

Council Plan 2014/15-2017/18: indicative delivery plan (July 2014)

Council Plan theme	Council Plan commitment	Cabinet lead	Chief officer lead	Leadership Network lead	Expected year to be delivered	Status
Delivery in 2014/15						
Best start in life	Increase library access with a free library card to every secondary school child	Cllr Dora Dixon-Fyle	Deborah Collins	Adrian Whittle	2014/15	First distribution of free library cards to be completed by September 2015 and then annually during school intake.
Best start in life	Ensure a top quality children's playground in every local area	Cllr Barrie Hargrove	Deborah Collins	Des Waters	2014/15	Needs analysis/survey planned for March 2015.
Best start in life	Provide free fruit for all primary school children as a healthy morning snack	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2014/15	Testing to be carried out with volunteer schools from September. Roll out over the academic year to all schools.
Best start in life	Establish a new Childcare Commission, bringing together experts, parents, providers and employers to find new ways to guarantee care and early education	Cllr Victoria Mills	Eleanor Kelly	Graeme Gordon	2014/15	Dame Tessa Jowell has agreed to chair the Childcare Commission, which will formally report to cabinet in December 2014.
Cleaner greener safer	Invest in our libraries and keep them open; this will include Dulwich and Kingswood House	Cllr Dora Dixon-Fyle	Deborah Collins	Adrian Whittle	2014/15	Total forecast capital spend on libraries in 2014/15 is £1.87m. The projects planned for 2014/15 are Canada Water public art project, Peckham library essential building works, radio-frequency identification for new Camberwell Library, refurbishment of Blue Anchor Library, Newington Temporary Library and Livesey Museum building works.
Cleaner greener safer	Campaign against the super-sewer in Cambers Wharf	Cllr Peter John	Eleanor Kelly	Simon Bevan	2014/15	Southwark Council presented a strong case against using Chambers Wharf as a main tunnel drive site at the examination in public which closed in March. The Secretary of State's decision is expected in September.
Cleaner greener safer	Maintain clean streets	Cllr Darren Merrill	Deborah Collins	Ian Smith	2014/15	Target will be to maintain current percentage of streets and highways inspected as having unacceptable levels of litter (7%) and percentage of streets and highways inspected as having unacceptable levels of detritus (10%).
Cleaner greener safer	Better education and enforcement of people who litter	Cllr Darren Merrill	Deborah Collins	Ian Smith Jonathon Toy	2014/15	Education campaign to be focus for 2014/15.
Cleaner greener safer	Better education and enforcement of people who don't clean up after their dogs	Cllr Darren Merrill	Deborah Collins	Ian Smith Jonathon Toy	2014/15	Education campaign to be focus for 2014/15.
Cleaner greener safer	Increase recycling rates	Cllr Darren Merrill	Deborah Collins	Ian Smith	2014/15	Target is to increase by 2% per annum until 2017/18
Cleaner greener safer	Deliver a Domestic Abuse Strategy	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	Adoption of Domestic Abuse Strategy planned for March 2015.
Cleaner greener safer	Zero tolerance on noisy neighbours	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	We will ensure that high risk cases of anti social behaviour are responded to in 24 hours, and all noise/nuisance callers received by the noise service will be contacted regardless of whether it is a statutory nuisance or not.
Cleaner greener safer	Increase CCTV coverage	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	A crime analysis of estates will be done by autumn 2014 and use to inform plans for extensions and there is a proposed target of 10% increase in arrests from CCTV detections.
Cleaner greener safer	Deliver a new Women's Safety Charter	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	Adoption of a Women's Safety Charter planned for end of 2014.
Cleaner greener safer	Double capital investment into roads	Cllr Mark Williams	Deborah Collins	Des Waters	2014/15	Capital investment into roads doubled through capital programme. Three year maintenance plan being developed to determine prioritisation of different roads. This will be developed over 2014/15.
Cleaner greener safer	Increase estate security doors	Cllr Richard Livingstone	Gerri Scott	David Lewis	2014/15	Cabinet agreed a two year security door entry programme for 2013-15 for new and upgrade systems. A programme for 2015/16 onwards will be agreed by January 2015
Cleaner greener safer	Campaign for Seeley Drive police base in the south of the borough	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	To form part of council public affairs campaign.
Cleaner greener safer	Campaign for the 300 Southwark police officers and police community support officers cut since 2010	Cllr Michael Situ	Deborah Collins	Jonathon Toy	2014/15	To form part of council public affairs campaign.
Healthy active lives	Make swimming and gym use free for all residents	Cllr Barrie Hargrove	Deborah Collins	Adrian Whittle	2014/15 (pilot scheme in place)	Free gym and swim offer to be piloted from July to September 2014 with 100 patients identified as being "inactive". They will be offered free gym and swim as part of health improvement package offered through the NHS Health Check lifestyle hub and through GP referrals to a new strand of the exercise referral programme to be called "Kickstart". The wider offer will be negotiated as part of the future leisure contract for delivery by 2016/17.
Healthy active lives	Become an "Age Friendly Borough".	Cllr Dora Dixon-Fyle	Eleanor Kelly	Graeme Gordon	2014/15	Age-friendly borough status part of World Health Organisation Age Friendly City programme. Stakeholder engagement and self-assessment planned for 2014/15.

Healthy active lives	Double the number of free NHS health checks to catch problems like heart disease and diabetes	Cllr Barrie Hargrove	Jim Crook	Ruth Wallis	2014/15	Expressions of interest invited from pharmacies by July 2014. Minimum of five new pharmacies engaged in providing health checks by October 2014. Number of health checks undertaken by pharmacies to be doubled by March 2015.
Healthy active lives	Introduce 'play streets', where some streets are closed to traffic during school holidays	Cllr Mark Williams	Deborah Collins	Des Waters	2014/15	Existing and ongoing programme of play streets in place. Ten play street events held in 2013/14. Aim is to increase take up through pro-active engagement with tenant and resident associations and community groups.
Healthy active lives	Deliver a safer cycling network	Cllr Mark Williams	Deborah Collins	Des Waters	2014/15	Kickstand training sessions took place in June 2014. Declaration of the London Borough of Southwark as a 20mph borough planned for July 2014. Consultation on draft Council Cycling Strategy planned for Autumn 2014, with adoption in March 2015.
Healthy active lives	Establish a commission to enhance the vital work of the voluntary and community sector	Cllr Ian Wingfield Cllr Michael Situ	Gerri Scott	Stephen Douglass	2014/15	Community Action Southwark (CAS) is taking a lead on establishing a commission. A multi-agency working party has met to establish the parameters of the commission and proposals are being presented to the next meeting of the Health and Wellbeing Board on 24 July 2014. CAS is interviewing potential providers of secretarial support.
Healthy active lives	Extend bike hire across the borough	Cllr Mark Williams	Eleanor Kelly	Simon Bevan	2014/15	Work with Transport for London to plan to roll out cycle hire scheme south and eastwards across Southwark.
Quality affordable homes	Build more homes of every kind	Cllr Richard Livingstone Cllr Mark Williams	Eleanor Kelly	Graeme Gordon Simon Bevan	2014/15	Housing Strategy to be completed by autumn 2015. Delivery of more homes of every kind to form part of development of a new Southwark Plan.
Quality affordable homes	Have a lettings policy which means that 50% of all new council homes go to people from that area, with the rest going to other Southwark residents	Cllr Richard Livingstone	Gerri Scott	Richard Selley	2014/15	Existing allocations policy includes provision for local lettings policies where residents in a locality can determine the lettings profile for all new prospective residents. For example, the current consultation with residents regarding the future of Lakanal has determined that a local lettings policy will be applied to the future lettings of that block.
Quality affordable homes	Introduce resident housing inspectors	Cllr Richard Livingstone	Gerri Scott	David Lewis	2014/15	A recruitment campaign will be run over the summer and it is intended that resident inspectors will be in place by October 2014.
Quality affordable homes	Further reduce illegal subletting of our council homes	Cllr Richard Livingstone	Gerri Scott	Paul Langford	2014/15	The target for recovery of illegal occupancy has been set at 400 in 2014/15. 93% of tenancy checks were carried out in 2013/14 and efforts are now being focused on checking the remaining 7% in the first six months of this year. In addition a rigorous fraud prevention regime is in place which carries out stringent verification checks for all new potential tenants and to review those already on the councils waiting list. This is to make sure new tenancies are not granted to people who are not in genuine housing need.
Quality affordable homes	Keep council rents low	Cllr Richard Livingstone	Gerri Scott	Paul Langford	2014/15 (and annually to 2018/19)	Cabinet implemented a rent increase in line with the Consumer Price Index (CPI) of 2.7% in 2014/15, which was half the prescribed increase under the government formula. Cabinet further committed to follow rent guidance of CPI +1% for the next four years in line with the 2015 Government Spending Review.
Quality affordable homes	Set up an independent leaseholder and freeholder management company	Cllr Richard Livingstone	Gerri Scott	Martin Green	2014/15 (options for consideration)	Proposals are currently being developed for the independent leasehold management company. It is intended that options will be available for consideration by cabinet in the autumn of 2014.
Revitalised neighbourhoods	Transform the Elephant and Castle with a new leisure centre, affordable homes and a shopping centre	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2014/15	The construction of the leisure centre is currently on programme. New affordable housing being delivered through existing schemes.
Revitalised neighbourhoods	Revitalise our neighbourhoods to make them places where we can all be proud to live and work	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2014/15	Major regeneration programmes ongoing. Benefits to be achieved for the community through the council's regeneration programmes, including new affordable housing, a revitalised public realm and new job and training opportunities.
Revitalised neighbourhoods	Campaign for the Bakerloo Line to be extended from Elephant and Castle to Camberwell and along the Old Kent Road	Cllr Peter John	Eleanor Kelly	Steve Platts	2014/15	To form part of council public affairs campaign.
Strong local economy	Keep council tax at or below inflation	Cllr Fiona Colley	Duncan Whitfield	Jennifer Seeley	2014/15	Council Tax frozen for 2014/15. Future levels of Council Tax will be set through annual budget processes.
Strong local economy	Deliver value for money in council services	Cllr Fiona Colley	Duncan Whitfield	Jennifer Seeley	2014/15	Work is ongoing to look at how we can work better, become more efficient and make even better use of resources.
Strong local economy	Deliver an hour's free parking in our shopping parades	Cllr Mark Williams	Deborah Collins	Des Waters	2014/15	Scheme to be delivered to 50% of shopping parades by the end of 2014/15, with the remainder planned for early 2015/16.
Strong local economy	Establish a Southwark Business Forum.	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2014/15	Potential chair identified. Options for Business Forum being considered.
Strong local economy	Support business improvement districts including around the Blue in Bermondsey	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2014/15	Result of Bermondsey BID ballot to be reported to Cabinet in July 2014. Ongoing officer support and engagement to be quantified.
Strong local economy	Stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2014/15	Evidence base is being established with options available to local authorities being explored, including Article 4 direction to require planning permission for new sites.
Strong local economy	Deliver good money advice for secondary school students	Cllr Fiona Colley	Jim Crook	Merril Haeusler	2014/15	Programme to be developed in partnership with local secondary schools.
Strong local economy	Invest in more affordable business space, street markets and encourage pop-up shops to help start up businesses	Cllr Ian Wingfield	Eleanor Kelly	Steve Platts	2014/15	Opportunities to be identified through regeneration programmes and the High Street Challenge fund.

Strong local economy	Make sure young people are ready for work	Cllr Ian Wingfield	Jim Crook	Merril Haeusler	2014/15	Programme to be developed in partnership with local secondary schools and further education providers.
Strong local economy	Make sure local residents benefit from new jobs and investment	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2014/15	Benefits to be achieved for the community through the council's regeneration programmes and investment into the borough, including job and training opportunities through Section 106 agreements and supply chain opportunities for local businesses.
Delivery in 2015/16						
Best start in life	Ensure a top quality children's playground in every local area	Cllr Barrie Hargrove	Deborah Collins	Des Waters	2015/16	Programme to be agreed by June 2015.
Best start in life	Ensure that 70% of students at every secondary get at least 5 good GCSEs	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2015/16	All schools' results are monitored following national testing. The 2014 results are due in August 2014, although these are not validated until December 2014. We will compare 2014 with previous years and identify which schools, for a variety of reasons, may be at risk of not reaching the 70% target. Support will be offered to them in order to reach the target. The 2015 GCSE results will provide the first opportunity to report on this commitment.
Best start in life	Invest more in 'early support' for families	Cllr Victoria Mills	Jim Crook	Rory Patterson	2015/16	A review of the early years support that is provided through Children's Centres is underway. A stronger more fit for purpose provision will be recommended, with increased support for families and children by way of activities and early intervention programmes.
Best start in life	Help more people to foster and adopt by paying their council tax for them	Cllr Victoria Mills Cllr Fiona Colley	Jim Crook	Rory Patterson	2015/16	Opportunity to introduce this from April 2015 as part of the 2015/16 budget.
Best start in life	Double the number of Southwark Scholarships	Cllr Victoria Mills	Eleanor Kelly	Bernard Nawrat	2015/16	Profiling of growth in numbers to be confirmed and additional funding to be identified through budget process.
Cleaner greener safer	Introduce estate deep cleans	Cllr Richard Livingstone	Gerri Scott	Paul Langford	2015/16	Options for the deep clean programme are currently being developed for consideration in July 2014. Delivery will be dependant upon agreed option, however it is expected that deep cleans can be introduced for the start of 2015/16.
Healthy active lives	Implement a Southwark ethical care charter to drive up the quality of homecare, with better paid carers and an end to zero hours contracts	Cllr Dora Dixon-Fyle	Jim Crook	Kerry Crichlow	2015/16	Existing home care contracts are being varied to make payment of travel time and the offer of guaranteed hours as an alternative to zero based hours contractual. The contracts will be extended for one year on these improved terms to enable full recommissioning against the manifesto pledge by June 2015.
Healthy active lives	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	Cllr Dora Dixon-Fyle	Jim Crook	Alex Laidler	2015/16	Home care contracts are being varied during 2014 in order to drive up the quality of homecare through the implementation of the ethical care charter. New homecare contracts will be commissioned during 2015/16 with enhanced quality standards supporting an integrated approach to community based support services. Quality assurance arrangements including contract monitoring will help support the quality improvement agenda, and user survey results will be used to track improvements in quality. The workforce development strategy for all staff involved in delivering care and support will help enable them to deliver our quality standards.
Quality affordable homes	Finish our programme to make every home Warm, Dry and Safe (WDS) by 2016 and then start a programme to deliver a quality kitchen and bathroom for every council tenant	Cllr Richard Livingstone	Gerri Scott	David Markham	2015/16 (complete WDS)	Plans are currently being worked up for the programme of new kitchens and bathroom installation. It is intended to start this programme to coincide with the remaining two years of the WDS programme. This means that where major works are planned for the external refurbishment block we will undertake installation of kitchens and bathrooms at the same time. Currently the criteria for replacement are being developed by officers and consultation with tenants and residents associations and area forums will take place over the summer 2014 with a plan to commence delivery from the autumn 2014.
Quality affordable homes	Introduce licensing in the private rented sector and further crack down on rogue landlords	Cllr Richard Livingstone	Deborah Collins	Jonathon Toy	2015/16	Consultation and cabinet report on licensing scheme planned for early autumn 2014.
Revitalised neighbourhoods	Introduce a new diversity standard to make sure that people from every community get their voices included when decisions are made	Cllr Ian Wingfield Cllr Dora Dixon-Fyle	Gerri Scott	Stephen Douglass	2015/16	Currently undertaking desk research on existing equality/diversity standards for community engagement. It is proposed to develop and implement the standard in collaboration and consultation with the Forum for Equality and Human Rights in Southwark as the council's key partner and critical friend in this area.
Revitalised neighbourhoods	Secure the long term future of Greendale in East Dulwich	Cllr Fiona Colley	Eleanor Kelly	Steve Platts	2015/16	Consultation to take place over the autumn of 2014 with a view to making a planning application for the proposal of improvement and secured funding by the end of 2014/15 financial year.
Revitalised neighbourhoods	Invest in Camberwell including a new library	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2015/16 (new library)	New library at Camberwell opening in spring 2015.
Revitalised neighbourhoods	Invest in Peckham Town Centre to support arts and business	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2015/16 (Pocket places)	Pocket Places currently in development. Delivery expected through 2015.
Revitalised neighbourhoods	Start work on the regeneration of the Old Kent Road	Cllr Mark Williams	Eleanor Kelly	Simon Bevan	2015/16	Work beginning with the Greater London Authority and Transport for London to prepare an area action plan to guide development in the newly declared opportunity area over the next 15 years.
Revitalised neighbourhoods	Deliver a free cashpoint in Nunhead	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2015/16	Work continues to look for a viable option.
Strong local economy	Open a credit union account with a £10 opening deposit for every 11 year old	Cllr Ian Wingfield Cllr Fiona Colley	Duncan Whitfield	Dominic Cain	2015/16	Workshop to identify details of the scheme such as relationship with current schemes, schools engagement, inclusion and exceptions etc. This will allow for a detailed cost assessment of the scheme for inclusion in the budget planning process for 2015/16 and implementation in April 2015.
Strong local economy	Award scholarships to local young people from low income backgrounds to study art foundation courses	Cllr Dora Dixon-Fyle Cllr Victoria Mills	Eleanor Kelly	Bernard Nawrat	2015/16	Profiling of growth in numbers to be confirmed and additional funding to be identified through budget process.

Strong local economy	Guarantee education, employment or training for every school leaver	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2015/16	Council role to be further defined. This will apply to individuals leaving school/college in Summer 2015.
Delivery in 2016/17						
Best start in life	Work with local parents to open two new community nurseries	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2016/17	Envisaged that the community nurseries will be established in conjunction with the voluntary sector or a private provider in areas of most need. Expected to be a two year project.
Best start in life	Deliver more quality affordable childcare places	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2016/17	Commitment to be delivered through two new community nurseries and the outcomes of the Childcare Commission.
Best start in life	Guarantee a local primary place for every child	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2016/17	Council given a green RAG rating on school capacity assessment, which assesses the accuracy of our projections against actual delivery of places. Demand for primary school places met up to 2016. Proposals for new places in the north of the borough to be developed for October 2014, with delivery of new places by September 2016.
Revitalised neighbourhoods	Improved playground in Peckham Rye park	Cllr Barrie Hargrove	Eleanor Kelly	Steve Platts	2016/17	Currently in design and development.
Revitalised neighbourhoods	Invest in Camberwell including a new library	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2016/17 (Camberwell Green improvements)	Camberwell Green improvements currently in design and development and scheduled to be completed by 2016/17.
Delivery in 2017/18						
Best start in life	Invest in the borough's children's centres	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2017/18	Plans are under development.
Best start in life	Find new ways to guarantee care and early education to help parents	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2017/18	Plans are under development.
Cleaner greener safer	Divert more than 95% of waste away from landfill	Cllr Darren Merrill	Deborah Collins	Ian Smith	2017/18	Target to be set at a two per cent increase per year, with 95 per cent diversion by 2017/18.
Cleaner greener safer	Double the number of estates receiving green energy from South East London Combined Heat and Power	Cllr Darren Merrill	Deborah Collins	Ian Smith	2017/18	Work to commence in 2014/15 with delivery by 2017/18.
Cleaner greener safer	Open new pedestrian crossings outside Borough Station and between Trinity Street and Great Suffolk Street	Cllr Mark Williams	Eleanor Kelly	Simon Bevan	2017/18	Plans for delivery to be developed in partnership with Transport for London.
Healthy active lives	Bring 10 more parks to green flag standard	Cllr Barrie Hargrove	Deborah Collins	Des Waters	2017/18	Two more parks will be up to green flag standard by 2015/16 (Nursery Row and Surrey Square). A further eight parks will be achieved by 2017/18.
Quality affordable homes	Build 11,000 new council homes by 2043, with at least 1,500 by 2018	Cllr Peter John	Gerri Scott	David Markham	2017/18 (1,500 new council homes)	Delivery underway. Report going to cabinet in July 2014. 11,000 homes to be delivered by 2043, with at least 1,500 by 2018.
Revitalised neighbourhoods	Invest in Peckham Town Centre to support arts and business	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2017/18 (heritage initiative)	Delivery plan currently in development.
Revitalised neighbourhoods	Bring superfast broadband to Rotherhithe	Cllr Peter John	Eleanor Kelly	Steve Platts	2017/18	Opportunity to deliver this through a commercial or shared service solution.
Strong local economy	Support 5,000 more local people into jobs	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2017/18	Ongoing employment support provided through Southwark Works. Review of employment commissioning almost complete.
Strong local economy	Create 2,000 new apprenticeships	Cllr Ian Wingfield	Eleanor Kelly	Graeme Gordon	2017/18	Programmes such as the Southwark Apprenticeship Scheme, employment support commissioning, projects funded through the Youth Fund and developers' commitments through Section 106 are in place to deliver this commitment. Cross-programme monitoring is being established to track the outcomes from these programmes.
Strong local economy	Enhance and expand affordable studio and performance space	Cllr Ian Wingfield Cllr Mark Williams	Eleanor Kelly	Steve Platts	2017/18	Opportunities to enhance and expand studio/performance space to be identified.
Delivery in 2018/19 and beyond						
Best start in life	Open new secondary schools to meet demand including on the Dulwich Hospital site in East Dulwich	Cllr Victoria Mills	Jim Crook	Merril Haeusler	2018/19	Council given a green RAG rating on school capacity assessment, which assesses the accuracy of our projections against actual delivery of places. Year 7 places will need to be available from 2018/19. Options for new secondary schools to be agreed by December 2014 and delivered by summer 2018. Financial contribution by the council to be quantified as depends on the status of the school.
Revitalised neighbourhoods	Open a new civic centre in Walworth	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2018/19	Following the fire the building has been stabilised. Structural condition of the building is being investigated.
Revitalised neighbourhoods	Invest in Peckham Town Centre to support arts and business	Cllr Mark Williams	Eleanor Kelly	Steve Platts	2018/19 (Gateway to Peckham)	Co-design work currently being undertaken with the community with an expectation of a planning application in 2014/15.