

**SOUTHWARK COUNCIL
CORPORATE PLAN
DRAFT
(April 2009)**

FOREWORD

Our corporate plan provides a summary of the council's priorities and what we will do to ensure progress is continued. Since our last plan was agreed in 2007, the environment in which we operate has changed considerably. Together with our partners we have entered into a new relationship with government which places new responsibilities on all of us. There is a new Mayor of London, with different priorities and ways of working. Most significantly, the world has entered an economic downturn which will make life difficult for everyone in Southwark – the council, our partners, local businesses, and most importantly our residents.

The onset of recession means it is timely for us to look again at what we are trying to achieve and how we adapt our approach to ensure we continue to make progress. In these difficult times, local people will place more importance than ever on value for money. This plan explains how we will modernise the council in order to deliver it. Local residents and businesses will look to us for help, so the first part of the plan covers some of the things we are already doing and explains how we will continue to work on ways to support our community. But it is important that we do not allow the troubles of today to distract us from achieving our vision for Southwark and so this plan also looks to the future and explains how we will protect the advances we have made and build on them.

As a council, we work with partners to deliver hundreds of services. The corporate plan sets out the council's key priorities and describes what we will do to ensure progress is made. It is grouped under six priority themes and takes Southwark 2016, our Sustainable Community Strategy as its starting point. The plan includes key measures and milestones which local people can use to monitor our progress and shows how these themes tie in with the commitments which this administration made to local people in 2006. The themes are:

Places where people love to live

This theme considers community and physical regeneration, the importance of the supply and quality of housing in the lives of our residents and what we can do to continue to make Southwark a location of choice for residents, visitors and employers.

Everyone achieving their potential

This theme looks at how we can help local people achieve their potential by fostering business and enterprise and growing skills and aspirations in children and adults.

Healthy and independent living

This theme focuses on tackling health inequality, and how we can provide an environment where people can lead healthy, active lives

Valuing the environment

This theme builds on our commitment to keep the borough clean, and focuses on how we can increase recycling rates and lower energy use in order to reduce the borough's carbon footprint as well as energy costs to businesses, households and the tax payer.

Tackling the crimes which concern people the most

This theme recognises that crime and the fear of crime have a major impact on the way people live their lives and that these fears are different for different communities and in different areas of the borough. We set out our leadership role, alongside the police, in preventing and tackling crime.

Transforming public services

This theme responds to the challenge to the council and its partners in a tough financial climate, of providing high quality and responsive public services at a reduced cost.

Below we describe how the savings we have made have allowed us to freeze council tax and how we are supporting residents and local businesses. The council is committed to delivering the best quality services and value for money for all businesses and residents in the borough both through difficult economic times and into recovery. The plan therefore sets out what our priorities are to both deliver positive outcomes for people in the short to medium term and to prepare the organisation and borough to be in the best possible shape for moving forward into the future.

I hope you find this plan valuable as we continue to work together to achieve the Southwark 2016 objectives of improving life chances, making Southwark a better place for people and continuing to deliver integrated, customer focussed and efficient public services.

Nick Stanton

Leader of Southwark Council

Spring 2009

INTRODUCTION

Refreshing our plans

Southwark has always been a creative borough at the heart of London. Yesterday the home of Shakespeare and Dickens – today the home of London government, a world class cultural centre and one of the UK's most vibrant creative quarters. Throughout history the people of the borough have had an endless capacity to reinvent the borough and move with the times. A good example is Bankside: historically a place for trade of all kinds, it became a no-go area in the 70s but is now completely renewed as a cultural centre hosting Shakespeare's Globe, Tate Modern, popular museums and world-renowned galleries.

Attracted by our position and success, the world has come to Southwark and in turn transformed it into one of the most varied and interesting boroughs in London, with an exciting mix of languages, backgrounds and cultures. At the same time, Southwark has not always been a great place to live and too many of our residents still struggle to have a decent home, a good job and a healthy life.

But we are changing that. We have listened to what local people tell us matters most: getting rid of crime, building better schools, clearing up poor estates, cleaning and repairing the streets and having decent and affordable homes; and we are taking action and can show results.

We are also putting a huge amount of time and money into renewing the area once again, to bring in more jobs and prosperity. That is why, for example, the renewal of the Elephant & Castle - its homes, its shops, its roads and transport and its community life - is so important to the future of the borough.

For the medium term, the council has revisited its financial plans and agreed a budget for 2009/10 which highlights our response to the changing set of circumstances people and business now face including allocating an additional £2m to tackle unemployment and support local businesses. Our plans for 2009/10 include:

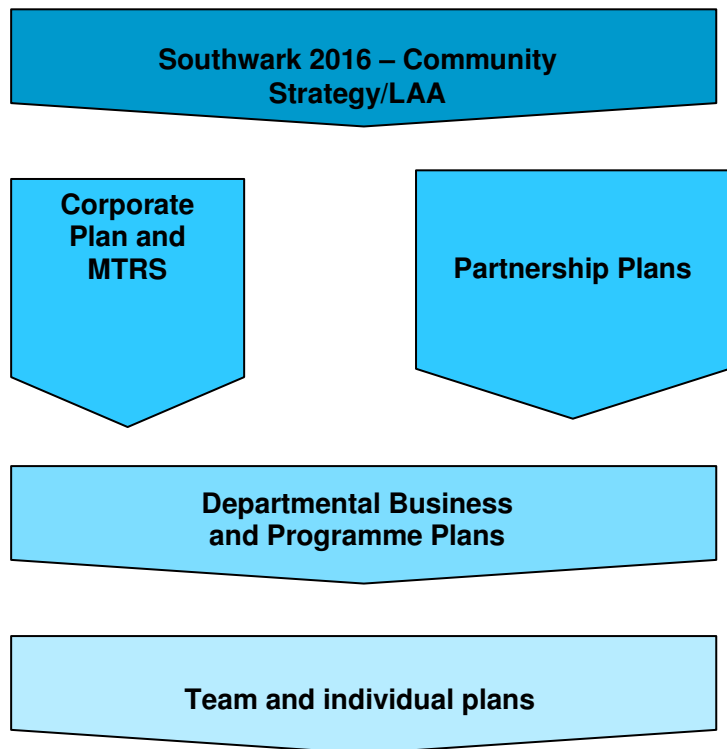
- A freeze in council tax
- Small business support programmes
- Skills, training and advice to support residents back into work
- Targeted schemes to support vulnerable and excluded groups into employment
- A dedicated fast-tracking service which will help people access benefits at the times they need them to support them back into work

Sound resource management

The council has a medium term resource strategy in place aligning financial priorities with the management of assets, human resources and information technology. A keen focus on value for money and improved outcomes is ensuring that investment is directed towards the front line: In the last four years value for money has continued to improve with £29.4 million of efficiency savings made of which £24 million were cashable. Our revised financial plans include £35m of stretched savings. and efficiencies through modernisation, with the re-location of some 2,000 staff to a single site in the north of the borough acting as a catalyst for efficiency and rationalisation of support services.

Planning in partnership

Planning and working in partnership has never been more important than in the current climate. Southwark 2016, the sustainable community strategy, was agreed with our partners in consultation with the community. Its objectives of improving outcomes for people, improving places and delivering quality services, guide the council's work. In 2008, the council and its partners agreed a new Local Area Agreement (LAA) with government which sets targets for specific improvements in support of the Southwark 2016 objectives. The LAA builds on Southwark's successful partnership working at all levels and across the public, private, and voluntary and community sectors. The diagram



above shows how the overarching objectives of the Community Strategy feed into the council's plans and into those of our partners. Ultimately teams and individuals can see how they are contributing to improvement across the borough.

Understanding our communities

Southwark is a diverse borough, with an exciting mix of languages, backgrounds and cultures. Our approach to equality and diversity is to recognise and value difference whilst also holding on to what we all have in common. Community cohesion and respect for ethnic difference is good in Southwark and the council wants to be an example to the whole country of successfully fusing the celebration of diversity with greater social inclusion and cohesion.

The council launched a revised equalities and human rights scheme in May 2008 which is being integrated into our performance management framework, embedding equality, diversity and cohesion into the council's core business. Through equality impact assessments and community impact statements, we ensure that the equality and diversity implications of our decisions and service delivery are fully considered and kept under review. Our commitment to the goals of Southwark 2016 mean that working to reduce the inequality gap underpins all our plans. This corporate plan for example includes commitments on increasing the independence of older people, delivery of personalised services for people with disabilities, supporting local businesses, including small and medium sized and black and minority ethnic enterprises, support to help vulnerable and excluded people into employment and on addressing health inequality.

Managing Performance

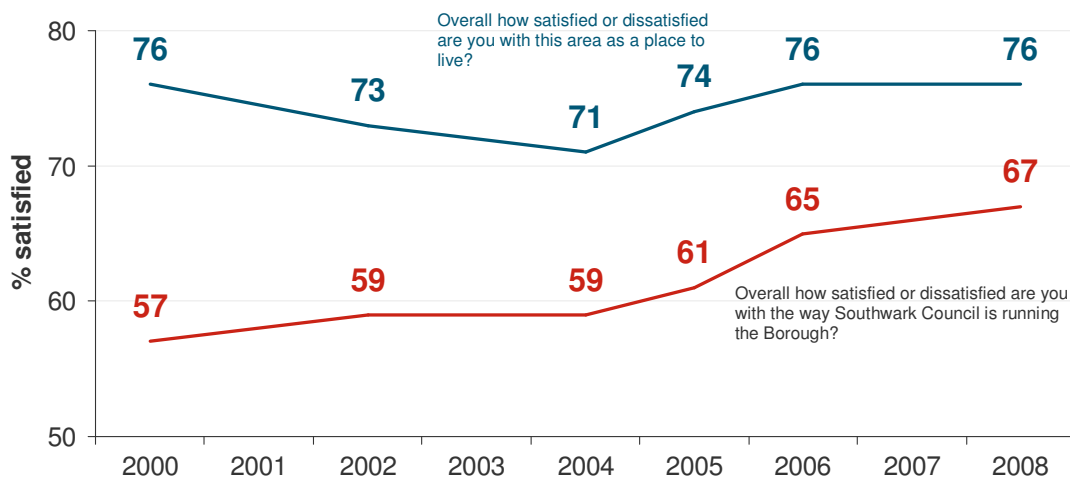
Effective performance management supports us to achieve the ambitions we have set out in this plan and to ensure that services are efficiently delivered to meet the specific needs of our customers. This includes ensuring that the needs of our diverse communities are always taken into account when designing and delivering services and when the impact of those services is evaluated.

Our corporate performance management framework will track strategic performance measures within the corporate plan and priority actions within departmental and partnership plans, allowing us to monitor performance and business across the borough and to meet the needs of the new national assessment framework for local government, the Comprehensive Area Assessment.

The performance management framework is made of three tiers of measures: Tier 1 are shared strategic measures (contained within the Corporate Plan), Tier 2 are departmental priority measures (within departmental business plans) and Tier 3 are service team measures (within service team plans and individual work plans).

Assessing our Progress

Overall, satisfaction with the way the council is running the borough, and with the borough as a place to live, is steadily rising*.



Our supporting strategies and plans are:

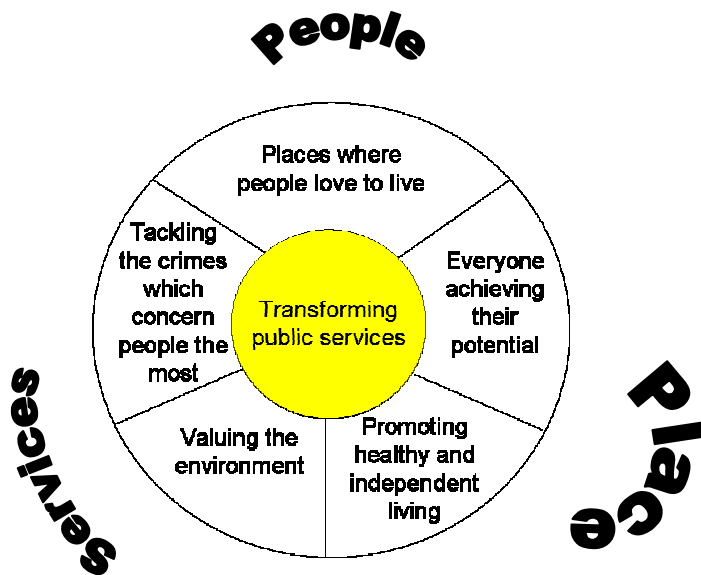
- [Medium Term Resource Strategy 2008-2011](#)
- [Southwark 2016: Sustainable Community Strategy](#)
- [Southwark LAA 2008-2011](#)
- [Human Rights, Equalities and Diversity Scheme](#)

*Technical Information

Residents Survey data used in this plan is based on 1,008 interviews carried out face-to-face, in homes across Southwark, plus an additional 128 booster interviews with residents of a mixed or asian ethnic background. Data was weighted by age, sex, working status, ethnicity, community council area, and social class to ensure a representative sample. Fieldwork was carried out by Ipsos MORI between 24th July and 21st September 2008.

ABOUT THE PLAN

The corporate plan describes the council's contribution to achieving the vision set out in the borough's sustainable community strategy, Southwark 2016. The corporate plan is framed around six priority themes which illustrate how teams across the council are taking forward our part in delivering the Southwark 2016 objectives of improving **people's** individual life chances, making the borough a better **place** and delivery quality public **services**.



Each section of the plan opens with a description of what the priority theme means and why it is important. This is followed by a summary of what we will do to meet the challenges we face. The plan does not seek to describe every function of the council but instead provides a framework for connecting the goals of Southwark 2016 with the actions for delivery in departmental, programme and partnership plans.

To effectively monitor progress against each of our six priority themes, a set of milestones for key council led projects along with a collection of core, strategic indicators have been selected. The Local Area Agreement (LAA) is the shared set of priorities for Southwark negotiated between the council with its partners and government. All LAA indicators are included in the plan except where they are not planned to be active this year or where they are being discontinued. Other indicators are drawn from the government's national indicator set and from local measures. To give context for each theme, we use feedback from residents and inspection bodies throughout the plan.

In 2006, the council's administration made six specific commitments and within the plan we show how each priority theme is supported by these commitments.

At the end of each section is a list of the key linked strategies and plans where more detail is described. The corporate plan will be complemented by priority actions within departmental, programme and partnership plans and will help focus the council on what matters most locally.

PLACES WHERE PEOPLE LOVE TO LIVE

Whether in Bermondsey, Peckham, Dulwich or any other of Southwark's unique areas, residents are proud of where they live. People want well designed, safe areas with good public services and attractive green space that they can enjoy. We will work with residents to support economically active, healthy and strong communities where people love to live and participate and where they can achieve their potential.

Did you know?

Our residents survey tells us that 64% of residents know at least a little about regeneration plans and of those, 85 % of people think the plans will have a positive impact on Southwark

We aim to achieve this priority theme by:

- Bringing together partners and residents to design and maintain places people are proud of and transforming areas which need improving including Elephant and Castle, Bermondsey Spa, Canada Water and Aylesbury
- Building communities where children and adults get involved, stay engaged and take control of their own lives
- Maintaining and creating quality public spaces and investing in homes. Encouraging housing options which help families achieve economic independence
- Making Southwark a place where more people choose to bring up families; delivering investment in new and refurbished schools and leisure services and building on our reputation as a cultural hub and a green borough
- Delivering improvements to social housing and estates through our decent homes scheme as well as individual initiatives which are in tune with what locals want

Our specific commitment to residents is to build 3,000 affordable homes for local people to rent or buy. Southwark has acute housing need and so building new affordable homes is a major priority. Through our own major regeneration schemes, at places like Bermondsey Spa or Canada Water and by insisting on affordable housing within private developments, we will explore every possible avenue to increase access to affordable homes.

Set out below are the top tier project milestones and performance measures by which we will assess progress in this priority theme:

What is the project?	What are we doing?	When will we do it by?
Aylesbury Estate	Draft area action plan for statutory approval for the whole of the Aylesbury estate submitted	April 2009
	Commencing works for first new homes (Phase 1a)	April 2009
	Area Action Plan approved	2010
	Opening new Aylesbury Resource Centre	March 2011
Bermondsey Spa	Delivering 477 new homes on various sites	October 2009
	Completing the rehousing of 148 tenancies (to include leaseholders) from existing poor-quality council housing	November 2009

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	Disposing of a further 7,500 square metres of land for regeneration	March 2010
Canada Water	Agreeing an area action plan for Canada Water	March 2010
	Complete construction of the new library	December 2010
	Completing the new public square	April 2011
Elephant and Castle	Conclude contract negotiations with strategic partner	2009
	Agreeing scheme to remove the southern roundabout (in partnership with Transport for London)	June 2009
	Commencing the construction of the first-round housing	December 2009
	Commencing demolition of the Heygate estate	March 2010
Decent Homes Milestones	726 homes made decent on East Dulwich Estate	2010/11

NI	What are we measuring?	LAA	How are we measuring	End of year targets	
				2009/10	2010/11
1	% of people who believe people from different backgrounds get on well together (<i>Place Survey</i>)	LAA	%	Targets to be set in spring 2009 after verification of first Place Survey results	
154	Additional homes provided (<i>net volume</i>)	LAA	No.	1630 average over three years of LAA	
155	Affordable homes delivered (<i>gross volume</i>)	LAA	No.	900	815
156	Households living in temporary accommodation (<i>performance judged on Q4 results</i>)	LAA	No.	714	458
Local	Number of homes made decent	-	No.	2200	2577
Local	Number of non-local authority owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	LAA	No.	130	135

Our supporting strategies and plans are:

[The Southwark Plan](#)
[Southwark Housing Strategy](#)
[Cultural Strategy](#)

EVERYONE ACHIEVING THEIR POTENTIAL

We want people to have a real chance to succeed and to have the opportunity to achieve their potential. For this to happen, and to help break the cycle of poverty, children and adults need the backing of their families, communities and the council. We need to ensure that people have access to the skills, training and advice they need and that businesses are supported and attracted into the borough.

Did you know?

Ofsted gave Southwark's Children's Services a rating of three out of four with good capacity to improve in the 2008 Annual Performance Assessment.

We aim to achieve this priority theme by:

- Raising the aspirations and educational attainment of Southwark's children and young people right through to further and higher education.
- Enabling parents to raise their children in safe, supportive environments and providing access to timely, integrated support where needed
- Supporting local business and employers through difficult times and ensuring that in the long term, enterprise and employment can thrive and the borough continues to attract world class employers
- Providing opportunities for adults to improve skills, to help maintain independence and to be in the best position to make employment choices
- Encouraging young people to make responsible choices about their health and sexual behaviour

Our specific commitment to residents is to open three new secondary schools and improve primary school provision. Southwark schools are amongst the most rapidly improving in the country, with our pupils' results improving at a faster rate than the national average. We promised to build new schools to continue these improvements. The new Harris Boys' School in East Dulwich will be open in 2010; work began last year on new buildings for Walworth and Globe academies and funding has been agreed for two new secondary schools, one in Rotherhithe and one in Walworth. We are investing too in our primary schools, with work to start in the middle of 2009: Eveline Lowe and Southwark Park are set to have substantial refurbishments and Michael Faraday will be completely rebuilt with community and adult learning facilities included.

Set out below are the top tier project milestones, drawn here from the Southwark Schools for the Future programme, and other performance measures by which we will assess progress in this priority theme:

Southwark Schools for the Future project	Start	New or refurbished school opens
Tuke School, sample scheme	July 09	December 2010
St Michael's RC School, sample scheme	July 09	Main building - April 2011 Sports hall - April 2012
Spa School	August 09	Sep 2010
St Michael and All Angels Academy Highshore School, co location	September 09	Phase 1 - September 2010 Phase 2 - September 2012 Phase 3 - April 2013
St Thomas the Apostle College	September 09	Main building - September 2011

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		External works, February 2012
New School, Aylesbury	September 09	Sacred Heart, March 2011
		New school September 2013
Sacred Heart RC Secondary School	March 2011	April 2013
Bredinghurst Learning Campus KS4	March 2011	April 2013
St Saviour's and St Olave's CoE School	July 2011	September 2012
Notre Dame RC Girls' School	September 11	September 2012
New School, Rotherhithe	September 11	September 2013
Bredinghurst Learning Campus KS3	September 12	April 2014

NI	What are we measuring?	LAA	How are we measuring	End of year targets	
				2009/10	2010/11
152	Working age people on out of work benefits	LAA	%	13.9%	13.1%
117	16-18 year olds who are not in education, employment or training	LAA	%	9%	8%
148	Care leavers aged 19 in education, employment or training	LAA	%	71%	75%
Local	Percentage of working age population without a qualification	LAA	%	19.84%	19.50%
Local	Working age people on out of work benefits – in the worst areas	LAA	%	24.51%	23.72%
62	Looked after children under 16 – Stability of placements – (proportion of children with 3 or more placements during the year).	-	%	11.5	11.0
82	Reducing inequality gap at by improving Level 2 educational attainment rate	LAA	%	65% (09-10 academic year)	68% (10-11 academic year)
163	Proportion of population* qualified to level 2 or higher (5 GCSEs grades A*-C)	LAA	%	66.17%	66.50%
Local	Number of young people (aged 16/17) spending more than 6 weeks in B&B provided under the homelessness legislation	LAA	Number	0	0
Local	Apprentices achieving full framework qualification	-	Number	85	85

* this indicator specifies population as females 19-59 and males 19-64.

All councils are required by the government to report on a number of performance indicators that measure the attainment of our pupils:

NI	What are we measuring?	LAA	How are we measuring	End of year targets**	
				2009/10	2010/11
72	Early Years (under 5s) – proportion achieving at least 78 points in the Foundation Stage Profile which tests learning across six areas	LAA	%	50.0	50.0
73	Key Stage 2 (age 8-11) – achievement of at least level 4 in English and Maths at age 11	LAA	%	75.0	76.0
75	Key Stage 4 (age 14-16) – achievement of at least 5 GCSEs grades A*-C (or equiv.), including English and Maths	LAA	%	51.6	57.0

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92	Early Years Achievement Gap (under 5s) – reducing the gap between the average score of the lowest 20% of pupils compared with their peers	LAA	% difference	33.0	32.3
93	Key Stages 1-2 English (age 5-11) – proportion of pupils progressing two national curriculum levels between key stages	LAA	%	89.0	89.0
94	Key Stages 1-2 Maths (age 5-11) – proportion of pupils progressing two national curriculum levels between key stages	LAA	%	88.0	89.0
99	Children in Care – Key Stage 2 English (ages 7-11) – proportion of pupils achieving national curriculum level 4	LAA	%	56.0	57.7
100	Children in Care – Key Stage 2 Maths (ages 7-11) – proportion of pupils achieving national curriculum level 4	LAA	%	56.0	57.7
101	Children in Care – GCSE – proportion of pupils achieving 5 or more at grades A*-C	LAA	%	17.1	18.0
108*	Key Stage 4 attainment for black and minority ethnic groups	LAA	%	WBRI: 58% WOTH: 51% MOTH: 58% BCRB: 35% BAFR: 56% BOTH: 29% OOTH: 48%	Gypsy/ Roma and Traveller of Irish heritage combined: 33% WOTH: 58% MWBC: 50% BCRB: 39% BAFR & MWBA: 60% BOTH: 35%
114	Rate of permanent exclusions from schools	LAA	%	0.08% (08-09 academic year)	0.07% (09-10 academic year)
87	Secondary school persistent absence rate	-	%	7.7	6.3

*National guidance states that statutory targets should only be set for certain ethnic groups and groups which meet a minimum size. This means that targets may be set for different groups each year depending on the criteria.

**Academic year

Our supporting strategies and plans are:

[Southwark Employment Strategy](#)
[Southwark Enterprise Strategy](#)
[Children and Young People's Plan](#)

PROMOTING HEALTHY AND INDEPENDENT LIVING

When people are able to make informed choices about the way they live their lives they are happier and healthier. We will foster independence, help people to take more responsibility for improving their own health, encourage active lives and recreation, and make services more accessible and responsive to community needs. We will continue to support our most vulnerable residents to live fulfilling lives and not allow physical or mental ill health to be a barrier to self-confidence and employment.

Did you know?
 In 2008 Southwark’s Adult Social Care service was judged as ‘excellent’ for both its performance and capacity to improve by the Commission for Social Care Inspection

We aim to achieve this priority theme by:

- Working innovatively to reduce long term demand through joined up preventative and personalised services that will help increase the length of time lived in good health and by ensuring that public health is a key consideration in service and policy across the council
- Tackling health inequality by focussing on the priorities of mental health, obesity, tobacco, alcohol and sexual health
- Making sure that regeneration schemes and housing and social policies help to build strong communities that promote connected, healthy and active lives
- Maintaining and investing in public spaces and leisure facilities to promote healthy, active lives.

Our specific commitment to residents is to replace or upgrade our leisure centres. Leisure facilities are an important part of helping people to live healthy, active lives. By 2010, Surrey Docks water sports centre and Dulwich leisure centre will have completely refurbished facilities. We are bidding to the government for match-funding to improve Camberwell Baths and to invest in the Southwark Park Athletics track to bring improved facilities into use in time for the 2012 Olympics. Regeneration programmes at Elephant and Castle and Canada Water will see new or refurbished leisure facilities.

Set out below are the top tier project milestones and performance measures by which we will assess progress in this priority theme:

What is the project?	What are we doing?	When will we do it by?
Surrey Docks Watersports Centre	Re-opening of new centre	Late autumn 2009
Dulwich Leisure Centre	Contractor mobilisation	May 2009
	Phased opening of centre	End of 2009
Camberwell Leisure Centre	Response from match funding bid to DCMS	March 2009
Southwark Park Athletics Track	Planning consent gained	March 2009

NI	What are we measuring?	LAA	How are we measuring	End of year targets	
				2009/10	2010/11
120	Mortality rate (all ages, all causes)	LAA	Rate per 100,000 pop	701	676
				456	441
56	Percentage of children in their final year of primary school who are considered obese (<i>based on their body mass index</i>)	LAA	%	28.26%	28.61%
112	Teenage conception rate <i>This indicator measures the rate of females aged 15-17 becoming pregnant, based on registered births (hence the reporting time lag) and notifications of legal abortions. The rate is calculated each quarter using the population figure for females aged 15-17 in the borough (most recent figure, 3765). Quarterly rates are then added together to give the 12 month end of year total.</i>	LAA	Rate per 1,000 females aged 15-17	49.1 - 43.7% reduction (proposed change to 65 per 1000)	TBC (proposed change to 60 per 1000)
123	Stopping Smoking (<i>Adults who declare that they are smokefree four weeks after their agreed NHS Stop Smoking Service 'quit date'</i>).	LAA	Number	565	566
126	Early access to maternity services	LAA	%	65%	90%
141	Enabling vulnerable people to move to independent living (<i>% of those receiving Supported People housing services to move to permanent accommodation or back to the family home</i>)	LAA	%	77%	80%
130	Social care clients receiving self-directed payments (<i>% of social care clients and carers receiving personal budget payments so they can choose how to spend the money themselves</i>)	LAA	%	17% (to be endorsed by Executive)	30% (to be endorsed by Executive)
40	Number of drug users (crack and opiates) in effective treatment	LAA	Number	1,810	1,898

Our supporting strategies and plans are:

[Southwark Health Improvement Strategy](#)
[Southwark's Plan for Older People](#)
[Children and Young People's Plan](#)

VALUING THE ENVIRONMENT

Southwark is a cleaner and greener borough. Over the past six years residents and business have worked with the council to increase recycling by more than 17 percentage points and through sustained investment, our streets have become the fourth cleanest in London. We will continue to protect the environment through incorporating environmental planning into development schemes and rationalising our office estate, making a major reduction in our carbon footprint.

We aim to achieve this priority theme by:

- Maintaining a clean and green borough for local people, to encourage a feeling of safety, as well as ensuring people can enjoy our parks and open spaces for physical activity, events and community activities
- Leading and enabling partners, business and residents to reduce their carbon footprint and energy costs and increase their recycling rates
- Reducing the council's own energy use and reducing the costs of energy consumption of new projects and over the existing property estate
- Ensuring that development across the borough is sensitive to the broader environmental and social impacts

Our specific commitment to residents is to double the vastly improved rate of recycling. Seven years ago, Southwark had one of the lowest recycling rates in Western Europe – less than 4% of our waste was recycled. Now our residents have increased that rate to 21% and we are on track to increase it to 30% by 2010/11. To achieve this, we're working with our partners Veolia to build a state of the art facility, utilising innovative waste technology, which will make it easier for all of our residents to recycle.

Set out below are the top tier project milestones and performance measures by which we will assess progress in this priority theme:

What is the project?	What are we doing?	When will we do it by?
Core Strategy	Developing a strategy that will set out how Southwark will change and develop up to 2026. Commence consultation on Preferred Options report.	May 2009
Reducing the environmental impact of new homes	Our new planning guidance on sustainability states that all housing developments should reach a minimum of code level 3 on the government's code for sustainable homes to limit how much energy and water is used. This also reduces other environmental impact such as waste and pollution. For council procured homes we will aim for the even higher standard of level 4.	As developments are planned
Waste and recycling centre	Bringing the Old Kent Road facility on line	May 2011

Did you know?

Resident satisfaction with street cleaning and recycling services continues to increase*

	2006	2008
Street cleaning	76 %	78%
Recycling	81 %	85 %

*how satisfied or dissatisfied you are overall with your local authority's street cleaning / recycling facilities (% satisfied or very satisfied)

NI	What are we measuring?	LAA	How are we measuring	End of year targets	
				2009/10	2010/11
195	Improved street and environmental cleanliness - levels of litter & detritus. <i>(To obtain this data, areas within the borough are surveyed and graded from A to D according to the prevalence of litter & detritus. These grades are converted to a % score. Good performance is demonstrated by reducing the % score.)</i>	LAA	%	8%	8%
				12%	11%
192	Household waste sent for reuse, recycling and composting	LAA	%	24.2%	30.0%
197	Improved Local Biodiversity Sites <i>(% of Local Sites which have been selected for nature conservation value where positive conservation management has taken place)</i>	LAA	%	66.7%	71.7%
198	Children travelling to school by car	LAA	%	17%	16%
186	Per capita reduction in CO ₂ emissions <i>(Calculated by totalling gas used by households, gas used by businesses and road traffic flow emissions. The total is divided by population figure).</i>	LAA	% reduction on 2007/08 baseline	Additional 2.83% (6.7 tonnes) Under discussion with GOL	Additional 2.83% (6.7 tonnes) Under discussion with GOL

Our supporting strategies and plans are:

[Climate Change Strategy](#)

[Sustainability Plan](#)

[Core Strategy consultation documents](#)

TACKLING THE CRIMES WHICH CONCERN PEOPLE THE MOST

In the last five years overall crime in Southwark has fallen by 24% but crime and the fear of crime, and in particular serious and violent crime (such as knife crime, gang crime and domestic violence), remains a major concern for people. The council will continue to support the police to address the crime and antisocial behaviour which have the greatest impact on local people, as well as understanding how we can together tackle its root causes.

Did you know?

Residents increasingly feel safe in Southwark*

	2006	2008
Feel safe daytime	87 %	92%
Feel safe after dark	46 %	54 %

**How safe do you feel walking in this area alone in the daytime/after dark*

We aim to achieve this priority theme by:

- Working closely with the police, our partners and our neighbouring boroughs to tackle serious and violent crime
- Reducing the fear of crime and the blight of anti-social behaviour, promoting Southwark as a safe place where people are happy to visit, work and live
- Reducing the harm caused by drugs and alcohol both to individuals and to the community
- Working with vulnerable individuals, families and especially young people, providing the right support to minimise the risk of becoming involved in crime, to reduce re-offending and to support victims.
- Understanding the long-term impact of domestic abuse, providing high quality support to victims and responses which meet the needs of all our communities

Our specific commitment to residents is to get more powers for wardens to crack down on crime. In 2002, we introduced the Community warden service to provide an effective uniformed community safety presence on the borough's streets. Over the course of the last two years, our community wardens have undergone a rigorous evaluation and assessment programme by the Metropolitan Police to transfer powers to them. This has now been successfully completed and the wardens will be accredited with additional powers in Spring 2009.

Set out below are the top tier project milestones and performance measures by which we will assess progress in this priority theme:

NI	What are we measuring?	LAA	How are we measuring	End of year targets	
				2009/10	2010/11
15	Serious Violent Crime <i>(murder, attempted murder, assaults with serious injury, death by dangerous driving)</i>	LAA	Rate per 1,000 pop.	3% reduction	5% reduction
				Targets under discussion	
32	Repeat incidents of domestic violence <i>(cases reviewed at a Multi-agency Risk Assessment Conference)</i>	LAA	%	No target	27% (Awaiting Executive endorsement)
111	First time entrants to the Youth Justice System aged 10-17 who receive their first reprimand, final warning or court disposal	LAA	Number	4% reduction to 452	6% reduction to 443

DRAFT: Southwark Council Corporate Plan 2009-2011

19	Rate of proven re-offending by young offenders (<i>offences committed by an identified group of young offenders within 12 months of the first offence</i>)	LAA	Rate per young offender group	72	70
				Awaiting Executive endorsement	
45	Young offenders engagement in suitable education, employment or training	LAA	%	80%	80%
				Awaiting Executive endorsement	
143	Proportion of offenders living in settled accommodation at the end of their order or licence	LAA	%	77.5%	80%
144	Offenders under probation supervision in employment at the end of their order or license	LAA	%	36%	40%

Our supporting strategies and plans are:

[Safer Southwark Partnership 4 Year Rolling Plan 2008-12](#)
[Children and Young People's Plan](#)

TRANSFORMING PUBLIC SERVICES

Just as residents have great pride in their communities, we are proud of the jobs we do supporting local people and we want to ensure that all of our work has the greatest possible impact. Over the past five years, the council has made £29.4 million of efficiency savings, but as residents tighten their belts it is more important than ever that we continue to strengthen and achieve value for money and high quality services. Strong

partnership relationships and joint commissioning arrangements support the effectiveness of investment. None of the ambition set out in this plan will be achieved without continual improvement in the way public services operate and an ever closer working relationship with residents:

Did you know?

In 2009 the Audit Commission, assessed Southwark as a three star council that is improving well.

We aim to achieve this priority theme by:

- Building a helpful organisation with great customer service that puts residents at the heart of its work and gets local people involved with the design of personalised services
- Maintaining a respectful relationship between the council and residents, partners, businesses and our own staff where equality, diversity and human rights are valued and understood. Services and policies will remain under continual review to ensure that the needs of all communities are treated equally
- Keeping value for money at the core of everything the council does to achieve the best outcomes for the investments made and to help keep council tax low
- Building an accessible and innovative organisation with efficient shared services and accessible local delivery
- Championing local accountability and effective democratic leadership as the best way to keep services directed and responsive to local priorities

Our specific commitment to residents is to keep council tax rises at or below the rate of inflation. Delivering value services and keeping council tax low is something we know is very important to local people. Since 2002, council tax in Southwark has fallen from being the 7th highest to the 7th lowest in London and is now the lowest in southeast London. Over the last six years, we have kept council tax rises at or below the rate of inflation. This year, because times are difficult for local people, we have frozen council tax so that bills will not rise from 2008 levels. We have been able to do this because of our rigorous programme of modernisation and efficiency and especially because of the consolidation of our office staff into a single building on Tooley Street.

Set out below are the top tier project milestones and performance measures by which we will assess progress in this priority theme:

What is the project?	What are we doing?	When will we do it by?
Modernise	Complete move to 160 Tooley Street	10 th August 2009
Improving Customer Service	As part of our Customer Service Strategy, we are committed to reducing avoidable contact. This occurs where residents have to contact the council when better service would have made this contact unnecessary. The target is a 50% across service areas within the NI14 scope by 2011.	By 2011

NI	What are we measuring	LAA	End of year targets	
			2009/10	2010/11
179	Value for money – total net value of cash-releasing value for money gains since 2008-09	-	15.535m	16.036m
160	Overall satisfaction with landlord services	-	No survey	TBC
4	% of people who feel that they can influence decisions in their locality (<i>from Place Survey</i>)	LAA	Targets to be set in spring 2009 after verification of first Place Survey results	
Local	Council Tax collection rate*	-	93%	93.5%
Local	Percentage of housing repairs completed on time	-	99%	99%

*Council Tax collection targets are draft targets pending a significant review of the options relating to operational delivery of the Revenue and Benefits Service which will be presented to the Executive in May 2009.

CONTACT US AND FEEDBACK

This is Southwark's Corporate Plan. It tells you about how the council will contribute to achieving the sustainable community strategy's objectives of improving outcomes for people, place and service. For a large print version or a version in language other than English, please call 020 572 57136.

We are interested in your comments about this corporate plan. If you would like to provide feedback, please answer the questions below:

Did you find the corporate plan useful?

- Very useful
- Quite Useful
- Not useful

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Was the corporate plan in an easy-to-read format?

- Very easy
- Quite easy
- Not easy

Please tell us a little bit about you.

Are you a:

Was the corporate plan easy to understand?

- Very easy
- Quite easy
- Not easy

- Resident
- Local business person
- Stakeholder
- Council employee
- Other Please specify

Is there any other information you would like us to include in the corporate plan? Please provide details:

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Do you live in Southwark?

- Yes
- No

If you would like receive a copy of our next Annual Report please enter your address below:

Name:
Organisation:
Address:

Email:

Thank you for completing this form.
Please return to:
Corporate Plan Feedback
Corporate Strategy
Town Hall, 31 Peckham Road
London SE5 8UB

Or email to:
corporate.plan@southwark.go

Other comments/feedback:

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