

Council Plan Interim Performance Report

2014/15 – 2017/18

Our fairer future promises delivered

Promise 1: Value for money

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

Staying true to our budget principles, our Policy and Resources Strategy 2018/19 outlines how our programme of modernisation and innovation will enable £11m of savings over the coming year. Council tax proposals for 2018/19 will mean that Southwark’s council tax is the 8th lowest in London and lower in real terms than in 2010.

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.”

We’ve been offering free gym and swim to all our residents since summer 2016. 28,000 residents have benefited from an NHS health check, double the number of checks completed between 2010 and 2014.

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.”

Almost 6,000 new homes were built in Southwark between April 2014 to March 2017; a further 11,183 are in the pipeline as of April 2017. We now have over 2,200 new council homes in plan, the first 380 are now complete and by the end of 2018 1,519 will be complete, on-site or with planning permission and contractors in place to build them. 3,112 existing council homes have been fitted with a new kitchen and/or bathroom over the same period. 95 per cent of our homes are classed as ‘Decent’, meaning they meet national standards set for council housing

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.”

Working with schools we’ve increased the number of primary schools places by 6 per cent since 2014, the number of secondary school places have increased by 15 per cent in the same period. 92 per cent of our schools are Ofsted rated “Good” or “Outstanding” and we’re proud to say that 87 per cent of our mainstream secondary schools achieved a better Attainment 8¹ score than national averages. Based on Attainment 8 and Progress 8 measures, GCSE attainment in Southwark ranks in the top quartile amongst London boroughs and nationally.

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”

We’ve opened two new community nurseries Beanstalk Climbers Early Years and Lorrimore Square. We have also helped create new provision for two year olds at Bessemer Grange School, Charlotte Sharman School and Surrey Square School. We have also rolled out the 30 hours of free childcare programme.

¹ GCSE grades changed in 2017 to numerical grades. Attainment 8 is an average points score across 8 GCSE subjects and is used to benchmark attainment levels at GCSE.

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.”

99 per cent of waste is being diverted from landfill and we are exploring how more estates can receive green energy. Eleven more parks and open spaces have been awarded Green Flags over the last 4 years and Southwark now has more Green Flag parks than any other inner London borough.

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.”

Smarter use of CCTV means that we’ve seen a year on year increase in the number of incidents captured on CCTV leading to arrests. We’ve also taken steps to prevent crime through more estate security doors and the introduction of the Women’s Safety Charter. Our zero-tolerance approach to noise nuisance brings together services that tackle noise, antisocial behaviour and environmental protection.

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.”

We’ve supported 5,466 residents into jobs and have created 1,400 new apprenticeships to date. Our Youth Guarantee has been running since 2015, through initiatives like the Construction Skills Centre which has trained over 500 residents in the past year.

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.”

The journey to revitalising the Elephant and Castle, Aylesbury and Old Kent Road has already met many milestones, including the opening of a £20m state of the art leisure centre at Elephant and Castle, delivery of 261 new homes and the Southwark Resource Centre at the southwest corner of the Aylesbury development site; funding has been awarded to the Livesey Exchange to create a thriving business hub on 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.”

The World Health Organisation has accredited Southwark as an Age Friendly Borough and we are delivering a set of activities to make sure people can age well in Southwark. Our Ethical Care Charter was established in 2014 and is now fully implemented to make sure that carers working in Southwark are treated fairly, boosting service satisfaction levels from 53% to 96%. Our Extra Care Housing scheme at Cator Street opened in 2016 and planning consent for phase two is expected later this year.

Seven themes encompass our Council Plan commitments

1. Quality affordable homes
2. Best start in life
3. Strong local economy
4. Healthy active lives
5. Cleaner greener safer
6. Revitalised neighbourhoods
7. Fit for the 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.

In 2014 we set out a range of commitments to improve the number of homes in the borough and ensure quality housing is available across Southwark.

In 2014 we said that we would:

- Build more homes of every kind.
- Build at least 1,500 new council homes by 2018, and 11,000 by 2043.
- Finish our programme to make every home Warm, Dry and Safe by 2016 and 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 (homeowner agency).
- 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 tenants from that area, with the rest going to other Southwark residents.
- Keep council rents low.
- In 2016 we expanded our commitments, and said we would:
- 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.
- Invest in our existing housing stock, including delivering a quality kitchen and bathroom for every council tenant.

How we've performed since 2014

During April 2014 to March 2017 almost 6,000 new homes were built in Southwark; a further 11,183 are in the pipeline as of April 2017. We now have over 2,200 new council homes in plan, the first 380 are now complete and by the end of 2018 1,519 will be complete, on-site or with planning permission and contractors in place to build them.

We've made huge investments in our Warm, Dry, Safe programme and Quality Housing Improvement programme, enabling over 3,112 existing council homes to be fitted with new kitchens and/or bathrooms since April 2015. Our investment has led to 95 per cent of homes being classed as "Decent" in December 2017 compared to 63 per cent in March 2014.

In 2015 we rolled out our selective and additional licensing policies helping improve quality within the private rented sector and prevent rogue landlords by licencing over 1,400 dwellings since the scheme began. We have also met our commitment to implement a lettings policy where 50 per cent of all new council homes go to tenants from that area, with the rest going to other Southwark residents.

MySouthwark Homeowner Agency successfully launched in the autumn 2016, the service is dedicated to improving the way the council and homeowners work together. Despite significant challenges and ongoing uncertainty in national policy we have continued to deliver key pledges from our housing strategy.

Our project to recruit and train resident housing inspectors launched in 2016, since then we've recruited 150 residents to the role, working directly with local people to improve homes and estates.

In keeping with previous years, council rents in Southwark were one of the lowest in London in 2016/17; our rents were the second lowest in inner London and sixth lowest across all London boroughs.

In 2016 we expanded our commitments, including plans to improve repair services; since then overall satisfaction with the service has improved and currently stands at 87 per cent, compared to 84 per cent in 2016.

We also launched our award winning Housing Solutions service to help manage homelessness and the use of temporary accommodation. We have secured DCLG “Trailblazer” funding and aim to deliver improved ways of working to prevent homelessness in Southwark.

Our multiagency approach to supporting hoarders has helped resolve over 60 cases of hoarding since 2016, by working with individuals and supporting them to clear the clutter in their property and live their life as independently and safely as possible.

What next?

We’re the only council in England to be selected by the Ministry for Housing Communities and Local Government as a trailblazer for the Homelessness Reduction Act.

Southwark also received an award of £690,000 from the Ministry to establish and manage a Training Academy for all London Council’s and council’s in the South East and Eastern regions.

The training will provide a new professional qualification in homelessness designed by the Ministry, the Chartered Institute of Housing and Southwark Council and will train over 1000 officers. The training academy will be officially launched by the Government’s Homelessness Minister later this spring.

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 2014 our commitments established a number of ways that we would support children, young people and their families to achieve their full potential.

In 2014 we said that we would:

- 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.
- 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.
- Increase library access with a free library card to every secondary school child.
- 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.
- Establish a new Childcare Commission, bringing together expert, parents, providers and employers to find new ways to guarantee care and early education.

In 2016 we expanded our commitments, and said we would:

- 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.

How we've performed since 2014

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. We know that children's centres can have a huge impact on development in the early years, so we want to make sure that as many children as possible are making use of our centres. We know that on average 1,356 children under the age of four are registered with one of our children's centres and we will be monitoring the number of targeted families that maintain engagement with a centre.

In 2015 and 2016 we worked with local parents to open two new community nurseries at Beanstalk Climbers Early Years and Lorrimore Square. We have also helped create new provision for two year olds at Bessemer Grange School, Charlotte Sharman School and Surrey Square School.

Over the last six months we've rolled out 30 hours of free nursery provision for all eligible parents in Southwark, helping more families to access quality, affordable early education and care. Early support for families has also meant that 71 per cent of two year olds in Southwark receive a free nursery place, above the London average. 83 per cent of 3-4 year olds were also benefitting from a free early education place.

Our support and focus on the early years has been guided by the findings of the Southwark and Lambeth Childcare Commission, which was chaired by Tessa Jowell in 2014-15. The Commission published its final report in 2015. The findings have helped to improve the range of options for parents, carers and young children in Southwark.

Since 2014 every on-time application for a primary school place has led to an offer within 2 miles of the child's home. In the last four years there has been a 4 percentage point increase in the number of families who

were offered their first preference primary school place, with 98% of families receiving their first preference in 2017.

Working with schools we've increased the number of primary schools places by 6 per cent since 2014, and the number of secondary school places have increased by 15 per cent in the same period.

The way GCSE grades are awarded changed in 2017, and rather than the traditional A-G grades, government introduced grades 1-9, with a grade 9 broadly equivalent to an A*. These changes mean we can no longer track how many students achieve five GCSEs at grades A-C. Using the new grade system we are able to say that in 2017, 87% of our mainstream schools achieved a better Attainment 8 score (Attainment 8 is an average points score across 8 subjects) than national averages. This continues a five-year long improvement trend in GCSE attainment in Southwark. Based on Attainment 8 and Progress 8 measures, GCSE attainment in Southwark ranks in the top quartile amongst London boroughs and nationally.

In 2016 the Charter School East Dulwich opened its doors to students and works have started on the schools' permanent site. Plans are also progressing for a second new secondary school in Southwark - Haberdasher Aske's Borough Academy on Southwark Bridge Road is due to open in 2019.

Our policy to pay the council tax of all Southwark foster carers has been in place since April 2016 and we also launched a campaign to encourage more people to become foster carers. From the start of the next financial year young people leaving our care will also be exempt from council tax.

In 2014 we set ourselves a target to issue a free library card to all Year 7 pupils, since then over 8,500 cards have been issued. We also made the commitment to ensure a top quality playground in every local area, and many playgrounds, such as Dulwich Park, St Mary's Churchyard and Nunhead Green have been improved. Work is well underway on the new playground at Peckham Rye Park. Playgrounds at Southwark Park, Leyton Square and Burgess Park have also been identified for investment - consultation on improvements to all three parks is underway.

For the last four years we've been working with primary schools in Southwark to provide free fruit to their pupils as a healthy morning snack. We also fund free healthy school meals in all Southwark Primary Schools, helping to nurture a healthy food culture at no additional cost to families. Not only does this help tackle stigma and inequality that can sometimes face pupils at meal times, it also ensures that all our children eat healthily, together, as one school community.

To support our staff and partners in safeguarding children from all forms of harm, we have been running regular training courses to raise awareness of child sexual exploitation, domestic abuse, female genital mutilation and neglect. More than 80 delegates have completed the training since 2016. Educating the wider public is also a crucial tool for safeguarding children, that's why we're working with local businesses to raise awareness of these issues. Every year the council works with hundreds of parents to help secure the best outcomes for them and their children. Through parenting classes, information, advice and guidance, we offer residents the chance to learn and grow as parents - and so shape a better future for their children.

What next?

As part of our programme of investment in primary schools, we look forward to completing the relocation of Cherry Garden School from their old site in Bermondsey, to their new, modern building in Peckham. Due for completion in summer 2018, the new site will accommodate more pupils and enable students with complex needs to benefit from improved facilities.

Beormund School is also due to relocate to Peckham, placing it within the heart of the borough and therefore making it more accessible to students who travel to the school from across Southwark. The new site will enable the school to offer more places to pupils with special educational needs.

Consultation is underway for the new Spa School Camberwell, a special school for up to 120 students with autism., Plans are being developed for the extension of Rotherhithe Primary School, creating more school places in an area of high demand.

Strong local economy

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

The commitments we established in 2014 sought to improve the economic wellbeing of residents, support town centres, and help businesses thrive.

In 2014 we said that we would:

- Guarantee education, employment or training for every school leaver.
- 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.
- Award scholarships to local young people from low income backgrounds to study art foundation courses.
- Open a credit union account with a £10 opening deposit for every secondary school student.
- Deliver good money advice for secondary school students.
- Establish a Southwark Business Forum.
- Support business improvement districts including around the Blue in Bermondsey.
- 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.
- Enhance and expand affordable studio and performance space.
- Deliver an hours free parking in our shopping parades.
- Keep council tax at or below inflation.

In 2016 we expanded our commitments, and said we would:

- Encourage our partners to sign up to the Diversity Standard, our shared commitment to a fairer and more inclusive borough.
- Support a high quality FE and skills offer in the borough.
- 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.
- Encourage young people to save by depositing £20 into every credit union account opened for an 11 year old.
- Invest in our relationships with businesses through the Southwark Business Forum.
- Support our business improvement districts.

How we've performed since 2014

5,466 local people have been supported into employment through council funded projects; not only have we surpassed our original target - we achieved it seven months ahead of schedule.

We've created 1,484 apprenticeships so far through council programmes and partnerships; making us London's top performing council for apprenticeship creation in recent years. Our partnership with London South Bank University will help develop an Institute for Professional and Technical Education at the Passmore Centre, supporting 1,000 residents by 2021. Initiatives like these are giving residents more opportunities to take up the range of new jobs that have been created across the borough in the last four years.

Since 2014 all school leavers in Southwark have had access to the Youth Guarantee, enabling them to access education, employment or training whether that's through local FE provision, our local Construction Skills Centre, apprenticeships, or other means of learning and earning in Southwark.

Our partnerships with schools also ensure that Southwark school leavers are prepared for work and ready to explore new opportunities; we've secured work experience for over 1,000 young people annually since 2014. We've also delivered apprenticeship roadshows and employer led learning activities that have reached out to thousands of school pupils over the last four years.

Young people with an interest in the arts can access our Arts Scholarship Programme which launched last summer. The Arts Scholarship Scheme accompanies the Southwark Scholarship Scheme which has been awarded to 50 Southwark students since 2014, double the number awarded in the previous four years.

Our 2016 commitment to support a high quality FE and skills offer in the borough is making good headway, and in 2017 we published the Southwark Skills Strategy, outlining our ambitions for a quality skills offer that places resilience, ambition and employability at its heart. Over the coming months we'll be putting the strategy into action.

We want our young people to learn good financial habits and that's why our Smart Savers scheme has been depositing £10 into every credit union account opened for an 11 year old in Southwark since 2014, with an increase to £20 for accounts opened since 2016. In the last 4 years over 1,000 young people have taken up this offer, helping them save a combined total of £70,000. Southwark students have also been benefitting from financial literacy programmes operating in the majority of our secondary schools since 2015.

Businesses are a valuable part of our community; they help keep our borough thriving and create new opportunities for our residents. Over the last four years we've built new partnerships with our local businesses, whether that's through Business Improvement Districts (BIDs), including the Bermondsey BID which was established in 2015, or through the Southwark Business Forum which has been bringing together large businesses since 2015.

We've also been investing in more affordable business space, street markets and pop up shops through our

High Street Challenge Fund. Since it launched in 2014, the High Street Challenge has invested £750,000 to help deliver 44 projects that directly benefit local high streets and town centres across Southwark.

We've made sure that our growing creative sector has access to affordable studio and performance spaces that are crucial to their long term success. Since 2014 we've created 253 new work spaces, many of which are offered on a subsidised basis.

In 2015 we were one of the first councils to use Article 4 Direction legal powers to make it harder for pawnbrokers, betting shops and pay day lenders to open on our high streets. We've also made sure that anyone visiting one of our shopping parades can benefit from one hour free parking.

Our refreshed Cultural Strategy, agreed in March 2017, places culture and creative industries at the heart of our priorities, 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.

Underpinning our plans for a strong local economy in Southwark is our commitment to a fairer and more inclusive borough. Through our Diversity Standard we are encouraging our partners to actively join us in working towards this goal. Since 2016, 74 organisations have signed up to the Standard.

Council tax proposals for 2018/19 will mean that Southwark's council tax remains the 8th lowest in London and lower in real terms than in 2010.

What next?

Looking beyond 2018 we expect a number of exciting projects to come into fruition, including the refurbishment of the Passmore Centre at London South Bank University. With the help of funding from Southwark Council the Passmore Centre will become an Institute for Professional and Technical Education, focusing on higher level apprenticeships.

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 2014 we hope to enable more people to make healthy choices and support our partners to offer the best possible care to our residents.

In 2014 we said that we would:

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

In 2016 we expanded our commitments, and said we would:

- Encourage all Southwark residents to make use of free gym and swim.
- Develop a cross-council plan for age-friendliness in Southwark
- Enhance the vital work of the voluntary and community sector.
- Encourage residents, businesses and visitors within Southwark to walk and cycle in the borough on safer routes.
- 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
- 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.
- 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.

How we've performed since 2014

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. Over 76,000 people have registered with the scheme since it started.

We are currently working to deliver a Cycle Strategy which includes the development of a number of cycle routes (sometimes called 'quietways'). Quietway 1 is now open and Quietway 7 is currently under construction as well as the Southwark Cycling Spine. In the last two years we've delivered a walking and cycling campaign to encourage active travel across the borough, including the role out of periods of discounted cycle hire for partner organisations.

We continue to work with TfL and other partners to extend the bike hire scheme to more parts of Southwark, with plans to extend the scheme from Rotherhithe to Peckham announced this year. Our Air Quality Strategy and Action Plan sets out how we will improve air quality on our roads and we continue to support the Mayor's plans to extend the Ultra-Low Emission to the south circular road.

Since 2014, 11 additional Green Flags have been awarded to parks in Southwark, bringing the total number of Green Flags up to 28 across our parks. We also made the commitment to help young people play and enjoy the outdoors, whether in our parks or on our streets. We launched our "play streets" initiative in 2014 and since then over 138 streets have taken part in the initiative enabling more children to play outdoors.

Our older and vulnerable residents deserve the best possible care, and we're pleased to say that 79 per cent of homecare providers working with council-supported clients meet all essential care standards set by regulators. Our Ethical Care Charter, which has been in place since 2014, ensures that carers working in Southwark are paid fairly for the valuable work they do. As a result, service user satisfaction levels for home care have jumped from 53% in 2014 to over 96% consistently in each of the last four quarters.

Our commitment to support vulnerable residents is borne out with 90 per cent of residents aged 65 or over still at home over 3 months after being discharged from hospital. This means they are receiving the right level of care at home and can avoid return stays in hospital.

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. Through our cross council action plan, we'll be taking forward initiatives and ideas that make it easy to age well in Southwark.

In 2016, we opened Tayo Situ House, an Extra Care Housing Scheme of 42 council flats with 24/7 on-site care. Based on this success, we are building a similar new scheme right next door, together with a community hub for older people.

In December 2017 Cabinet agreed a strategy for nursing homes that will increase our capacity in the borough from the current 115 available places to 361 by 2020.

NHS health checks help catch health problems early and that's why we sought to double the number of people receiving a health check from 14,000 to 28,000 between 2014-2018. By September 2017, 28,000 people had received a health check.

We continue to work with partners to reduce teenage conception rates through our free contraception distribution services and sexual health advice services. The teenage conception rate has fallen from 27.4 per cent in 2014 to 24.7 per cent in 2015 (owing to a lag in the national release of this data we are not yet able to comment on rates for 2015 onwards).

We can prevent the spread of HIV by encouraging more people to access sexual health services; in 2016-17, 87 per cent of first time users of sexual health services took a HIV test, helping us to detect the virus as soon as possible.

Obesity affects people across a range of age groups, that's why we've adopted new approaches to help our residents manage their weight and lead healthier lifestyles. Over 50 of our schools have been taken part in the Healthy Schools Award, helping them to actively support their pupils to lead healthy lives. Adults at risk of obesity or long term health conditions can also make use of our 'Exercise on Referral' scheme, to access a free 12 week scheme to become more active. Over 40 Southwark businesses have also signed up to the London Healthy Workplace Charter, formalising their commitment to creating healthy workplaces for their staff.

In 2016 we made a commitment to reduce smoking in the borough. During 2016-17, 71 per cent of retailers subject to a test purchase for under age sales of tobacco were compliant with the law. Data for quarter 3 of 2017/18 shows that compliance has increased to 89 per cent. Where illegal activity was taking place, 32 enforcement operations were carried out, with 8,000 illegal cigarettes retrieved through one operation in 2017.

Our joint Voluntary Sector Commission with Lambeth submitted their report to Cabinet in 2015. Since then we've developed our Voluntary and Community Sector Strategy in partnership with the NHS Southwark Clinical Commissioning Group (CCG) and Communities Southwark. More recently we established a cross-council VCS Commissioning Board to coordinate the commissioning of VCS programmes.

What next?

Over the coming months we will be working with the Design Council to apply design processes and methods to public health challenges. We are one of a handful of boroughs to be taking part in the prestigious Design in the Public Sector programme. Our focus will be on the use of digital solutions to further improve the NHS Health Check programme, and enable better outcomes in detecting and preventing cardiovascular diseases.

We will continue our work with the NHS to better integrate health and social care, so that together we can both improve services and get best value for money.

Working with nursing home providers we will also build two new nursing homes in the borough so that we can deliver the additional places set out in our nursing home strategy.

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.

In 2014 we said that we would:

- Invest in our libraries and keep them open, including Dulwich and Kingswood House.
- Maintain clean streets.
- Encourage people to keep Southwark clean, and use our enforcement powers where people litter or don't clean up after their dogs.
- Introduce estate deep cleans
- Increase recycling rates.
- Divert more than 95 per cent of waste away from landfill.
- Have zero tolerance on noisy neighbours.
- Increase CCTV coverage.
- Deliver a new Women's Safety Charter.
- Deliver a Domestic Abuse Strategy.
- Increase estate security doors.
- Campaign for Seeley Drive police base in the south of the borough.
- Campaign for the 300 Southwark police officers and police community support officers cut since 2010
- Double the number of estates receiving green energy from the South East London Combined Heat and Power.
- Campaign against the super-sewer in Chambers Wharf
- Double capital investment into roads.

In 2016 we expanded our commitments, and said we would:

- Support the Mayor's commitment for dedicated police officers in every ward.
- Use our regulator powers to minimise the impact of the Super Sewer tunnelling on local residents and schools.
- Improve the quality of neighbourhoods.

How we've performed since 2014

We have kept all our libraries open and in 2016 opened a new library in Camberwell. We are on track to open a new Grove Vale Library later this year and have plans for a new library as part of the Aylesbury Estate regeneration. Nunhead Library received a major refurbishment in 2016 and we're improving Kingswood House too. We know our communities value libraries. We are delighted that the huge success of the new Camberwell Library has been recognised by winning the national Booksellers Library of the Year Award 2017. Also, more books are borrowed from Canada Water Library than any other library in London!

We regularly inspect street cleanliness. Over the last 4 years cleanliness levels have remained above our targets. In 2015 we launched a successful campaign to encourage dog owners to clean up after their pets. Since 2016 we've also organised targeted activity in areas where dog fouling and littering is more significant. We've issued over 1,900 fixed penalty notices for littering since 2014.

Our estate deep clean programme began in 2015, making sure that a third of all estates are extensively cleaned every year. Many estates benefit from jet washing, acid cleaning, and removal of overgrown foliage.

Year on year recycling rates have increased in Southwark since 2014, our recycling rate is currently higher than many other inner London Boroughs. However, there's still more we can do to improve recycling across the borough, especially in some flats and estates where we know participation is low.

We're really proud to say that we've decreased the amount of waste we send to landfill on annual basis since 2014, with almost 99 per cent of waste being diverted from landfill in the third quarter of 2017-18. This is a huge

achievement and testament to our promise to make Southwark a cleaner, greener borough.

By taking a joined up approach to addressing complex cases of noise nuisance, we've brought together services that tackle noise, antisocial behaviour and environmental protection. On average we have visited over 2,000 cases of noise nuisance annually during 2014 - 2017 in order to ensure the issue is dealt with promptly. Our award winning CCTV team have been crucial to the way we tackle crime and anti-social behaviour, helping to deliver a year on year increase in the percentage of all crimes viewed by CCTV resulting in an arrest since 2014.

152 premises have signed up to the Women's Safety Charter since it launched in 2014, with construction companies participating too. Our Domestic Abuse Strategy launched the following year outlining four key areas that we would action to reduce domestic violence in Southwark. Part of our action plan was to develop domestic abuse champions within our community. To date we've trained 30 domestic abuse champions, with more training being delivered to young people.

We continue to support the Mayor's commitment for dedicated police officers in every ward, which is in keeping with our desire to reverse cuts to the number of police officer and PCSO's in Southwark since 2014. We also maintain the need for a Seeley Drive police base.

Thousands of households have benefitted from new or refurbished estate security door systems, helping to keep homes and communities safe. A further 611 new estate security doors are due to be installed by June 2018.

The number of estates receiving green energy from the South East London Combined Heat and Power (SELCHP) has remained consistent with 2014 levels; however we continue to look at how more estates can be supplied by SELCHP in the future.

After a long period of campaigning against the Super Sewer, government decided to approve the plans. Since then we have refocused our efforts on minimising disruption to the local community.

By April 2018, £34.5m will have been invested in our roads since 2014/15; double the amount we invested in the four years leading up to 2014, and making sure vital infrastructure in our borough is safe and reliable for all users.

Our partnership work and commitment to keeping Southwark clean, green and safe means that 75 per cent of tenants and leaseholders that were surveyed are satisfied with Southwark as a place to live. 91 per cent of residents were also satisfied with parks, local spaces, and libraries in Southwark.

What next?

In December 2017 we took the decision to move away from investing our pension fund in fossil fuels. In the coming months the council will explore new opportunities to invest in the development of sustainable energy infrastructure alongside other local authorities, through the London Collective Pension Investment Vehicle (CIV), helping to contribute to global climate change ambitions which in turn supports our goal of a cleaner, green Southwark

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.

In 2014 we said that we would:

- 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.
- Campaign for the Bakerloo Line to be extended south of the Elephant and Castle to Camberwell and Old Kent Road.
- Start work on the regeneration of the Old Kent Road.
- Introduce a new diversity standard to make sure that people from every community get their voices included when decisions are made.
- Invest in Camberwell including a new library.
- Invest in Peckham Town Centre to support arts and business.
- Deliver an improved playground in Peckham Rye Park.
- Secure the long term future of Greendale and Dulwich Hamlet Football Club.
- Deliver free cash point in Nunhead.
- Bring superfast broadband to Rotherhithe.
- Open new pedestrian crossings outside Borough Station and between Trinity Street and Great Suffolk Street.

In 2016 we expanded our commitments, and said we would:

- Refresh the way we involve residents in decision making.
- Transform the Aylesbury Estate with new homes, a library, and health centre and employment opportunities.
- 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.
- 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.
- Improve connectivity across the borough and make it easier for people get around.
- Deliver a strategic approach to planning and development.

How we've performed in since 2014

In 2017 we launched the Southwark Conversation, to understand how change in our borough is affecting people and how they feel about the future. Almost 3,000 people who live and work in Southwark took part in the Conversation – the biggest of its type - through surveys and workshops. A report on initial findings is being published in March 2018.

As part of our programme of works to refresh the way we involve residents in decision making, we have conducted an independent review into our current involvement approach. This included identifying what we can improve. Over 1,000 people took part in the review and the findings were presented to Cabinet in February 2018.

We finalised our Diversity Standard in 2016, setting out good practice for diversity and inclusion; the Standard has been promoted to businesses, public sector organisations and the voluntary sector.

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

Camberwell saw the completion of Theatre Peckham and Artichoke pocket spaces, and the redesign of Camberwell Green. The award winning Camberwell Library opened in 2015, receiving a warm welcome from the local community. Nearby at Peckham, new space for the creative and arts sector was made available at Peckham Levels in 2017. Works for the relocation of Mount View Academy to Peckham have also begun with the Academy planning to open in September 2018. Improvements to Peckham Rye Park – including an improved playground - are complete, and construction has begun on Peckham Palms to create a bespoke mix of commercial units.

The redevelopment of River Walkways and Albion Primary School in Canada Water are on track, and works at St Olavs Square are complete. Good progress has been made across sites in London Bridge, Bankside and Blackfriars, leading to the completion of Blackfriars Boulevard, the opening of the Tate Modern Extension and The Bridge Theatre.

Funding has been awarded to the Livesey Exchange to create a business and community hub on the Old Kent Road; shop front improvement works are also planned in the area. Consultation on the Old Kent Road Area Action Plan is underway, including the extension of the Bakerloo Line through the area.

Pedestrian crossings at the junction between Borough High Street and Marshalsea Road, and Trinity Street and Great Suffolk were put in place in 2017. We've also delivered our commitment to open a free cash point in Nunhead.

In 2017 we completed a number of infrastructure improvements projects, including Quietway 1 which has broadened the cycling network in Southwark. Our Kerbside Strategy will also help people of all abilities take advantage of walking routes in the borough.

The final consultation on the New Southwark Plan ran until the end of February 2018; the agreed Plan will define our strategic approach to planning and development in Southwark.

We're committed to securing the long term future of Greendale and Dulwich Hamlet Football and have implemented an interim management plan for Greendale

and the artificial pitch, pending engagement and consultation on the future of this space.

Since 2016, BT Openreach have delivered 27 new broadband street cabinets borough wide, including 9 in Rotherhithe, representing 2,922 possible new connections. In November 2017, we agreed the installation of wireless broadband infrastructure on a number of council owned buildings which will supply up to 40Mb broadband speeds across 70% of the borough, beginning with Rotherhithe.

What next?

Learning from the success of the High Line in New York, we are working with partners bring create the Low Line in Southwark - a new walking route alongside the railway viaduct which connects neighbourhoods and is opening up a wide variety of opportunities.

The first three sections of Low Line have now opened with new walkways opened through previously gated off areas. The project has created homes for a range of independent and creative occupiers, including the Union Theatre, Spanish Theatre Company, O'Meara, and The Africa Centre.

Over the next five years we're planning a new route through the arches at Borough Market called Dirty Lane and the opening of 70,000 square feet of arches, as part of the redevelopment of London Bridge station. This will include affordable units for local independent businesses and organisations and a new home for the Southwark Playhouse.

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.

Our “fit for the future” theme was introduced as a new theme in 2016 and at the time 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 since 2016

Our Workforce Strategy was agreed in 2016 and sets out how we will support a productive, motivated and high performing workforce. To achieve these objectives we are developing a Southwark Managers Framework, a new employee induction process and a review of our HR policies, recruitment processes and learning and development framework.

We're also making the most of the apprenticeship levy to deliver new ways of starting a career with the council, with apprentices and first entry staff now accounting for 2.9 per cent of our workforce, and building on our success as a Top 100 Apprenticeship Employers 2016.

Alongside our Workforce Strategy is our Workplace Strategy, which outlines our approach to creating a bright, modern, flexible work environment for all staff. We have begun consulting on the development of a third council office at Queens Road, helping bring together almost 400 staff who help some of the borough's most vulnerable residents.

Our independent staff survey ran in 2017. The majority of our staff are proud to work for the Council and speak highly of it as an employer; levels of engagement amongst staff exceed those in other public sector and local authority organisations. Most importantly our vision and values for a fairer future speak to the overwhelming majority of our workforce.

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 on a range of devices. In the last 2 years we've also expanded the number of centres involved in our Digital Hubs programme, enabling more residents to improve their digital skills; over 7,300 residents have also taken part in 'Introduction to ICT' session to gain basic ICT literacy.

Within the council we've recruited a Digital Delivery Team and moved to a new Shared ICT Service to ensure our digital infrastructure enables efficiency.

Staying true to our budget principles, our Policy and Resources Strategy, approved by Cabinet in February 2018, outlines how our programme of modernisation and innovation will enable £11m of savings from efficiency and improved use of resources over the coming year.

We also made a commitment to make sure we protect council resources from fraud. Since 2016 we've recovered 237 illegally sublet properties, prosecuting people involved in illegal sublets. In 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.

What next?

Having received Investors in People (IiP) Gold accreditation in 2015, we will be seeking to renew our accreditation this year. The IiP re-accreditation process will rigorously assesses the council's organisational values, approach to investing in our workforce, and our business practices to evaluate the extent to which we meet the internationally recognised IiP benchmark.

