

APPENDIX 1

**Council Plan
2014/15 to 2017/18**

DRAFT

Contents

Foreword	3
Introducing the cabinet team	4
About this council plan	6
The financial context	7
Our values	8
Our ten fairer future promises	9
Quality affordable homes	10
Best start in life	11
Strong local economy	12
Healthy active lives	13
Cleaner greener safer	14
Revitalised neighbourhoods	15
Contact us	16

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Foreword



Four years ago I set out the cabinet and council's mission to create a fairer future for all in Southwark. I feel an enormous sense of pride in what we have achieved since then. In the last four years, our values have informed the decisions we have made and we have delivered on the promises we made to our residents. In the next four years, we will continue to put our values at the heart of everything we do.

Our policies and our work will be informed by our values. And our values will be informed by our residents: the people who use and often rely on our services. Working together with residents, businesses and partners, we have begun to transform public services for the people of Southwark, creating new opportunities for individuals and communities to realise their potential.

With the government making deep cuts to local authority budgets, councils up and down the country have struggled to keep going and still balance their books. The cuts have hit Southwark hard too, but we have been determined to find new and better ways of doing things, rather than scaling back our ambition and ceasing provision of cherished front line services.

For the next four years, our mission remains the same: delivering a fairer future for all in Southwark. We will do this by following the same principles which we agreed with the public in 2011, which this plan reaffirms. By embedding these principles into the council they will shape our future plans and the way we work as an organisation.

This plan also set out ten new fairer future promises as well as dozens of specific commitments that we are inviting residents to judge us against. Our promises are bold and ambitious, showing our belief that by working together, our staff and residents have the creativity, talent and strength of purpose to overcome the challenges we face and make a real difference for all the amazing and diverse people that make up this borough.

A handwritten signature in black ink, appearing to read 'Peter John', written in a cursive style.

Councillor Peter John the Leader of Southwark Council

Introducing the cabinet team





Southwark Council's cabinet is headed by the Leader of the Council, Councillor Peter John. Together, the Leader and cabinet members will ensure that the different parts of this plan are delivered.

Cabinet members

	<p>Councillor Peter John Leader of the Council</p>		<p>Councillor Ian Wingfield Deputy Leader and cabinet member for communities, employment and business</p>
	<p>Councillor Fiona Colley Cabinet member for finance, strategy and performance</p>		<p>Councillor Dora Dixon-Fyle Cabinet member for adult care, arts and culture</p>
	<p>Councillor Barrie Hargrove Cabinet member for public health, parks and leisure</p>		<p>Councillor Richard Livingstone Cabinet member for housing</p>
	<p>Councillor Victoria Mills Cabinet member for children and schools</p>		<p>Councillor Mark Williams Cabinet member for regeneration, planning and transport</p>
	<p>Councillor Michael Situ Cabinet member for environment, recycling, community safety and volunteering (community safety and volunteering)*</p>		<p>Councillor Darren Merrill Cabinet member for environment, recycling, community safety and volunteering (environment and recycling)*</p>

* Cllrs Merrill and Situ will be undertaking a job share in respect of this portfolio

Deputy cabinet members

	<p>Councillor Stephanie Cryan Deputy cabinet member for financial inclusion</p>		<p>Councillor Jamille Mohammed Deputy cabinet member for inter-faith community relations</p>
	<p>Councillor Radha Burgess Deputy cabinet member for women's safety</p>		<p>Councillor Leo Pollak Deputy cabinet member for excellence in design</p>

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About this council plan

As the overall plan for the organisation, it describes how we will deliver our vision, through the promises and commitments that we have made to the people of Southwark. As our plan of action, it will shape what every team and member of staff does, meaning that we are all working together to achieve our shared goals.

We aspire to be more than the sum of our parts. We know that when we work together to achieve shared goals, we achieve so much more and it's by working together that we can make the vision of a Fairer Future for all a reality.

We want to be a council that doesn't overlook any one group or community. We want to bring everyone with us, which means we must hear the voices of all in our borough, acknowledge when some groups are not getting the most out of opportunities and do all we can to resolve this. So, throughout the plan, we have made specific commitments to equality and fairness.

And since the council took over important responsibilities for public health, we have been thinking differently and more ambitiously about what we want to achieve. Our vision of a fairer future is one that can't happen unless we address the inequalities in health that prevent too many from reaching their full potential. We are determined to be a council that truly makes a difference to the health of our people. Throughout this plan, there are specific actions that will help us achieve this.

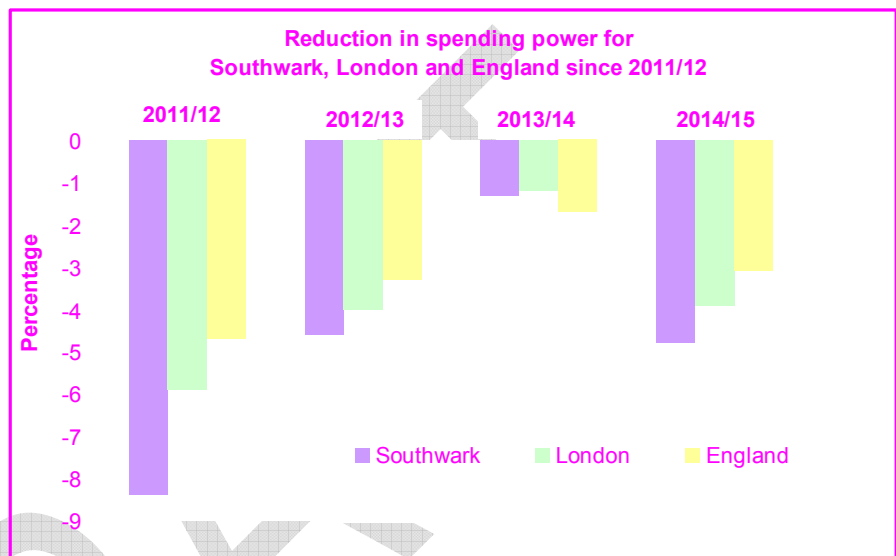
We will be absolutely transparent and accountable about what it is that we're going to deliver for and with our residents. That's why the cabinet, the council's management board and senior management teams in each department will be regularly checking to make sure that we are meeting our targets and reporting back on progress. The cabinet will also receive an annual performance report each June covering the previous year's performance. We'll also communicate our progress through our website and Southwark Life magazine.

The financial context

These have been a very tough few years. Many of our residents are worried about balancing their household budgets and so we understand the need to spend money as if it were coming from our own pockets. Southwark has been hit hard with our council budget cut by the government much more than most in the country. The graph below shows the reduction in spending power for Southwark, London and England since 2011/12, which illustrates how Southwark and London have borne a disproportionate share of the reductions.

Now the council is facing another major reduction in our funding from central government. We expect that the next year (2015/16) is going to be one of the most difficult we have had to go through and we are preparing for budget reductions of some £30-40m. This comes on top of the savings of around

£90 million that we have had to make in the three years to March 2014. And the reality is that these reductions to our budget are likely to continue.



But we have faced down these cuts so far and managed to not let them limit the scope of our ambition. We are only more determined to be truly ambitious when it comes to ensuring all our residents can achieve their potential. In this plan, we have listened to what our residents tell us is important to them - they said we should be maintaining spending on frontline services like children's services and making savings from our administrative functions so, wherever possible, that is what we have done and will continue to do.

We will continue to deliver value for money for our residents and businesses and are looking at how we can work better, to become more efficient and make even better use of resources. We are doing this through a programme called Modernise, which means the organisation will be more than the sum of its parts. Through this programme we will deliver changes that will make a big difference to how people access our services and how we work as an organisation, including becoming digital by default and being smart about how we identify waste.

Our values

- Treating residents as if they were a valued member of our own family
- Being open, honest and accountable
- Spending money as if it were from our own pocket
- Working for everyone to realise their own potential
- Making Southwark a place to be proud of

What makes our borough so special, so vibrant and so different to anywhere else in London or the UK is the people that live here. They shape the character and voice and culture of our borough. They are the soul of the borough.

That's why our residents are central to everything we will achieve over the next four years. They have helped us form the values that are the backbone of this plan, and our work will be informed by our values.

In everything we do, we will be led by the fairer future principles set out above. We want people to see their values reflected back in the work their council is doing; we want our work to be guided by the aspirations our residents have for themselves, their families and their community.

What does this actually look like in practice? One example is making sure that it's easy for residents to see how their council tax is being spent, making sure that we're open, honest and accountable. Another is our commitment to implement a Southwark ethical home care charter because we've pledged to treat older and vulnerable residents like valued members of our own family, and the right to good care and a dignified old age is something we all want for our mum, dad or grandparents. And we're doing all we can to create jobs and training opportunities in the borough for our residents, working to make sure that everyone can fulfil their potential.

We don't just want our residents to shape our values - we want to work with residents to create the kind of borough they are truly proud of. That's why we are bringing together residents, businesses and partners to make the most of the place where we live and create new opportunities for the future.

Our ten Fairer Future promises

Promise 1: Value for money “We will continue to keep Council Tax low by delivering value for money across all our high quality services.”

Promise 2: Free swimming and gyms “We will make it easier to be healthier with free swimming and gyms for all residents and doubling the number of NHS health checks.”

Promise 3: Quality affordable homes “We will improve housing standards and build more homes of every kind including 11,000 new council homes by 2043 with 1,500 by 2018. We will make all council homes warm, dry and safe and start the roll out of our quality kitchen and bathroom guarantee.”

Promise 4: More and better schools “We will meet the demand for primary and secondary school places and drive up standards across our schools so at least 70% of students at every secondary school get at least five good GCSEs.”

Promise 5: Nurseries and childcare “We will help parents to balance work and family life including investment in our children’s centres to deliver more quality affordable childcare and open two new community nurseries”

Promise 6: A greener borough “We will protect our environment by diverting more than 95% of waste away from landfill, doubling the estates receiving green energy and investing in our parks and open spaces.”

Promise 7: Safer communities “We will make Southwark safer with increased CCTV, more estate security doors and a Women’s Safety Charter. We will have zero-tolerance on noisy neighbours.”

Promise 8: Education, employment and training “We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.”

Promise 9: Revitalised neighbourhoods “We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming the Elephant and Castle, the Aylesbury and starting regeneration of the Old Kent Road.”

Promise 10: Age friendly borough “We want you to get the best out of Southwark whatever your age so will become an age friendly borough including the delivery of a Southwark ethical care charter and an older people’s centre of excellence.”

Quality affordable homes

Good quality affordable homes are essential to maintaining strong communities and making this a borough which all residents are proud to call home. We are determined to lead the way in London. We'll build more homes of every kind across the borough and use every tool at our disposal to increase the supply of all different kinds of homes in the borough.

Homes in Southwark will be of such quality that when you come to see families and friends in Southwark, you will not know whether you are visiting homes in private, housing association or council ownership. We will make sure that vulnerable residents and families are helped to find the right housing and live as independently as possible. We aim for our residents to take pride in and feel responsible for their homes and the local area too.

We will....

- Build more homes of every kind
- Build 11,000 new council homes by 2043, with at least 1,500 by 2018
- Finish our programme to make every home Warm, Dry and Safe by 2016 and have started a programme to deliver a quality kitchen and bathroom for every council tenant
- Introduce licensing in the private rented sector and further crack down on rogue landlords
- Set up an independent leaseholder and freeholder management company
- Introduce resident housing inspectors
- Further reduce illegal subletting of our council homes
- Have a lettings policy that means that 50 per cent of all new council homes go to people from that area, with the rest going to other Southwark residents
- Keep council rents low

Best start in life

We believe in giving all our young people the best start in life. We want them to be in a safe, stable and healthy environment where they have the opportunity to develop, make choices and feel in control of their lives and future.

We will offer our young people and families, including those who are more vulnerable or have special educational needs, the right support at the right time, from their early years through adolescence and into successful adult life.

We will work with our looked-after children to find them stable and loving homes. In our schools, the high demand for new primary and secondary places means we'll make sure there are enough places for all. Our children deserve the very best and that's what we'll always aim for.

We will...

- Invest in the borough's children's centres
- Work with local parents to open two new community nurseries
- Find new ways to guarantee care and early education to help parents
- Ensure that 70 per cent of students at every secondary get at least five good GCSEs
- Deliver more quality affordable childcare places
- Guarantee a local primary place for every child
- Open new secondary schools to meet demand including on the Dulwich Hospital site in East Dulwich
- Ensure a top quality children's playground in every local area
- Provide free fruit for all primary school children as a healthy morning snack
- Invest more in 'early support' for families
- Help more people to foster and adopt by paying their council tax for them
- Establish a new Childcare Commission, bringing together experts, parents, providers and employers to find new ways to guarantee care and early education
- Increase library access with a free library card to every secondary school child
- Double the number of Southwark Scholarships

Strong local economy

When our economy is strong, then all our residents benefit. It brings more opportunities for people in Southwark to find work, get into training and achieve their aspirations.

We want our town centres and high streets to thrive. We want to make Southwark the place to do business in a central London and global economy, where business owners know this is the borough where their enterprises will grow and prosper.

We want our residents to be and stay financially independent. With local business and other partners we'll make sure our residents are equipped with the skills and knowledge to access the many exciting opportunities that being in Southwark brings.

We will...

- Keep council tax at or below inflation
- Deliver value for money in council services
- Make sure young people are ready for work
- Guarantee education, employment or training for every school leaver
- Deliver an hour's free parking in our shopping parades
- Open a credit union account with a £10 opening deposit for every 11 year old
- Deliver good money advice for secondary school students
- Establish a Southwark Business Forum
- Stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders
- Invest in more affordable business space, street markets and encourage pop-up shops to help start up businesses
- Support 5,000 local people into jobs
- Create 2,000 new apprenticeships
- Make sure local residents benefit from new jobs and apprenticeships
- Award scholarships to local young people from low income backgrounds to study art foundation courses
- Support business improvement districts including around the Blue in Bermondsey
- Enhance and expand affordable studio and performance space

Healthy active lives

For people to lead healthy lives, we need to tackle the root causes of ill health and reduce the inequalities that limit the lives of too many in our society. The council is now responsible for public health and we will work across the council to reduce health inequalities and improve people's lives; for example, by making all council homes warm, dry and safe and by building quality new homes, we are helping people to live healthier lives.

We will work with residents and our partners to build resilient communities, extending opportunities to all to maintain and improve their health and wellbeing. We're also committed to people remaining in their own homes for longer and we want our most vulnerable residents to lead and enjoy independent lives, achieve their goals and have a great future in Southwark.

We will...

- Make swimming and gym use free for all residents
- Improve homecare standards, making sure our staff are only ever judged by the quality of care they provide to our older and more vulnerable residents
- Deliver a safer cycling network
- Extend bike hire across the borough
- Implement an Southwark ethical care charter, with better paid carers and an end to zero hours contracts
- Establish a commission to enhance the vital work of the voluntary and community sector
- Double the number of free NHS health checks to catch problems like heart disease and diabetes early
- Become an 'age friendly borough'
- Bring ten more parks to green flag standard
- Introduce 'play streets', where some streets are closed to traffic during school holidays

Cleaner greener safer

We want people to feel safe in their borough, to walk down clean streets and to know that their borough is leading the way when it comes to things that matter like recycling and reducing landfill waste. With local people our aim is to deliver the very best so the borough is clean, green and a safe place to be.

We'll keep getting the basics right and continue to do all we can to be as efficient as possible in providing the essential services you need. We want to make a positive difference to the quality of life in Southwark and by providing good services well, we know we can deliver.

We will....

- Maintain clean streets
- Better education and enforcement of people who litter
- Better education and enforcement of people who don't clean up after their dogs
- Increase recycling rates
- Divert more than 95 per cent of waste away from landfill
- Zero tolerance on noisy neighbours
- Increase CCTV coverage
- Increase estate security doors
- Deliver a new women's safety charter
- Deliver a domestic abuse strategy
- Introduce estate deep cleans
- Campaign for the 300 Southwark police officers and police community support officers cut since 2010
- Double the number of estates receiving green energy from the South East London Combined Heat and Power
- Double capital investment into roads
- Invest in our libraries and keep them open, including Dulwich and Kingswood House
- Campaign for Seeley Drive police base in the south of the borough
- Campaign against the super-sewer in Chambers Wharf

Revitalised neighbourhoods

We are a borough with a proud heritage and a great future. It's a future filled with potential, with some of the most exciting and ambitious regeneration programmes in the country being delivered right on our doorstep.

We will continue work with our local communities to make our neighbourhoods places that we are proud to live and work in. We will ensure that all our residents can access the benefits of our regeneration programmes and the opportunities created by those programmes – new homes, new jobs, new infrastructure.

Southwark is a borough that is growing for the future and we'll ensure that our residents and neighbourhoods prosper from that growth.

We will...

- Revitalise our neighbourhoods to make them places where we can all be proud to live and work
- Transform the Elephant and Castle with a new leisure centre, affordable homes and a shopping centre
- Introduce a new diversity standard to make sure that people from every community get their voices included when decisions are made
- Open a new civic centre in Walworth
- Campaign for the Bakerloo Line to be extended south of the Elephant and Castle to Camberwell and Old Kent Road
- Invest in Camberwell including a new library
- Bring superfast broadband to Rotherhithe
- Secure the long term future of Greendale in East Dulwich
- Start work on the regeneration of the Old Kent Road
- Invest in Peckham Town Centre to support arts and business
- Deliver a free cash point in Nunhead
- Improved playground in Peckham Rye park
- Open new pedestrian crossings outside Borough Station and between Trinity Street and Great Suffolk Street

Contact us

We'd love to hear what you think about this plan and if you've got questions, we are here to answer them. There are lots of different ways to get in touch with us and share your views.



@lbs_southwark



/southwarkcouncil

Or if you prefer, email councilnews@southwark.gov.uk or call 020 7525 7251.