

Fairer future ✓
Delivering our promises



Council Plan 2014/15 to 2017/18

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FOREWORD

LEADER OF THE COUNCIL

Cllr Peter John



Last May you elected us to continue in delivering a Fairer Future for Southwark over the next four years. We have listened to your priorities and have committed to an ambitious new set of promises and commitments that reflect the needs of our residents. The building of 11,000 new council homes, free swim and gym use for our residents and guaranteed education, employment or training for every 18 year old reflect our continued commitment to equality and fairness valuing all residents in the borough.

Unfortunately in 2015/16 we face the third highest cut of spending power per household in the country, therefore more tough decisions about how we spend money lie ahead. However government's cuts will not mean we are less ambitious in creating a borough where everyone has opportunity to reach their own potential. We are realistic about the challenges ahead and will continue to do more with less, and look for innovative ways of investing in the things that matter most to our residents. We will carry on delivering free healthy school meals for every primary school child, we will finish our warm dry and safe programme for the borough's council homes and we will keep working to create jobs in apprenticeships that provide local residents with the better opportunities of learning, living and working in Southwark.

In 2015 we are increasing our efforts to make the borough healthier, with investment in cycling, parks and leisure and free fruit every day for primary school children. We are rolling out our ethical care charter and improving the quality of homecare so that older people can lead independent lives for longer. We are also delivering on our commitment to make Southwark an age friendly borough, so that whatever your age you can get the best from living in the borough.

The Council can only make all of this a success with the work, help and support of people and other organisations in the borough. I'd like to thank all of you who give your time, energy and talents to making our borough what it is. I'd like to thank all our partners, faith groups, sports clubs, businesses and business organisations, volunteers, community leaders, charities, all organisations working to support the young, old or vulnerable and those who help to look after their local areas, including green spaces.

Thank you all for what you do to make Southwark the exciting and diverse borough that it is and a place that we can all be proud to call home. We look forward to working with so many of you as we continue to deliver a fairer future for all.

Councillor Peter John
Leader of Southwark Council

INTRODUCING THE CABINET TEAM

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



**Councillor
Ian Wingfield**

Deputy Leader and cabinet member for communities, employment and business



**Councillor
Fiona Colley**

Cabinet member for finance, strategy and performance



**Councillor
Dora Dixon-Fyle**

Cabinet member for adult care, arts and culture



**Councillor
Barrie Hargrove**

Cabinet member for public health, parks and leisure



**Councillor
Richard Livingstone**

Cabinet member for housing



**Councillor
Darren Merrill**

Cabinet member for environment, recycling, community safety and volunteering (environment and recycling)*



**Councillor
Victoria Mills**

Cabinet member for children and schools



**Councillor
Michael Situ**

Cabinet member for environment, recycling, community safety and volunteering (community safety and volunteering)*



**Councillor
Mark Williams**

Cabinet member for regeneration, planning and transport

INTRODUCING THE CABINET TEAM



**Councillor
Radha Burgess**
Deputy cabinet member
for women's safety



**Councillor
Stephanie Cryan**
Deputy cabinet member for
financial inclusion



**Councillor
Jamille Mohammed**
Deputy cabinet
member for inter-faith
community relations



**Councillor
Leo Pollak**
Deputy cabinet member for
excellence in design



ABOUT THIS COUNCIL PLAN

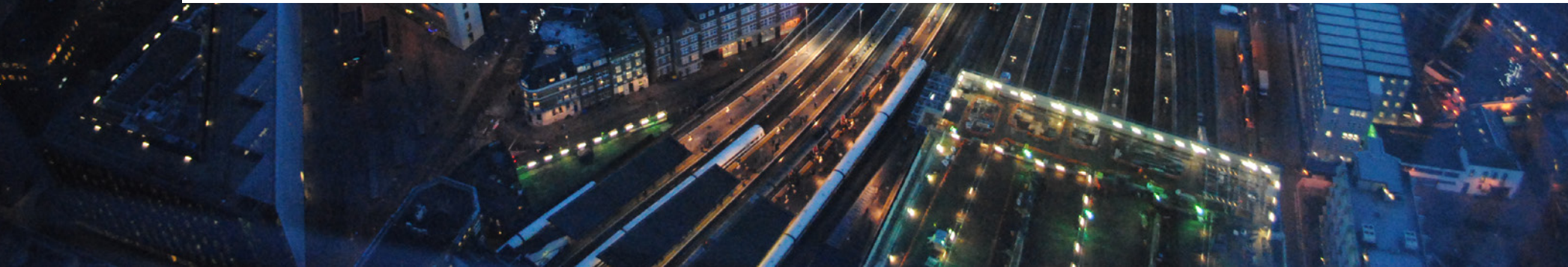
As the overall plan for the organisation, this document describes how we will deliver our vision, through the promises and commitments that we make to the people of Southwark. As our plan of action, it shapes what every team and member of staff does, meaning that we are all working together to achieve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

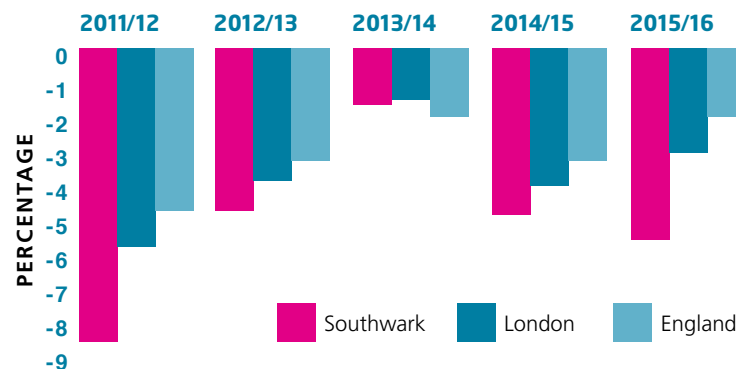
We will be absolutely transparent and accountable about what it is that we're going to deliver for and with our residents. The cabinet will also receive an annual performance report each June covering the previous year's performance. We'll also communicate our progress through our website and Southwark 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 that we 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 by £90m since 2011/12, 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.

Reduction in spending power for Southwark, London and England since 2011/12



This is the fifth consecutive year of cuts in government funding, with Southwark once again one of the hardest hit councils. Since 2010 our spending power has fallen by over £700 per household, the sixth hardest hit local authority in the country. In 2015/16 alone we are the third hardest hit council losing a further £161 per household, or £31m, whilst some other, less deprived, boroughs are seeing an increase in spending power.

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.

Listening to what residents tell us they need, helps us to make changes to the services we provide and often these changes can prove cost effective too. For example, our residents say they want to live in their own homes as long as possible. Preventative services that help people stay independent and well at home have proved more cost effective than residential care, while residents are happier as they are receiving practical, proactive support that gives them choice and control.

OUR VALUES

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, voice and culture of our borough. They are the soul of the borough.

That's why our residents are central to everything we are planning to do. 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 are 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, so 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 Values...

1 Treating residents as if they were a valued member of our own family

2 Being open, honest and accountable

3 Spending money as if it were from our own pocket

4 Working for everyone to realise their own potential

5 Making Southwark a place to be proud of

OUR TEN FAIRER FUTURE PROMISES

1 Value for money

We will continue to keep Council Tax low by delivering value for money across all our high quality services.

2 Free swimming and gyms

We will make it easier to be healthier with free swimming and gyms for all residents and will double the number of NHS health checks.

3 Quality affordable homes

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

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 per cent of students at every secondary get at least five good GCSEs.

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.

6 A greener borough

We will protect our environment by diverting more than 95 per cent of waste away from landfill, doubling the estates receiving green energy and invest in our parks and open spaces.

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.

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.

9 Revitalised neighbourhoods

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

10 Age friendly borough

We want you to get the best out of Southwark whatever your age so we will become an age friendly borough including the delivery of an Ethical Care Charter and an older people's centre of excellence.

Fairer future

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

Fairer future

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



Fairer future

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



Fairer future

Healthy active lives



We will

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.

- 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 a 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



Fairer future

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
- Provide better education and enforcement of people who litter
- Provide better education and enforcement to people who don't clean up after their dogs
- Increase recycling rates
- Divert more than 95 per cent of waste away from landfill
- Have 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 to restore 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

Fairer future

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
- Improve the 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.

Front cover photo by @electricpedals