

# Council Plan 2014-18

## Annual Performance Report

Our progress in 2016/17

# Foreword

In 2014 we set out our plan to deliver a fairer future for all in Southwark, this was our vision to transform the borough and make Southwark a place that everyone can be proud to call home and a great place to work and do business. This plan built on the foundations that we had laid in the previous four years and today has helped make Southwark a borough which is ambitious and confident about its future.

This year we have continued to deliver for local people in Southwark. At the heart of this is our commitment to getting the basics right – collecting your rubbish, supporting and protecting children, maintaining your parks, and keeping your libraries open. This report tells you how we are doing this, keeping recycling rates high while others in London are in decline. Opening new libraries while others are closing them, and proudly enjoying more award winning green flag parks than almost any other borough in the country. Our children's services have just been rated 'good' by Ofsted which is achieved by just 1 in 4 local authorities.

We have done all of this despite Government cuts which have hit Southwark particularly hard. But we have not let limits on our budget limit our ambition. Our ambition means we are now the only borough in the country to make swimming and gyms free for all our residents and so far more than 65,000 people have signed up. Our ambitious targets for jobs and apprenticeships means that over 1,750 local people have been helped into work and we're on track to deliver 2,000 apprenticeships by 2018 – already one in five local council apprenticeships in the capital come from Southwark. Our ambition also means a record number of people are receiving free NHS health checks so we can catch health problems earlier.

By using money wisely, and treating every penny as if it were from our own pocket we have led the way in transforming the borough while at the same time protecting the services that matter most. I am proud of all that we have achieved so far together and determined that we will keep delivering a fairer future for all in Southwark.

**Councillor Peter John OBE**  
**Leader of Southwark**  
**Council**

July 2017



# 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.

In 2016 we set out a range of commitments to improve the number of homes in the borough and ensure quality housing is available across Southwark.

## We said that we would:

- 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 tenants from that area, with the rest going to other Southwark residents.

## How we've performed in 2016-17

129 new council homes were built in 2016-17 which brings the total number of completions since 2011 to 291, with more in the pipeline and due for completion at the time of publishing this report.

Through our Warm, Dry and Safe programme we have invested over £62m in improving our existing housing stock in 2016-17, leading to the installation of new kitchens and/or bathrooms in 1,130 council homes in this year alone. Our investments have led to over 93% of homes being classed as "Decent" at March 2017, in excess of our target of 90%.

MySouthwark Homeowner Agency successfully launched in the autumn, offering a range of services such as a dedicated telephone service for homeowners and a new face to face service at The Blue. We are now monitoring the impact the Agency is having on leaseholder satisfaction levels and will adapt the service accordingly.

In 2016-17, 84 per cent of residents surveyed said they were satisfied with our housing repair services; our repairs team and contractors continue to develop a service that builds on this success.

Our award winning Housing Solutions service launched last summer to help manage homelessness and the use of temporary accommodation. The new service coupled with DCLG "Trailblazer" funding will see us proactively tackle the root cause of homelessness, and help prevent people from becoming homeless in the first place.

By taking a multi-agency approach to supporting hoarders we have worked with 41 residents to manage the factors that can lead to hoarding and helping them to clear their premises.

This year 2,500 applications have been received for our private rented sector licensing scheme. Despite significant challenges and ongoing uncertainty in national policy we have continued to deliver key pledges from our housing strategy.

Since 2014 we have effectively maintained a lettings policy that means that 50 per cent of all new council homes go to tenants in bands 1-3 from the local area, with the rest going to other Southwark residents on the housing allocations list.

# 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.

In 2016 our commitments established a number of ways that we would support children, young people and their families to achieve their full potential.

## We said that we would:

- 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 percent 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.

## How we've performed in 2016-17

As part of our ongoing investment in early years services, we've developed a local quality assurance scheme to assess the quality of children's centres, and enable improvements where needed. Over 100 of our 115 early years providers (not including childminders) are rated good or outstanding by Ofsted and 72 per cent of children in Southwark have received a free nursery place this year.

All on-time applications for a primary school place in 2015-16 were offered a place within 2 miles of the child's home. There are also 315 more permanent primary places in the north of the borough than a year ago, including 105 new reception places.

In 2016, 63.7% of Southwark students achieved five GCSEs at A\*-C including English and maths, placing Southwark in the top quartile for GCSE results nationally. We've also welcomed new schools to the borough in 2016 as the Charter School East Dulwich opened its doors over the summer, and plans for a new school on Southwark Bridge Road have been approved.

We're working hard to make sure children in our care can be supported by foster carers who live in Southwark; our publicity campaign, along with our policy to pay council tax for local foster carers aims to encourage more residents to take up this valuable and fulfilling role.

As part of our ongoing work to protect children from harm, we've launched a multi-agency programme of training and awareness-raising for professionals, with six sessions delivered in the last quarter of 2016-17 alone. Following their recent inspection, Ofsted rated our services for vulnerable children as "good", with particular praise for our focus on child sexual exploitation and female genital mutilation.

All parents can access the Southwark Information and Advice Service, a free and impartial service that also supports parents through a programme of training. We've worked with families to make sure young people eligible for an education, health and care plan have a plan with provision to meet their needs.

In 2016-17, cabinet approved funding to deliver new play areas in Burgess Park, Leyton Square and Southwark Park. The council is now working with the local community to help shape the designs for each play area. Playground facilities in Camberwell Green and Nelson Square were completed in 2016-17. Work is already in progress on a new play area in Peckham Rye and on the redevelopment of Mint Street Adventure Playground, with the new Pavilion and Playground due to reopen in late 2017.

In line with our commitment to increase library access, every child starting secondary school this year received a free library card as part of the schools admissions process. We want children and young people to make the most of what's on offer in Southwark, and in our Activities for Children and Young People (agreed in December 2016), we set out our approach to help young people take part in a range of activities and opportunities that nurture skills and help them flourish.

# 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.

The commitments we established in 2016 sought to improve the economic wellbeing of residents, support town centres, and help businesses thrive.

## We said that we would:

- 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.



## How we've performed in 2016-17

Our Council Plan commitment to support 5,000 local people into jobs and create 2,000 new apprenticeships is at the heart of our refreshed Economic Wellbeing Strategy. Council funded projects helped 1,750 Southwark residents into jobs this year and over 4,000 people have been supported into employment since 2014; over 1,100 apprenticeship opportunities have been created in the same period.

As an employer, we're doing our part to make sure everyone starting their career with us has a great future ahead of them, and this year we were one of only three local authorities nationally to make the Centrica Top 100 Apprenticeship Employer List.

Our Construction Skills Centre launched in September 2016 and has already supported or trained over 300 residents. The Centre is working with a range of partners to help residents access the many construction jobs on offer in Southwark.

The proportion of Southwark young people not in employment education or training (NEET) was 1.3 per cent in March 2017; the sixth lowest NEET rate in London. During the course of the year the NEET rate in Southwark fell by 35 per cent, compared to an average fall of 12 per cent across the capital.

We've also made sure that our school leavers are prepared for work, embracing the future possibilities of living and working in Southwark. Over 1,700 pupils completed work experience in 2016-17, and 1,400 pupils attended the apprenticeship summer road show, while a further 128 young people took part in our Young Entrepreneurs Project to learn about the skills needed to succeed in enterprise and business.

2016-17 saw the second year of the innovative, ground breaking Stage Business programme with the Old Vic Theatre in which students from local schools have the opportunity to gain experience of working in a theatre, build public speaking skills and personal skills to equip them for the world of work. Since 2015, 1,771 Southwark students have benefited from the programme.

The further education landscape has seen much change over 2016-17, as government carried out reviews of further education (FE) provision across the country. Throughout this period we've championed options that ensure a high quality local FE offer, which meets the needs of our residents and delivers for our employers. We've also invested £5m in the Passmore Centre, as part of an ambitious and exciting partnership with LSBU to help 1,000 residents into higher apprenticeships.

Since 2014, 36 Southwark residents have been awarded a Southwark Scholarship, and plans are underway to offer financial support to students embarking on art foundation courses.

We want our young people to learn good financial habits and that's why we've pledged to deposit £20 into every credit union account opened for an 11 year old in Southwark; this year 430 young people took up this offer, and we're working closely with families, young people and schools to make sure even more people are aware of the scheme.

The High Street Challenge invested over £67,000 in projects to help improve town centres in creative and innovative ways in 2016-17, and we've delivered 143 new affordable work spaces for small businesses. Our funding helped Hotel Elephant open affordable studio space in Spare Street in 2016-17, and we've ensured that arts organisations have access to affordable accommodation by developing meanwhile use in spaces like the old library in Wells Way.

We continue to support our town centres by using Article 4 Direction legal powers to make it harder for pawnbrokers, betting shops and pay day lenders to open on our high streets.

Our refreshed Cultural Strategy, agreed in March 2017, places culture and creative industries at the heart of our priorities, shaping the context and delivering a range of programmes that support our long term ambition of Southwark being the first choice for people to live, work, study and visit.

The Southwark Business Forum meets regularly and has expanded to include more local partners including Vodafone. We continue to support Southwark based BIDS, helping them to establish a network that brings together all five BIDs operating in the borough.

This year 56 organisations have signed up to our diversity standard and we are exploring ways to embed the standard into our Contracts Register.

# 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 across the council and with partners to reduce health inequalities and improve people's lives.

Through the commitments we made in 2016 we hope to enable more people to make healthy choices and support our partners to offer the best possible care to our residents.

## We said that we would:

- 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 up to 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.
- Support vulnerable residents.

## How we've performed in 2016-17

Our free swim and gym offer fully launched in summer 2016, offering Southwark residents and council employees a free and easy way to stay healthy and active. We now have over 65,000 residents registered on the programme across all Southwark leisure centres.

Building on our previous success, this year 25 of our parks achieved Green Flag status, placing Southwark second amongst London local authorities with the most Green Flags and third nationally. We're committed to helping young people play and enjoy the outdoors, whether in our parks or on our streets, and this year we supported 30 play street events - encouraging more children to play outdoors during school holidays.

We continue to work with TfL and other partners to extend the bike hire scheme into more parts of Southwark and plan to improve air quality on our roads through our new Air Quality Strategy and Action Plan.

The Voluntary and Community Sector Strategy was developed in 2016-17, in partnership with the NHS Southwark Clinical Commissioning Group (CCG) and Communities Southwark. Consultation with over 200 people from the council, NHS CCG and voluntary and community sector helped shape the strategy which will lead to more co-ordinated services.

Implementation of the Ethical Care Charter has resulted in all providers we work with offering a guaranteed hours contract to the 600 carers they collectively employ.

80 per cent of home care services that work with council-supported clients meet all essential care standards set by regulators, 86 per cent of long-term service users are satisfied with the care and support they receive, with almost 60 per cent saying they are very or extremely satisfied.

Having become one of the first councils to receive accreditation as an Age Friendly Borough from the World Health Organisation, we've set out our long term vision for an age friendly Southwark. We're working hard to make sure the principles of age friendliness are embedded in our services, and are helping our partners do the same.

More than 26,000 Southwark residents aged 40-74 have opted for a free NHS Health Check since 2014. Other health services, such as our sexual health services, have seen 87 percent of first time users take a HIV test, thereby improving the chances for early detection of HIV.

51 Southwark Schools have now achieved at least Bronze status in the Healthy Schools Awards, with 15 also achieving Silver and one school achieving Gold; a further 36 schools have registered for the award. 36 Southwark businesses have also signed up for the Healthy Work Place Charter this year.

71 per cent of retailers that experienced a test purchase for under age sales were compliant with the law. Where illegal activity was taking place, 32 enforcement operations were carried out.



# Cleaner greener safer

We want people to feel safe in our 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.

Our commitments aim to prevent and mitigate the effects of crime and anti-social behaviour, and improve the environment and street scene.

## We said that we would:

- 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 and Kingswood House, and keep all libraries open.

## How we've performed in 2016-17

We regularly inspect street cleanliness, and throughout 2016-17 cleanliness levels have remained above our targets. We've also used our enforcement powers to carry out 60 targeted operations to tackle littering and dog fouling across the borough.

Our estate deep clean programme completed on schedule; on average 75 per cent of residents were satisfied with their neighbourhoods as a place to live, and 73 per cent were satisfied with street cleanliness.

Recycling rates have remained high with almost 97 per cent of waste being diverted away from landfill. We continue to work with partners to increase the number of estates receiving green energy from the South East London Combined Heat and Power.

We're taking a joined up approach to addressing complex cases of noise nuisance, by bringing together services that tackle noise, antisocial behaviour and environmental protection.

We continue to use CCTV to improve the safety of public spaces, this year over 15 per cent of all crimes viewed on CCTV resulted in an arrest, and our CCTV team received numerous awards at the Met Police CCTV Awards.

151 premises have signed up to the Women's Safety Strategy since it launched, with construction companies now participating too. In line with our Domestic Abuse Strategy we trained 21 domestic abuse champions this year. We continue to support the Mayor's commitment for dedicated police officers in every ward, and maintain the need for a Seeley Drive police base.

To minimise the impact of Super Sewer tunnelling on local residents we've put in place a 24 hour response procedure for all complaints, and have ensured that all sites associated with the sewer are compliant with the Control of Pollution Act.

£6.5m has been invested into Southwark roads this year, making sure vital infrastructure in our borough is safe for all users.

We have continued to keep all our libraries open and are planning to open a new Grove Vale Library as part of a wider housing and development scheme. Nunhead Library also reopened this year following refurbishment works and we're improving Kingswood House too. We know our communities value libraries and are delighted that the huge success of the new Camberwell Library has been recognised by winning the national Bookseller Library of the Year Award 2017.

# 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.

Our commitments intend to improve places and spaces, and harness Southwark's vibrancy.

We said that we would:

- 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, through 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.



## How we've performed in 2016-17

As part of our programme of works to refresh the way we involve residents in decision making, we will conduct an independent review into our current involvement approach and identify what we can improve. We'll also be asking residents what works well and what could be further done to help them participate in local decisions.

During the year we made changes to community councils to make them less formal, more inclusive and engaging, and to give more time for residents to have their say on the things that matter most to them. These changes responded to what residents and councillors told us about wanting more time for discussion on local issues in a less formal setting.

Our programme of work to revitalise neighbourhoods is progressing well, and developments on the Aylesbury Estate are moving forward. Works in Elephant and Castle have continued at pace in 2016-17, with the completion of the Spare Street Business Hub, launch of the Construction Skills Centre, and completion of Elephant Square.

The summer of 2016 saw many milestones for Camberwell, including the completion of Theatre Peckham and Artichoke pocket spaces, and the redesign of Camberwell Green. Nearby Peckham has also seen works begin on Peckham Levels, enabling new space for the creative and arts sector. Works for the relocation of Mount View Academy to Peckham have also begun, as the Academy plans to open to students in September 2018. Improvements to Peckham Rye Park are on track for completion in 2017-18.

The redevelopment of River Walkways, St Olavs Square and Albion Primary School in Canada Water are on track and good progress has been made across sites in London Bridge, Bankside and Blackfriars, leading to the

completion of Blackfriars Boulevard and opening of the Tate Modern Extension to name a few. Funding has been secured to transform Ledbury Garages in the Old Kent Road into a business and community hub; shop front improvement works are also underway in the area. We've also delivered our commitment to open a free cash point in Nunhead.

We're committed to securing the long term future of Greendale and Dulwich Hamlet Football and are working with developers and government to arrive at a decision that works for Southwark residents.

Recently completed infrastructure improvements, including Quietway 1, will broaden the cycling network in Southwark; our Kerbside Strategy will also help people of all abilities take advantage of walking routes in the borough. We've consulted on the second part of the New Southwark Plan, and are planning for further consultation on a set of interim sites and policies.

We continue to work with broadband suppliers to improve connectivity in Rotherhithe and other parts of Southwark.

# 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.

Our commitments will ensure our organisation is fit for the future, equipped with responsive, digitally enabled services that adapt well to change and strive to meet the needs of our residents.

## We said that we would:

- 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.

## How we've performed in 2016-17

Our new Workforce Strategy, agreed in November 2016, sets out our plans to support a productive, motivated and high performing workforce. We have already started work to modernise our working processes, developing our leadership and management capacity through ILM qualifications, introducing a refreshed learning and development programme to support a digital approach and further developing our apprentice programme.

In January 2017, Southwark Council was placed on the Top 100 Apprenticeship Employers list 2016 by the National Apprenticeship Service and two of our former apprentices were commended at the Young Local Authority of the Year competition. We also won the Guardian's 2016 Public Sector People Managers' Association Award for the Senior Leadership Campaign of the Year.

Over the coming year our HR and Organisational Transformation Team will undertake a number of projects to realise this ambitious strategy.

We also developed a new Workplace Strategy which will create attractive and inspiring work environments to support new work styles, increase adaptability of space, and increase business performance. The Workplace Strategy, together with our IT and Workforce Strategies will drive our organisation to achieving more modern, customer orientated services.

The new council website launched in 2016, offering a simple and effective way for residents and businesses to find out about our services, and carry out transactions. We also expanded the number of centres involved in our Digital Hubs programme and established a Digital Transformation Network to share best practice across our various digital improvement projects.

To ensure we have the technology in place to support service transformation across the council we plan to work with other London boroughs to develop shared IT services that are cost effective and enable us to make the most of technology.

We've made sure we're able to deliver value for money services and maintain our investment in services that are most important to our residents. We also made a commitment to make sure we protect council resources from fraud, and this year we helped convict 10 individuals who were involved in fraudulent activities and we've recovered 162 illegally sublet properties.

In May 2017 a member of the anti-fraud team won Highly Commended second place in the Keith Hughes Award for Excellence in Financial Investigation. This recognises outstanding contributions within UK financial investigation and law enforcement and is more usually awarded to police officers.

In line with our promise to "keep council tax low", the Southwark element of council tax has remained the eighth lowest level of council tax in London, despite having incurred the largest reduction in government grants.