital Legacy projects nearing completion and more people using the refurbished Camberwell and Dulwich leisure centres. I am proud that Southwark is one of the few boroughs in London where fitness activity has increased. We are building on the contribution of Southwark volunteers to the

Olympics and Paralympics with new plans to support the thousands of hours that community members contribute to the wellbeing of all.

Southwark's thriving arts and creative sector continues to provide employment, inspiration and community cohesion as well as boosting local economies. Our new cultural strategy sets out how we will support this sector. Events and festivals which celebrate all our communities have continued to flourish in new and imaginative ways.

REGENERATION AND CORPORATE STRATEGY

Cllr Fiona Colley



Our major regeneration projects are now really gaining momentum, creating new and improved homes, neighbourhoods and amenities and stimulating economic growth. We can now see award winning new homes as part of phase one of the regeneration of the Aylesbury, with demolition starting on the next phase on Thurlow Street.

At the Elephant, we have seen the beautiful new social housing on Brandon Street, the rapid

progress of homes being built at Trafalgar Place and a hive of activity at the Heygate as the demolition of the concrete blocks begins. Work is also well underway with 'One The Elephant' and the new leisure centre. Looking forward we have exciting ambitions to build 11,000 new council homes and to extend the benefits of regeneration still further. The momentum behind our projects is astonishing, with the Fairer Future for All programme delivering real transformation of the borough.

TRANSPORT, ENVIRONMENT AND RECYCLING

Cllr Barrie Hargrove



We set out a programme for improving our environment and creating a borough that is green, sustainable and enjoyable. We are well on the way to making our borough one that we can all enjoy and be proud of. The cleanliness of our streets has been maintained, with high levels of satisfaction with our environmental services. Our recycling rate has improved significantly making Southwark London's most improved borough. The amount of waste we send to landfill has been radically reduced and we have achieved a 20.6 per cent reduction in carbon emissions from our operational buildings and depots.

We have been awarded 17 green flags for our parks and have transformed Burgess Park through the investment we have made. Our other green spaces are well managed and maintained and are helping to encourage biodiversity. We have exceeded our targets for reducing carbon emissions from council operations and are on track to deliver the capital's first combined heat and power network to 2,500 council homes.

FINANCE, RESOURCES AND COMMUNITY SAFETY

Cllr Richard Livingstone



Despite unprecedented government cuts to our funding since 2010, we have kept council tax frozen and protected frontline services by making 70 per cent of the cuts from back office savings and efficiencies. We continue to make progress on our £800m ten year capital programme and are one of the first councils in the country to become a fully accredited Living Wage Employer. This not only ensures that council staff receive the London Living Wage, but also puts in place arrangements for our contractors' employees to receive this by March 2015.

We are delivering our violent crime strategy and have now seen violent crime fall by 25 per cent since December 2010. Last year, we increased our support service for domestic abuse victims, which is now available all day, every day, seven days a week. Last year's investment to create a state of the art CCTV control room has enabled our programme to replace outdated cameras on estates with fit for purpose modern systems, which is well on track.



A resident gives their views on our future budget decisions

PROMISE 1

VALUE FOR MONEY

PROVIDE IMPROVED VALUE FOR MONEY AND KEEP COUNCIL TAX INCREASES BELOW INFLATION.

WHY WE MADE THIS PROMISE

In 2010, as the recession kicked in, our residents were coping with huge financial challenges, while the council itself faced the biggest cuts to our funding for a generation. People in Southwark were facing redundancy, pay packets were worth less than they were the year before and for those relying on benefits, the welfare changes were already starting to bite. We thought a great deal about what even the smallest sums meant to the people we work for and knew it was our duty to do whatever we could to ease the pressures on our residents. We vowed to spend every penny as if it came from our own household budgets and to give our residents value for money. Despite cuts to our budget of 25 per cent over three years we had to make sure that valued and important services, from housing repairs to adult social care services, did not suffer.

WHAT WE SET OUT TO ACHIEVE

We wanted to make sure that we spent money in a way that ensured a fairer future for all Southwark residents. In February 2011, the council set out a proposed budget for the three years, to March 2014. One way we could make a real difference was by providing people with one of the lowest council taxes in London. So we aimed to keep any council tax

increase below the rate of inflation and to take advantage of any opportunity to freeze council tax at current levels. At the same time, despite the tough financial situation, we wanted to still make room for bold, innovative projects, including roll out of Free Healthy School Meals and regeneration of key estates and areas in the borough.

WHAT PROGRESS WE HAVE MADE

We've stuck by what we said we would do. There has been no increase in council tax. We were able to make sure that funding continued to go to those who need it most, targeting support for the low paid, for children and for the more vulnerable in the community. We've achieved savings of 70 per cent through efficiencies and back office cuts, with use of agency staff being reduced from 1,200 to 300 and 56 per cent less spent on consultants.

We brought in the London Living Wage, which benefits both our directly employed staff and also those employed by our contractors. Since 2010 we have led the way with the Free

Healthy School Meals programme that has been expanded to all primary school children and established a community restoration fund of £1m, to support businesses and young people across the borough in the areas most affected by the disturbances in the summer of 2011. At the same time, we have continued to invest in the long term future of our borough through our capital programme. This has included investment in the development of the Elephant and Castle leisure centre, Camberwell's new library, and the new centre of excellence for the elderly at Cator Street.

WHAT NEXT?

We are determined to carry on providing services of the highest quality to our residents, whilst making savings to give residents even greater value and investing as planned in our capital programme. We are working on completing the budget for 2014/15 in the context of recent government announcements that indicate that there will be further funding reductions equating to

around 15 per cent. Given the savings of over £90 million that have been made over the last three years, the need to make savings and provide value for money remains a challenge to the council but we will carry on making the needs of our most vulnerable a priority.

CASE STUDY

The council's Rightfully Yours service helps residents claim what they are entitled to. Mr G, who suffers from severe brain damage, was referred to the Rightfully Yours service following government changes to council tax support. The team reviewed his benefits and were able to increase his

income by £91.50 per week through Disability Living Allowance and Income Support. He was also awarded a hardship fund payment which helped clear his outstanding council tax of £98.00. Mr. G said that 'it was life-changing'.



Two community wardens on the beat

PROMISE 2

A SAFER BOROUGH

WORK WITH RESIDENTS AND THE POLICE TO MAKE THE BOROUGH SAFER FOR ALL BY CRACKING DOWN ON ANTI-SOCIAL BEHAVIOUR AND IMPLEMENTING OUR NEW VIOLENT CRIME STRATEGY.

WHY WE MADE THIS PROMISE

Historically Southwark has suffered from relatively high levels of violent crime and serious violence compared to other boroughs in London. That was just not acceptable. Blighted communities, parents worried to let their children walk home after school and young people turning to crime have no place in our borough. We and our partners knew that we had to aim higher for our people and take action to make a change. We believe the people in Southwark deserve better.

WHAT WE SET OUT TO ACHIEVE

We set targets to reduce violent crime in our borough and to see more people feel confident that the council and our partner agencies were addressing anti social behaviour.

One key aim was for the level of the most serious violent crimes to go down each year by two per cent. We didn't just want to think short term. We wanted to help people to either avoid a

WHAT PROGRESS WE HAVE MADE

We are especially proud that our work with gangs is making a significant difference. More and more communities now say they do not feel gang violence is a problem for them, with the number of people saying gangs are an issue falling by over a quarter from 2009/10. Our newly established Southwark anti-violence unit (SAVU) works with people affected by gang violence and has helped over half of those engaged with the unit to move into work, training or employment.

In the last three years violent crime fell by 25 per cent since 2010 with 1,070 fewer offences of violence with injury and 40 per cent fewer most serious violent crimes. Gun crime has reduced by 28 per cent and there are 22 per cent fewer cases

WHAT NEXT?

We will be reviewing the results of our anti-violence programme and will start work to expand the support we can offer to those trying to leave gangs, including emotional support, addressing health needs and help with rehousing. We are also going to be carrying on with innovative work that focuses on helping women who are affected by gangs.

CASE STUDY

Andrew came to the attention of the Southwark anti-violence unit (SAVU) after he was shot in 2012. He had offended a number of times, ranging from common assault, possession of an offensive weapon and was involved in some robberies. He was assigned a mentor to work with him and assess what it was he needed in order to help him exit his current lifestyle. SAVU helped Andrew to find accommodation through the Southwark emergency rehousing violence enterprise and his mentor worked very closely with him to support him through this process. Andrew was also assisted by education, training and

life of crime in the first place or make the steps to change their behaviour, through preventative programmes and sustained interventions. Such programmes are not quick or easy options but we wanted to show that they not only provided better value for money in the long term, but more importantly were our best chance to transform lives and communities.

of domestic abuse. There has also been a reduction in harassment and common assault, which is down by 25 per cent. When compared to our most similar group (MSG) of community safety partnerships, Southwark has improved its ranking for most serious violence to sixth as of 30 September 2013, compared to 2009/10, when we had the highest rate per thousand for most serious violent offences in our group.

We have also been working to reduce domestic violence. In 2012 we commissioned Solace Women's Aid to make sure that when a victim takes the often difficult first step and asks for help, they have a single contact point. This then allows them to access the many options for support, such as housing or legal advice.

In the face of increasing knife violence across London, with the Southwark youth offending service we are running educational and awareness programmes for young people to turn them away from carrying knives. We will also continue to build our support for young adults affected by relationship abuse.

employment specialists who helped him to secure a job, giving him some focus and enabling him to manage his finances and develop skills to move forward with his life.

Since Andrew received support from SAVU, he has not offended or been involved with the the police and has now been in steady employment for a number of months. Andrew said he is thankful for the support he received and that it has allowed him to change his life and hopes for the future.

Andrew (not his real name), a SAVU client



Construction training at Four Squares, a major works site

PROMISE 3

WARM, DRY, SAFE HOMES

DELIVER THE FIRST THREE YEARS OF OUR FIVE YEAR PLAN TO MAKE EVERY COUNCIL HOME WARM, DRY AND SAFE.

WHY WE MADE THIS PROMISE

The quality of a person's home can make a huge difference to their lives, from their health to their mental wellbeing to even their career prospects and aspirations. As one of the biggest social landlords in the country, making sure all our homes are warm, dry and safe is a real challenge. But we know it is the right thing to do for all 52,000 tenants and homeowners.

WHAT WE SET OUT TO ACHIEVE

In December 2010, the cabinet committed to making every home warm, dry and safe over a five year period. Following consultation with residents, the programme, known as WDS, was agreed in October 2011.

WDS focuses on three areas, which match a standard set for homes by the government called Decent Homes. This is the work we set out to do:

- Warm: to ensure that homes have modern functioning heating, well insulated roofs, cavity wall insulation,

draught excluders on front doors, windows in good condition or double glazed with secure locks, sliding window vents and restrictor hinges where needed.

- Dry: to ensure that homes have roofs, windows and building fabric that are in good condition and free from water penetration and damp.
- Safe: to ensure that homes have modern electrics including rewiring where necessary, secure front doors and that these are fire rated where necessary.

WHAT PROGRESS WE HAVE MADE

Since April 2011, we have spent £123m on improvements to our council housing stock. This has included completion of WDS major works at Drayton House, Langland House, Cossall Estate, Crystal Court, Marchwood Close, Elmington Estate and number of street properties in Camberwell. We are continuing WDS major works at many other estates and street properties

Making homes fire safe is a key priority of the WDS major works programme, with a great deal of work carried out to improve fire safety in homes and estates across Southwark. In the three years since the WDS programme began, we have invested over £21m and have completed fire safety works to all 28 of our substantial risk high rise blocks and 166 higher priority moderate risk blocks. In addition, we have replaced over 5,000 individual boilers, refurbished over 100 lifts and many residents have also benefited from works to district heating plants.

We worked to ensure effective communication with residents about major works and make sure they were updated on progress. We made sure that at every stage, residents knew what to expect from the scope and costs of works. This has included holding a drop in session for residents and the local ward councillors, setting up resident project teams of interested residents and issuing an introductory booklet containing information about the contracts and the works. Residents also receive newsletters and are invited to attend regular meetings about the works. The council uses satisfaction surveys to find out what residents thought about the works and to see how services can be improved. The council uses both long term partnering contractors and competitive tendering in order to secure the maximum value in delivering works, and offers a range of payment terms to homeowners facing bills for major works.

WHAT NEXT?

Over 2013/14, we plan to spend at least £80m on our WDS major works programme. This will ensure that by March 2014, work will have started on the vast majority of the WDS programmed schemes. This will include an estimated £14.9m of work brought forward from future years.

In total the works during 2013/14 will bring over 2,000 homes up to the WDS standard. By the end of the five year programme

in March 2016, we aim to see all council homes in the borough become warm, dry and safe in line with the governments Decent Homes Standard.

The council is also looking to the future and planning a long term housing strategy so that we will invest wisely in council homes and make the best use of the money we have available.

CASE STUDY

“You couldn’t wish for better workers. They were all very polite and helpful. If you had a problem you went to see or phone [them] and in a matter of minutes it was sorted.”
Drayton House resident



Our new call centre

PROMISE 4

IMPROVED CUSTOMER SERVICE

IMPROVE OUR CUSTOMER SERVICE WITH IMPROVED ONLINE SERVICES, INCLUDING DELIVERY OF A BETTER HOUSING REPAIRS SERVICE, INDEPENDENTLY VERIFIED BY TENANTS.

WHY WE MADE THIS PROMISE

When residents contact us they expect that getting their issue sorted should be easy. Our repairs and customer services are crucial to how the council operates but too many residents were finding it hard to get the work they needed done. We were determined to make customer services something we could be proud of. Many people are used to doing things online, like shopping and internet banking, but our online offer was not keeping up with what residents wanted. We knew that by improving these areas and allowing people to do everyday tasks like paying rent at a time that suited them, we could make a difference to our residents.

WHAT WE SET OUT TO ACHIEVE

We were determined to turn our repairs and customer services around. One way we planned to do this was to take customer services back in-house, including the contact centre, three One Stop Shops, web forms and email services.

We wanted our tenants and homeowners to be involved in the design, delivery, scrutiny and continued improvement of repairs

and customer service. Our goal for repairs was to provide our residents with a service that is accessible, customer focused and gets it right first time, every time.

We also wanted to see as many people as possible sign up for a personalised My Southwark online account, to do things like access information, apply for housing and pay council tax.

WHAT PROGRESS WE HAVE MADE

Bringing customer services in house in June 2013 has made a big difference, with £3m freed up this year to be reinvested in council services. Staff are better trained and relationships with council colleagues and contractors have never been better. Telephone and online services at our new contact centre at Queens Road Peckham are getting better every month. We have opened new My Southwark Service Points (formerly One Stop Shops) at The Blue and the Walworth Road which are proving very popular with customers.

Over 55,000 people are now choosing to pay council tax and get information through their new My Southwark accounts. Waiting times are down at our customer service points, with over 90 per cent of people visiting our service points saying they are happy with the service. We were also very happy to receive the Society of IT Managers' highest website rating of

four stars, with particular praise for our mobile website.

In the last 12 months, we terminated contracts with two repair contractors as they just weren't delivering the results our residents need. This did disrupt service delivery, but new contractor Mears hit the ground running and actual repairs have improved. According to our monthly repair surveys, 97 per cent of tenants had their appointment kept, satisfaction in the repair service increased to 82 per cent and 15 per cent more tenants say their repairs have been completed right first time.

In 2012, we brought in a new model so that it is in the contractor's interest to carry out repairs correctly on the first visit, as they will be given a fixed sum of money every year for each property. We're also holding regular meetings with residents, council officers and the cabinet member to explore new ideas and honestly discuss challenges.

WHAT NEXT?

We want to improve the speed of answering the telephones in the contact centre, especially with the onset of winter when our customers will need to access our services more quickly. We aim to deliver a self-service tool that will enable housing customers to access information about their service charges, rent accounts and repairs history. Work is also planned to make the Peckham customer service centre a more inviting place for customers to visit.

We will improve the communal repairs service through the introduction of new officers who will take the lead on all matters relating to communal repairs. Every estate with or without a resident association will be inspected at least every six weeks with any issues identified and resolved. We will continue to work with our contractors to increase the number of repairs completed first time, and as a result, improve resident satisfaction.

CASE STUDY

"I am chair of the Brandon 1 Tenants and Residents Association and regularly contact the council to request a repair to a resident's home or a communal area. I always

make my requests online. It's convenient, I can do it 24 hours a day and I get a speedy response."

Brandon House resident

PROMISE 5

IMPROVE EDUCATIONAL ATTAINMENT

INTRODUCE FREE HEALTHY SCHOOL MEALS FOR ALL PRIMARY SCHOOL PUPILS, AND CHAMPION IMPROVED EDUCATIONAL ATTAINMENT FOR OUR BOROUGH'S CHILDREN.

WHY WE MADE THIS PROMISE

We want local children and young people to have the best start in life. Our vision is that every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We are committed to delivering high quality services that make a measurable difference to families and that help families to raise their children successfully and independently. We wanted to work with partners to ensure that children, young people and families can access the right services, at the right time and at the right place from early years to adolescence.



Southwark children taking part in the Nunhead Tales

WHAT WE SET OUT TO ACHIEVE

We made a promise to introduce free healthy school meals for all primary school children. We did this because we care about the health and wellbeing of local school children and want to provide practical support to families in difficult economic times. The Free Healthy School Meals programme was also part of a programme of tackling obesity and deprivation in Southwark which aims to make sure children are fed well at school, do better in their lessons and have improved general health and wellbeing.

WHAT PROGRESS WE HAVE MADE

Over the last 12 months Southwark's flagship policy to provide free healthy school meals for all primary school children has shown high rates of take up, with 92 per cent take up by children across reception to year 4 classes. Since September, year 5 and 6 pupils are now also benefitting from a nutritious free lunch.

More Southwark young children are reaching a good level of development in early years in comparison with their London and national peers. Pupils also continue to achieve well in school with local children exceeding the national average at the end of primary school in maths, grammar, punctuation, and spelling; and above both national and London averages for five GCSEs at grades A* to C.

School standards are continuing to improve, with over 80 per cent of Southwark's primary and 90 per cent of secondary schools judged as good or outstanding by Ofsted. We are continuing to invest in our schools to ensure they are inspirational places to learn and to make sure that we can meet the rising demand for reception places. From 2009 to 2013, the council has created over 1,000 reception places, and is now working to create nearly 500 more by 2015. This investment is helping to ensure that every child

WHAT NEXT?

We will continue to improve levels of educational attainment at all key stages, ensuring more primary schools, children's centres and early years providers are rated 'good' or 'outstanding' by Ofsted. We will encourage families to take up the range of local good quality early years provision including children's centres services and entitlements for a free childcare place. We shall assist even more young people succeed into adulthood through investment in more top-quality education, employment and

CASE STUDY

"My kids liked the free healthy meals provided at school so much, we bought a kids cook book. We've been doing more cooking at home and learning how to make new

We also committed to providing free early years education for all three and four year olds, and eligible two year olds. We want to provide a local primary school place for every child who wants one and to continue to drive up overall standards, so that children and young people can achieve good levels of educational attainment.

who wants one can take up a local primary place. In addition, just over 95 per cent of parents received one of their preferences for a reception place last September.

Young people in Southwark are getting a better deal, with one of the highest rates for young people in education, training and employment. There is less youth crime and there has been significant investment in local youth provision, including young people having a greater say over local services. The number of teenage conceptions also continues to fall, with the rate halving from 1998 to 2012, and the gap with national benchmarks continuing to narrow.

Our most vulnerable children, such as those needing protection and in care, continue to receive high quality specialist support. Our recently established multi-agency safeguarding hub brings staff together across health, social care, police and the council to ensure a quicker and joined-up response to children at risk. As a result of our successful 'Find 40' campaign, we are also seeing more children being adopted and waiting less time before they find an adoptive family.

training opportunities in the borough, including apprenticeships. We shall deliver national led reforms around services for children with a disability or special educational need in a way that meets local needs and improves children's outcomes and experiences. We shall continue to keep children safe including through ensuring they and their families receive timely and joined-up support such as through our multi-agency safeguarding hub and family focus service.

**recipes and they're now interested in cooking."
Parent of child receiving a free school meal**

PROMISE 6

SUPPORT VULNERABLE PEOPLE

SUPPORT VULNERABLE PEOPLE TO LIVE INDEPENDENT, SAFE AND HEALTHY LIVES BY GIVING THEM MORE CHOICE AND CONTROL OVER THEIR CARE.

WHY WE MADE THIS PROMISE

Supporting people to live independent lives by making it possible for more people to take control over their own care is fundamental to securing a fairer future for all. When we speak to people who use our services, we hear that people want to be treated as individuals. They want their independence to be valued, they want to be able to make choices personal to them and they want to feel in control of their care. For many, receiving support to remain in their own homes makes a huge difference. It is vital that those wishes are respected and we know that support delivered in a way that values our residents' individuality means people stay healthy for longer. With increasing demand on services as the population grows older and reduced financial resources, it is really important that our services are as effective as possible at giving people control over the services they receive, helping people live safely and independently.



A resident receives her meals on wheels

WHAT WE SET OUT TO ACHIEVE

We aimed to help people to live as independently as possible within their communities. For example, we wanted to make it easier for people to get information and advice on services by bringing in a single social care advice line. We wanted to continue to increase the number of social care users with personal budgets and to continue to reduce the price of meals on wheels. Enabling people to live at home for longer and

reducing new admissions to care homes through community-based support was also a key commitment. We also prioritised shifting the balance of care for people with learning disabilities towards services in people's own homes, rather than in a care home. We also wanted to improve safeguarding processes, with this reflected in the time it took us to complete cases, and to increase our re-ablement services for residents.

WHAT PROGRESS WE HAVE MADE

Last year we provided social care support to around 4,800 people eligible for care; mostly older people, as well as adults with disabilities or mental health problems. Many more people, who have lower levels of need, have been helped to get information and support that will help them maintain their independence. With the introduction of our single support number, it's now a lot easier for people to find out about the different services on offer, quickly and with the minimum of stress.

Since 2010, we have reduced the charge for meals on wheels by 50 per cent and helped more people with learning disabilities to live independently in settled accommodation. We have worked with more people coming out of hospital or after

an illness to restore their independence and also worked with more carers to review their needs.

We are also one of the boroughs with the highest number of people using personal budgets in the country. 94 per cent of eligible users now have a personal budget; it means that nearly all the people we work with are choosing support that helps them feel fulfilled, independent and in control of their own care. We also brought in the London Living Wage for home care workers. We believe that not only is this the fair thing to do for staff but also ensures that residents get care from skilled workers whose expertise is valued.

WHAT NEXT?

Going forward we intend to carry on working with residents and partners to improve day services, particularly moving forward with our centre of excellence for older people, which will offer longer opening hours, more specialist services and more ways for users to feel part of their communities.

We will help the remaining eligible service users to get personal budgets. We will provide earlier help to older people so that

they can stay healthy and independent for longer through the Southwark and Lambeth Integrated Care initiative. This aims to get health and support services working better together. We shall deliver targets on carers assessments, reablement, learning disability accommodation and safeguarding. We will also need to respond to new responsibilities set out in the Care Bill, including the introduction of national eligibility criteria and new services for people who fund their own care.

CASE STUDY

Dudu is a deaf and blind man who attends Southwark Resource Centre three days a week. He has attended day services for approximately 20 years.

Support staff have successfully helped Dudu to become much more independent independent and active within the Southwark Resource Centre this year. Dudu has a "communication passport" which was developed by the

support staff and he has now begun to learn new signs and to communicate pro-actively with other people.

One year after his support worker started working with Dudu, he has begun to attend community based activities including sailing and cycling and has significantly reduced the level of support he requires during the day.



Bikers enjoy the BMX track at Burgess Park

PROMISE 7

ENCOURAGE HEALTHY LIFESTYLES

ENCOURAGE HEALTHY LIFESTYLES BY TRANSFORMING BURGESS PARK, OPENING A NEW SWIMMING POOL AT ELEPHANT AND CASTLE AND AWARDING £2M TO LOCAL SPORTS PROJECTS TO LEAVE A LASTING OLYMPIC LEGACY.

WHY WE MADE THIS PROMISE

In 2010, there was a real need for sustained investment in our sports facilities, parks and leisure centres. We knew that when people are more active and spending time in green spaces, then they are likely to have better health and wellbeing. We were really concerned by how many people in our borough were overweight, particularly young people. Young people told us that being able to enjoy sports activities can be lifechanging, not just because it makes them feel healthier, but because it offers the chance to experience being part of a team and feeling encouraged to succeed.

We were also aware that people with higher incomes tend to be in better health than those on low incomes, so providing opportunities for exercise was not only a question of health but of fairness. We wanted to make sure that everyone – regardless of their incomes or where they live or what job they do – had access to opportunities to get active.

WHAT WE SET OUT TO ACHIEVE

We wanted to improve sport and fitness provision through high quality, accessible facilities for all and to raise awareness of the importance of keeping fit. We wanted to build on the success and inspiration of the London 2012 Olympic and Paralympic Games by building a lasting legacy of improved facilities and

increased participation. The transformation of Burgess Park, the continued participation in the London Youth Games and the refurbishment of Camberwell and Dulwich leisure centres all signified our determination to make the legacy real for residents.

WHAT PROGRESS WE HAVE MADE

We have some of the most beautiful parks in London, with 17 receiving the coveted green flag status. Many now offer outdoor gyms and are more widely used by residents than ever, for everything from jogging and gardening to games of football at the weekend. The transformation of Burgess Park has been a great success. As well as the many new facilities, including a running track and fishing lake, our borough can now boast an Olympic-standard BMX track, hailed by the professionals as one of the best in the country.

was closed in June last year and work is well underway on the area's brand new sporting hub, which we are pleased to report is progressing both on time and to budget.

We have made real investment in our leisure centres. The refurbishment of the Camberwell and Dulwich leisure centres is complete and every week, more and more people are visiting them. The leisure centre at Elephant and Castle

The majority of our Olympic Capital Legacy projects are almost complete, with plans in place for the rest of the programme, and achievements so far include improvements to Herne Hill Velodrome and the development of facilities and opportunities for people with disabilities. At the London Youth Games our young teams did fantastically well and we have continued to improve access to sport for women, girls and disabled people. We have also sought to increase support to the many community sports clubs in the borough that help enrich the lives of so many residents.

WHAT NEXT?

Our priority is to get more people more physically fit by helping them to discover the many enjoyable opportunities for getting active in the borough. We also want to create more opportunities for our target groups to get into sport and will continue to work on the refurbishment of facilities including the Southwark Park athletics track.

more closely with local sports clubs and develop better relationships with local communities to help them promote sports opportunities to their members. We also want to explore how digital communications can provide opportunities to get more people doing sport. Finally, we know that volunteers make a huge contribution to sport and fitness in Southwark so we want to help them do what they do and make their roles easier.

We want to improve how we communicate to people about the sports opportunities that are available to them. We will work

CASE STUDY

Southwark's Sportability Grant supported a twelve week wheelchair basketball programme for young people in the borough, with aim of forming a team for the London Youth Games. At the London Youth Games the team came second, despite never having played together before the competition. Southwark has now secured funding from

British Wheelchair Basketball to start an inclusive wheelchair basketball club at the Salmon Youth Centre. Marion Potter from Tuke School, said, "The whole school is enthusiastic about the wheelchair basketball. It is often hard to provide for the more able pupils so this has enabled me to do something for everyone."

PROMISE 8

INVEST IN LIBRARIES

OPEN CANADA WATER LIBRARY IN AUTUMN 2011, OPEN A LIBRARY IN CAMBERWELL AND CONDUCT A THOROUGH REVIEW OF THE LIBRARY SERVICE.

WHY WE MADE THIS PROMISE

Libraries are a vital resource to our communities and if we want to make the vision of a Fairer Future for All a reality, they must play a big part. As the many people who took part in a review of the service in 2011 told us, libraries are hubs for our communities and matter a great deal to our residents. They support people to reach their full potential.

Not only do libraries offer important access to resources - including information, links to council services, work and training opportunities and access to computers - they are a place to study that some residents would struggle to find otherwise. They are spaces to write, learn and enjoy, providing opportunities help our residents expand their horizons. Culture and learning, books and the chance to step into someone else's world are not just nice extras – they shape us and help us achieve more, individually and as a community.



Vision for the new library at Camberwell

WHAT WE SET OUT TO ACHIEVE

Though the financial challenges caused many other councils to reduce or shut their libraries entirely, we felt very clear that this was not an option; indeed, we decided to invest more in our libraries. We opened the successful and award winning library in Canada Water and are building a new one in Camberwell. We also wanted to explore how other services – such as community

groups or day opportunities for those with disabilities – could make more use of our libraries' spaces and resources. Finally, we decided to conduct a review of our library services to discover how we could make the most of our assets and ensure that libraries were as accessible, useful and as welcoming as possible.

WHAT PROGRESS WE HAVE MADE

We are proud to say that no libraries have had to close in the borough despite the unprecedented cuts in government funding. The library review was completed in the autumn of 2011. It confirmed how valued the libraries are by our residents. With adjustments to opening hours in four smaller libraries and adjustments of income to meet budget targets, we were able to avoid the closure of any libraries. This was wholeheartedly supported by the many volunteers who became involved in their local libraries. We have over 50 volunteers taking part in our volunteer programme and they tell us it helps them be more connected to their communities.

Canada Water Library opened in November 2011 and by the end of September 2013 had received 833,469 visits. The library has also received three design awards. Peckham and Dulwich libraries have been refurbished and self-service facilities installed in both. The People's Network, which provides computer access through the libraries, has been upgraded and there are more laptops now available, as well as free wifi in eight libraries. Planning permission has been granted for the new library in Camberwell which is expected to be completed by the autumn 2014.

WHAT NEXT?

We look forward to the opening of Camberwell Library in 2014. Refurbishment and the introduction of self service facilities is also planned for Blue Anchor Library. The Walworth Town Hall fire, which forced Newington Library and the

Cuming Museum to close, presents a challenge but we are continuing all programmes in alternative premises. Planning for a temporary space for the Newington Library and Cuming Museum is underway.

CASE STUDY

Ifeoma (not her real name) is 15 and lives in Rotherhithe. She started volunteering for libraries in July 2012. Very quickly Ifeoma became a member of the team at Canada Water Library and assisted staff to deliver the summer reading challenge. This was her first work experience and to start with she lacked confidence. In July 2013, Ifeoma

embarked on a Bronze Level Arts Award. As part of the award she interviewed authors and assisted staff in delivering sessions for children. Working for Southwark Libraries has helped Ifeoma to develop her skills and confidence. She also credits the Arts Award with assisting her to choose a career.



New building in the borough

PROMISE 9

HOMES JOBS AND GROWTH

BRING THE FULL BENEFITS AND OPPORTUNITIES OF REGENERATION TO ALL SOUTHWARK'S RESIDENTS AND BUILD NEW FAMILY HOMES ON THE AYLESBURY ESTATE AND AT ELEPHANT AND CASTLE.

WHY WE MADE THIS PROMISE

As a central London borough with regeneration schemes of national significance we knew we had an opportunity to make a real difference to the lives of local people. We also knew that we faced some significant challenges that needed to be tackled. We had a pressing need for affordable housing; the tough economic times were making it difficult for local people to find work and squeezing living standards; and the unprecedented reductions in funding to the council by government meant our money had to go further than ever. We knew that we needed to think again about the way we worked as an organisation to support local people into work, create economic growth and attract new businesses and investment.

WHAT WE SET OUT TO ACHIEVE

We wanted not only to transform places but to transform lives. We wanted to make affordable housing, local jobs and business opportunities central to our plans and to get the borough's major regeneration schemes at the Aylesbury Estate and at Elephant and Castle moving. Closing the gap in Southwark's employment rate compared to the London average was a priority. We wanted to give local people

support to improve their skills and get jobs. Importantly, we wanted these not to just be temporary jobs or jobs where people were not provided adequate support in the key first few months but long term jobs. Our partnerships with developers in the borough would be a key to this objective so we set out to work with them to provide jobs and training for local people.

WHAT PROGRESS WE HAVE MADE

As the new heart of central London, Southwark is playing a crucial role in supporting the economic recovery. Regeneration in Southwark is bringing new homes, employment and business opportunities to the borough. At the centre of this are our plans for the Aylesbury estate and Elephant and Castle. The regeneration of the Aylesbury has been progressing, with the construction of over 320 new homes and a new centre for independent living. This first phase of the Aylesbury regeneration received the Best New Place to Live award at the London Planning Awards.

The Elephant and Castle regeneration programme is also making significant progress. Construction of the residential developments at One the Elephant and Trafalgar Place is underway and the demolition has started at the former Heygate Estate. All of the tenants from the Heygate estate have been rehoused in the borough and offered the right to return to the new homes that will be built.

In Peckham plans for a new plaza at Queens Road Peckham station, a revitalised station and a new public space at Peckham Rye station are continuing. These projects will create over 90 jobs, supporting plans for an additional 2,000 homes in the area and space for new businesses and shops.

Regeneration of the borough has created more opportunities for local people to find work. Our employment programmes have directly supported over 1,400 local people into work over the last three years, including securing over 300 jobs in the construction of The Shard. Local businesses have also been encouraged to bid for contracts, with local suppliers winning £2.7m worth of business from Lend Lease, our Elephant and Castle development partner.

WHAT NEXT?

This is an exciting time for regeneration in Southwark. This year we made a commitment to build 11,000 new homes in the borough over the next 30 years, the biggest council house building programme in the country.

At the Aylesbury Estate, we will be choosing a development partner for the next phase of the estate's regeneration, a phase that will deliver a further 3,500 new homes. Construction at East Street is also planned to start. This scheme will deliver over 140

new homes, 50 per cent of which will be affordable, and 45 of which will be new family homes with three or more bedrooms.

Regeneration of the borough will bring further opportunities for local people. The regeneration of the Heygate and Aylesbury estates alone are forecast to create some 18,000 jobs. We will carry on pushing developers in the borough to provide training and job opportunities for local people.

CASE STUDY

"To me living in the Elephant is like living in the West End. You're so close to everything, including the City. When I first saw the flat I thought 'amazing'. I'm so happy. The day we

moved in my daughter slept around the clock just so she could finally make the most of having her own room."
Former Heygate resident rehoused in Harper Road



Southwark's reuse and recycling centre

PROMISE 10

CLEANER, GREENER SOUTHWARK

DOUBLE RECYCLING RATES FROM 20 PER CENT TO 40 PER CENT BY 2014 AND KEEP OUR STREETS CLEAN.

WHY WE MADE THIS PROMISE

The long term sustainability, improvement and maintenance of the borough and its environment is central to our Fairer Future for All vision. We knew that keeping our borough clean and making sure residents have access to vibrant green spaces makes a big difference to people's health and wellbeing and satisfaction. When streets and open spaces are clean and well looked after, communities are more likely to use and enjoy them, which in turn brings people together and creates opportunities for participation in sport and leisure activities.

WHAT WE SET OUT TO ACHIEVE

We set out an ambitious and wide-ranging environmental programme, covering everything from increasing recycling rates and making cycling easier and safer, to reducing carbon emissions and the amount of waste going to landfill. Maintaining high standards for street cleanliness was a key aim, as was our ambitious target to double recycling rates.

To generate sustainable heat and hot water for residents and further reduce the borough's carbon emissions, we made

plans to connect five Southwark housing estates to the innovative South East London Combined Heat and Power facility. We were also determined to reduce the council's own carbon footprint and to develop relationships with our highways and parking contractors to make visible improvements to the public realm (the public places like parks, streets and public facilities). We also wanted to encourage markets and street trading across the borough.

WHAT PROGRESS WE HAVE MADE

The borough's recycling rate has reached an all time high of 37 per cent in the last quarter. Data shows that we are the most improved inner London borough for recycling performance. More properties than ever are able to use our clear bag recycling service on estates, and more schools are using our state of the art waste management facilities to learn about building a sustainable future. Our performance on biodiversity planning is one of the best in the country. Resident satisfaction with all environment services remains high.

Street cleanliness standards have been maintained and standards for litter and detritus are holding steady, with recycling and

refuse services continuing to improve on all fronts. We have exceeded our targets for reducing carbon emissions from council operations and are on track to deliver the South East London Combined Heat and Power project to heat five Southwark housing estates, the first scheme of its kind in the capital.

Our parking and highways services have continued to deliver fast, fair and effective services, with high levels of satisfaction maintained. We are also improving road safety, delivering training and encouraging more people to cycle and have set stretching targets for road safety training and the number of young people cycling to school.

WHAT NEXT?

Over the next six months we hope to further improve street cleanliness, targeting night sweeping and priority retail areas. We will also build on the significant progress already made towards meeting our recycling and landfill diversion targets. We aim to have the South East London Combined Heat and

Power project up and running, delivering cheaper, sustainable heat for our residents. We will also aim to maintain high levels of satisfaction with our services and continue to invest, and improve, the public realm, highways, markets, and parks and green spaces for all our residents to enjoy.

CASE STUDY

One Southwark resident has been delighted with the improvements she has seen to her mother's recycling services, who had previously been reluctant to recycle. Her mother and her neighbours have embraced the introduction of the new blue wheelie bins that sit

alongside the green wheelie bins, and which have made recycling much easier. Such behaviour and perception changes have helped recycling rates reach 53 per cent in homes like this over the last three years.



We'd love to hear what you think. If you have any feedback or questions please do get in touch. Email chima.amiaka@southwark.gov.uk or call 020 7525 7251

Image on cover and on page 25 courtesy of Tim Walker, electricphotography.co.uk