

APPENDIX 1

Council Plan

2014 to 2018

Summer 2016 refresh

Foreword

When I first became Leader in 2010, we quickly set about putting in place our promises to deliver a fairer future. Six years on I'm really proud of what we've achieved in making those promises and plans a daily reality for many across our fantastic borough. The facts speak for themselves. We've kept all our libraries open, and built two new ones at Canada Water and Camberwell. And now Canada Water is among the busiest libraries in London. As the Olympic Games commenced, we opened The Castle Leisure Centre with free gym and swim on offer to residents. The World Health Organisation has accredited us as an age friendly borough meaning whatever your age you can get the best from living here.

We're making Southwark the place in London to learn and earn. Most of our secondary schools have 70 per cent or more students securing at least five good GCSEs. 91 per cent of all our Schools are rated "good" or better by Ofsted. Over 400 new apprenticeships were created in the last year alone, the best in London. Over the last two years our investment, including through regeneration, has helped over 2,500 residents start new jobs. In fact, more people are employed in Southwark in 2016 than at any other time this century.

And this is a great place to call home. We've delivered on our promise to make council properties warm, dry and safe with over £250m worth of improvements benefitting over 5,000 residents and decency rates for homes at their highest rate in 10 years. Your council rents continue to be among the lowest in London. In the last five years, we've delivered 2,646 new affordable homes, over half of these at social rents, which is one of the best records in the country. We're on track to build 1,500 new council homes by May 2018 with many more new homes under construction through the major regeneration of Elephant & Castle, Aylesbury and Canada Water. We have the best recycling rates in inner London. And although we're only 11 square miles, we're bursting with fabulous open spaces with 23 of the borough's parks awarded the prestigious green flag making Southwark a great place to go out, get active and have fun!

And all of this has been done whilst delivering £156m in savings over the last five years, with another £69m savings required before 2019, as a result of unprecedented and sustained reductions in government funding to our borough since 2010. It's not just us thinking this is a great council and place to be either – an independent assessment of the council by the Local Government Association found we had a 'can-do approach' and much to be proud of.



Councillor
Peter John
OBE
Leader of the
Council

Six years ago we put together an ambitious set of commitments to you, as residents, businesses, and the wider community, with many already achieved. There is more to do and we face new realities including a new housing and planning Act putting different pressures on us locally, and more broadly what the borough's place will be in a country outside of the European Union.

So as we refresh our plans to take account of what's changed and might change up to 2018, I'd like to thank you for the part you play in continuing to make Southwark the best borough in the country. I'm confident our refreshed plan will help us go even further in making good on our promises to you and I look forward to reporting back on how we're continuing to achieve a fairer future for all.

Introducing the cabinet team



Councillor Peter John OBE
Leader of the Council



Councillor Stephanie Cryan
Deputy Leader and Cabinet Member for Housing



Councillor Maisie Anderson
Cabinet Member for Public Health, Parks and Leisure



Councillor Fiona Colley
Cabinet Member for Finance, Modernisation and Performance



Councillor Barrie Hargrove
Cabinet Member for Communities and Safety



Councillor Richard Livingstone
Cabinet Member for Adult Care and Financial Inclusion



Councillor Victoria Mills
Cabinet Member for Children and Schools



Councillor Johnson Situ
Cabinet Member for Business, Employment and Culture



Councillor Mark Williams
Cabinet Member for Regeneration and New Homes



Councillor Ian Wingfield
Cabinet Member for Environment and the Public Realm

About this council plan refresh

What is the council plan?

As the overall plan for the organisation, the council plan describes how we will deliver on our vision of a fairer future for all, by making a series of promises and commitments to the people of Southwark.

This refreshed council plan considers the progress we have made since 2014 and consolidates our ambitions for the next two years.

As our plan of action, the council plan will shape what every team and member of staff does, meaning that we are all working together to achieve our shared goals; all the while recognising that a modern, agile and forward looking organisation is crucial to delivering our promises.

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.

Why are we refreshing the council plan?

Our work to revitalise communities has moved from an ambition to a reality, as we begin to visibly improve places and spaces in Southwark.

Our young people are doing even better at school and we're making sure everyone is able to stay healthy and active irrespective of their age or ability.

This means that many of the commitments we made in 2014 have already been met, such as the adoption of a ethical care charter, the opening of two new nurseries, accreditation as an Age Friendly Borough,

and the launch of a free gym and swim offer - to name a few.

But the world continues to change and Southwark faces new and different challenges to those faced in 2014. The country's decision to leave the European Union will have lasting impact on the borough.

Major changes to government policies, such as the Housing and Planning Act mean that as London's largest landlord we will need to rethink the way we deliver and fund some services. Throughout we want to stay agile as an organisation so that we can continue to deliver the very best for our residents.

We're proud of everything we've achieved since 2014. By refreshing our council plan we can take stock, refine and rebalance our commitments so that we can do even more to deliver a fairer future for all.

What will the refreshed council plan deliver?

We have reaffirmed our promises to improve schools, build more new homes, help more residents into jobs, revitalise our neighbourhoods, and keep Southwark safe. Our commitments reflect the great progress we've made, and set out our aspirations for Southwark until 2018.

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'll hear the voices of all in our borough, and do everything we can to ensure residents get the most out of the opportunities around us. So, throughout the plan, we have made specific commitments to equality and fairness.

And since the council took over important responsibilities for public health in 2013, and responsibilities for early years public health in 2015, 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.

How will we report on progress?

We will be transparent and accountable about what it is that we're going to deliver. That's why we'll be regularly checking to make sure that we are meeting our targets and report 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.

Our fairer future principles

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 principles that are the backbone of this plan.

In everything we do, we will be led by our fairer future principles. 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 deliver a council wide approach to age friendliness, because we've pledged to treat older and vulnerable residents like valued members of our own family, and the right to easily access information, services and have our needs considered 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 principles - 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.

- **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**

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.

What progress have we made?

Over the last two years over 150 Council homes have been completed as part of the new council homes programme. We've also worked hard to improve all of our existing housing stock and in 2015 we achieved the highest decency rate in ten years – meaning nine out of ten homes met warm, dry and safe standards.

These are just a few of the accomplishments achieved since 2014, in the next two years we want to do more to make quality affordable homes a reality for our residents.

What are our plans for the future?

We will....

- Build more homes of every kind
- Invest in our existing housing stock, including delivering a quality kitchen and bathroom for every council tenant.
- Build at least 1,500 new council homes by 2018, and 11,000 by 2043.
- Keep council rents low.
- Set up a homeowner agency.
- Improve repair services.
- Manage homelessness and temporary accommodation effectively, leading to better outcomes for residents.
- Support hoarders through multi agency working.
- Refresh the Southwark Housing Strategy.
- Introduce licensing in the private rented sector and further crack down on rogue landlords.
- 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

Best start in life

We believe in giving all our young people the best start in life. We want them to be in safe, stable and healthy environments 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.

What progress have we made?

In the last two years we have opened two new community nurseries and rolled out a free fruit programme to all primary schools. Our secondary schools have gone from strength to strength, with 74 per cent of all secondary school pupils achieving five or more A*-C grades at GCSE in 2015, and we've looked to new ways to resolve longstanding issues, such as childcare for working parents. We're committed to giving every child the best start in life, and our plans for the next two years will drive this ambition.

What are our plans for the future?

We will...

- Invest more in 'early support' for families.
- Invest in the borough's children's centres.
- Deliver more quality affordable childcare places.
- Guarantee a local primary place for every child.
- Ensure that 70 per cent of students at every secondary get at least five good GCSEs.
- Open new secondary schools to meet demand including on the Dulwich Hospital site in East Dulwich.
- Help more people to foster and adopt by paying their council tax for them.
- Protect children and young people from harm by tackling child sexual exploitation, domestic violence, neglect, female genital mutilation and violent crime.
- Work with and support parents to secure the best possible outcomes in life, for them, their children, and their family.
- Ensure a top quality children's playground in every local area.
- Increase library access with a free library card to every secondary school child.

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 a 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.

What progress have we made?

Over the last two years we've partnered with businesses, education and training providers and a host of stakeholders to strengthen our local economy.

We are on track to support 5,000 local people into jobs; we have created hundreds of apprenticeships and established the Southwark Apprenticeship Standard, delivering a higher quality offer, including payment of the London Living Wage, for residents. Our high streets have benefitted from innovative projects through the High Street Challenge, and we have used planning powers to stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders.

We also delivered programmes to improve the financial inclusion of our residents, especially young people.

What are our plans for the future?

We will...

- Invest in our relationships with businesses through the Southwark Business Forum.
- Support our business improvement districts.
- Encourage our partners to sign up to the diversity standard, our shared commitment to a fairer and more inclusive borough.
- Invest in more affordable business space, street markets and encourage pop-up shops to help start up businesses.
- Enhance and expand affordable studio and performance space.
- Increase access for all to our rich cultural offer.
- Double the number of Southwark Scholarships and award scholarships to local young people from low income backgrounds to study art foundation.
- Guarantee education, employment or training for every school leaver.
- Support a high quality FE and skills offer in the borough.
- Make sure young people are ready for work.
- Make sure local residents benefit from new jobs and apprenticeships.
- Support 5,000 local people into jobs.
- Create 2,000 new apprenticeships
- Encourage young people to save by depositing £20 into every credit union account opened for an 11 year old.
- Stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders

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. We will work 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.

What progress have we made?

Earlier this summer we rolled out our pioneering free gym and swim offer to all residents, with thousands accessing the service since it was first piloted in 2015. We secured our status as one of a handful of WHO Age Friendly Boroughs and adopted an Ethical Care Charter.

We created even more opportunities for children to stay active through the launch of Play Streets and brought more parks up to 'green flag' standards. The commitments we've made for the next two years will help even more residents to lead healthy active lives, irrespective of their age or ability.

What are our plans for the future?

We will...

- Develop a cross-council plan for age-friendliness in Southwark.
- Enhance the vital work of the voluntary and community sector.
- Encourage all Southwark residents to make use of free gym and swim.
- Encourage residents, businesses and visitors within Southwark to walk and cycle in the borough on safer routes.
- Deliver a safer cycling network.
- Extend bike hire across the borough.
- Work to improve air quality in the borough, including supporting the Mayor's plan to tackle air pollution by extending the Ultra Low Emission Zone to the south circular road.
- Bring ten more parks to green flag standard.
- Deliver 'play streets', where some streets are closed to traffic during school holidays.
- Implement the Southwark ethical care charter, with better paid carers and an end to zero hours contracts.
- Diversify nursing home provision and 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.
- Double the number of free NHS health checks to catch problems like heart disease and diabetes early.
- Reduce the numbers of people contracting HIV and other sexually transmitted infections.
- Further reduce teenage conceptions.
- Take new approaches to tackling obesity.
- Reduce smoking in the borough.

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.

What progress have we made?

In the last two years we've improved our recycling rates to become the best in inner London, whilst also diverting 99 per cent of waste from landfill.

In 2015 a third of all estates were deep cleaned and we've launched targeted campaigns to encourage people to clear up after their dogs.

Our Women's Safety Charter was adopted by 81 licensed premises in 2015, and 250 households were made safer through refurbished entry door systems.

What are our plans for the future?

We will...

- Improve the quality of neighbourhoods.
- Maintain clean streets.
- Continue estate deep cleans.
- Encourage people to keep Southwark clean, and use our enforcement powers where people litter or 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.
- Deliver the Women's Safety Charter.
- Deliver the Domestic Abuse Strategy.
- Support the Mayor's commitment for dedicated police officers in every ward.
- Campaign for Seeley Drive police base in the south of the borough.
- Double the number of estates receiving green energy from the South East London Combined Heat and Power.
- Use our regulator powers to minimise the impact of the Super Sewer tunnelling on local residents and schools.
- Double capital investment into roads.
- Invest in our libraries, including Nunhead, East Dulwich and Kingswood House, and keep all libraries open

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, jobs, and infrastructure.

What progress have we made?

Over the past two years we've seen residents move into new homes and opened a state of the art leisure centre at Elephant & Castle. A new library has been built in Camberwell, with all others kept open.

We're working with local stakeholders to shape the regeneration of the Old Kent Road, and have progressed plans for improvement in Peckham. We've also developed a new Diversity Standard, making good on a key commitment from 2014 to transform how we work together with partners and the community.

What are our plans for the future?

We will...

- Refresh the way we involve residents in decision making.
- Revitalise our neighbourhoods to make them places where we can all be proud to live and work.

- Transform the Aylesbury Estate with new homes, a library, health centre and employment opportunities.
- Transform the Elephant and Castle with a new leisure centre, affordable homes and a shopping centre.
- Revitalise Camberwell, with a new library, homes and upgraded parks and public realm.
- Improve Peckham Town Centre, though improvements to Peckham Rye Station, cultural events and a new academy of theatre arts.
- Deliver an improved playground in Peckham Rye Park.
- Create a vibrant, mixed use town centre in Canada Water.
- Make London Bridge, Bankside and Blackfriars central London's best place to work and visit.
- Transform the Old Kent Road with new homes, businesses, community facilities, and plans for an extended Bakerloo Line.
- Secure the long term future of Greendale and Dulwich Hamlet Football Club.
- Deliver a free cash point in Nunhead.
- Improve connectivity across the borough and make it easier for people get around.
- Deliver a strategic approach to planning and development.
- Bring superfast broadband to Rotherhithe.

Fit for the future

We are a dynamic borough at the heart of London. Ambitious and confident, we want the very best outcomes for our residents. This means leaving no one behind in a fast changing world.

We will be a council that is fit for the future with responsive, digitally enabled services that adapt well to change. Through our digital strategy we will make it easier for residents and businesses on the move to access more services via the web and smartphone.

Three quarters of our staff tell us they are proud to work for the council. We will harness this passion through a workforce plan that empowers staff, grows talent, develops future leaders and attracts the very best to play their part too.

Our values will guide how we engage with our changing community. There's no escaping the impact of dwindling budgets on what we do. We will deliver value for money, whether through charging for certain services and working with new and different partners including beyond Southwark to be more than the sum of our parts. All backed by good governance and sound resource planning for today and in years to come.

What progress have we made?

In the last two years, despite facing some of the largest reductions in funding in the country, we've balanced the books and kept service reductions to a minimum.

We've also changed the way we work, started to modernise our operations and streamlined our senior management arrangements to do more with much less. We've been awarded Investors in People Gold, demonstrating our commitment to developing our staff, our key asset.

We also launched our digital strategy and improved the resident experience by helping even more people access council services through 'MySouthwark'.

What are our plans for the future?

We will...

- Develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce.
- Provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments.
- Become a leading digital borough, transforming how we serve and enhancing the lives of people in our community so that no one is left behind.
- Deliver a customer experience where services can be accessed at a time convenient to residents and businesses.
- Deliver a modern, responsive, website which can be accessed by residents through a range of devices.
- Deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council.
- Manage council finances and ensure financial sustainability, while delivering value for money through performance and efficiencies.
- Take a zero tolerance approach to fraud, ensuring the fair use of council resources including council housing.

Contact us

We'd love to hear what you think about this Council 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.



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/southwarkcouncil

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