

Southwark Council's

Corporate Plan

2004/07

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Building the future

Southwark is committed to improvement – to making things better for the people who live, learn, work and have fun in the borough. However it is not enough to want to change - we also have to achieve what we set out to do.

This Corporate Plan outlines the way we will go about it, not just this year but for the next three years. It is a working document that we will review regularly to take account of our achievements and to check that we are making the progress that we expect. We have set some demanding targets because we believe the people of the borough deserve no less than the best.

Southwark's future presents exciting opportunities. Although the borough faces challenges that require significant commitment and imagination to overcome, we believe there has never been a more exciting time to live and work in Southwark or better prospects for improvement. Achieving 'urban sustainability' is the key to this as we continue to improve the physical landscape and economic and social well-being, as well as meeting people's needs by providing quality services. To achieve our vision for the borough we will work with our partners in the Southwark Alliance (the Local Strategic Partnership), including the Primary Care Trust and the police.

With our partners in the Southwark Alliance we have reviewed our strategic priorities for Southwark and have backed our commitment with significant investment, particularly to raise standards in our schools and make Southwark a cleaner, greener and safer place.

We will be building on some significant recent achievements:

- In the last year we have been judged one of the most improved councils in the country in the prestigious Local Government Chronicle (LGC) national achievement awards.
- The Council Tax paid by people living in the borough is below the London average with the second lowest percentage increases in the capital.
- We also improved our Government Comprehensive Performance Assessment rating by one category (out of five) in the last year from 'weak' to 'fair', and are aiming to be 'good' following our corporate re-inspection this year.
- Our achievements in tackling crime and disorder have been recognised by the Government who have awarded the Safer Southwark Partnership with Beacon status.
- We have introduced a fundamental modernisation programme that will raise standards and put the focus on customers. We are on track to have a customer service centre dealing with 1.9 million service requests for over 83 services operational by 2005.

- We are rebuilding our ICT infrastructure, not just for the council, but as a platform that will support seamless working between the council and its key partners.

Southwark and its partners have achieved considerable momentum behind change and improvement in the last year and we can all feel proud of the progress we have made in making things better for the people who live, learn, work and have fun in the borough. However we will not keep up the pace of change without concentrating on what more we need to do.

Maintaining our momentum

Members and officers have agreed a list of actions to deliver our strategic priorities for the next three years, and there is an action plan for each strategic priority. The key things we will need to do to make sure these happen are explained later in the chapter 'Making it happen'.

This is a formidable agenda for change and will require us to build on our existing skills and achievements. We will need to be better at strategic policy making, project management, financial management, people management, communications and above all leadership. Our Members are committed to improving Southwark, and have established a development programme to ensure they have the necessary skills to meet this challenge.

It will test and develop our existing arrangements for decision-making and discussion, both internally and with our external partners and community. It will require continued energy, commitment, enthusiasm and innovation from all those involved.

This Corporate Plan is a pathway to the future. It outlines our plans at a strategic level but also fills in much of the detail of the journey in terms of who is doing what, when and where. It also explains how the work of all our staff fits into the overall picture and we hope you find it an interesting and useful guide. If you have any comments or suggestions about this plan please let us know by e-mailing us on corporateplan@southwark.gov.uk.

Cllr Nick Stanton
Leader of the Council

Bob Coomber
Chief Executive

1 Moving Southwark forward

Our vision, aims and priorities

Our vision is to make Southwark a better place to live, to learn, to work and to have fun.

The vision for Southwark has been developed through the Southwark Alliance. The Southwark Alliance brings together the collective strengths and experience of the council and other agencies providing public services, local voluntary and community groups, the faith sector, the business sector and community representatives in the borough.

The priorities for Southwark

The council and its partners in the Southwark Alliance have developed five overarching strategic priorities which form our Community Strategy. These are listed below along with the main areas the council will focus on to address each priority:

Cutting crime and fear of crime

To make Southwark safer in ways that meet the needs and concerns of all sections of the community. To do this we will focus on:

- Tackling youth crime
- Tackling hate crime and serious crime such as gun crime
- Tackling crime through a neighbourhood approach and targeting “hot spots”

Improving the health of the borough

To make Southwark a healthier and more caring place by tackling the causes and effects of poor health and health inequalities. We will ensure that the Southwark Alliance takes a leadership role in providing people living and working in the borough with healthy choices. To do this we will focus on:

- Tackling the causes of ill-health by working across Council departments, Southwark Primary Care Trust (PCT) and other local organisations to tackle the wider determinants of health
- Providing wide ranging opportunities for local people to make healthier choices through ensuring high quality and accessible sports and leisure services and safer parks and public spaces in Southwark. We will promote smoke free areas, improve information on healthier living and make sure that there is better access to services
- Safeguarding and promoting the welfare and well being of children and ensuring that every child has the chance to achieve their potential. We will work across the public and voluntary sector with

children and their families to achieve the five outcomes set out in “Every Child Matters” (being healthy, staying safe, enjoying and achieving, making a positive contribution and economic well-being)

- Focusing on vulnerable groups such as older people and people with disabilities, learning disabilities and mental health problems
- Improving the quality of service provision and experience for service users

Making Southwark cleaner and greener

To make Southwark a place with a high quality environment. To do this we will focus on:

- Improving the cleanliness of the borough and achieving less crime through less grime
- Reducing, recycling and reusing efficiently collected waste
- Investing in the environment and leisure infrastructure
- Ensuring sustainable practice, sustainable services
- Promoting community pride in place and resident responsibility

Raising standards in our schools

To give everyone in Southwark the life chance, through learning and achievement, to make a contribution to the wider community. To do this we will focus on:

- Promoting learning
- Raising achievement
- Instilling confidence
- Developing competence
- Empowering communities, through learning

Tackling poverty

To make sure that everyone has an equal opportunity to share in increasing prosperity within the borough and that the quality of life for the most disadvantaged is improved. To do this we will focus on:

- Addressing the causes of poverty
- Addressing the symptoms of poverty
- Alleviating the symptoms of poverty

2 Making it happen

It is not enough just to want to change – we also have to make it happen.

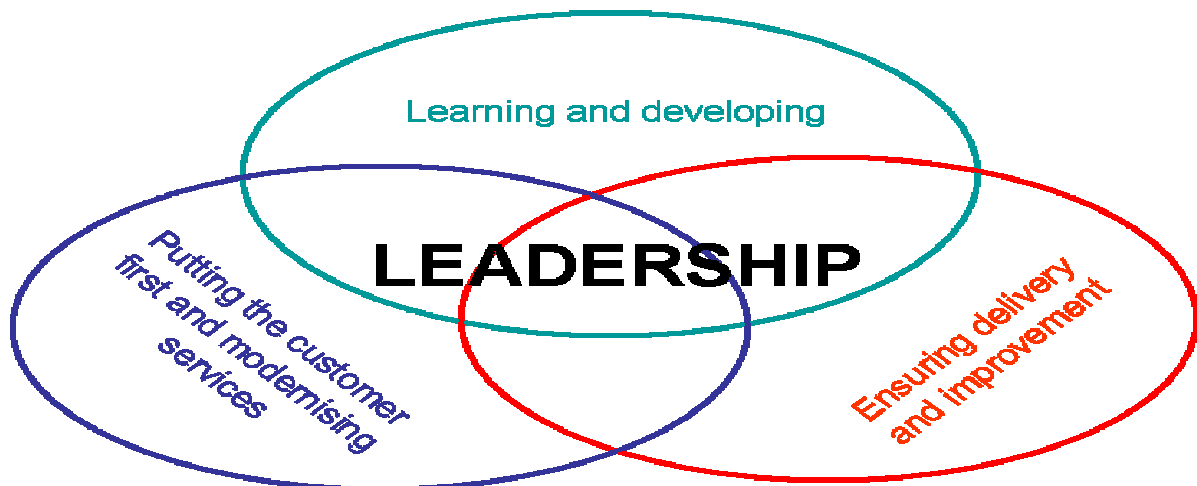
We will only do this if we have a strong vision, a clear sense of direction, and a robust business and financial planning process to back it up. Alongside this we need to ensure that people are equipped to deliver what we have promised. To do this we need to monitor and manage our performance at all levels, from the Community Strategy, to this Corporate Plan, and through to departmental business plans and individual work plans.

Our change and capacity building programme, Forward@Southwark represents our vision for the future ‘A modern authority recognised as best in class, that excels in customer care...through being a learning organisation, focused on quality, that enables and empowers our people to deliver’. This is our philosophy and the concrete programme of change needed to make it happen. Our way of thinking but also our way of working.

This programme of change is comprehensive and far reaching, and will enable us to have the capacity to deliver improved services across the council. It will allow us to work in a more focused and corporate way and it will align the council’s staff and resources behind our ambitions for the future.

There are three key elements to Forward@Southwark, and these are:

Fig 1 – The Forward@Southwark model

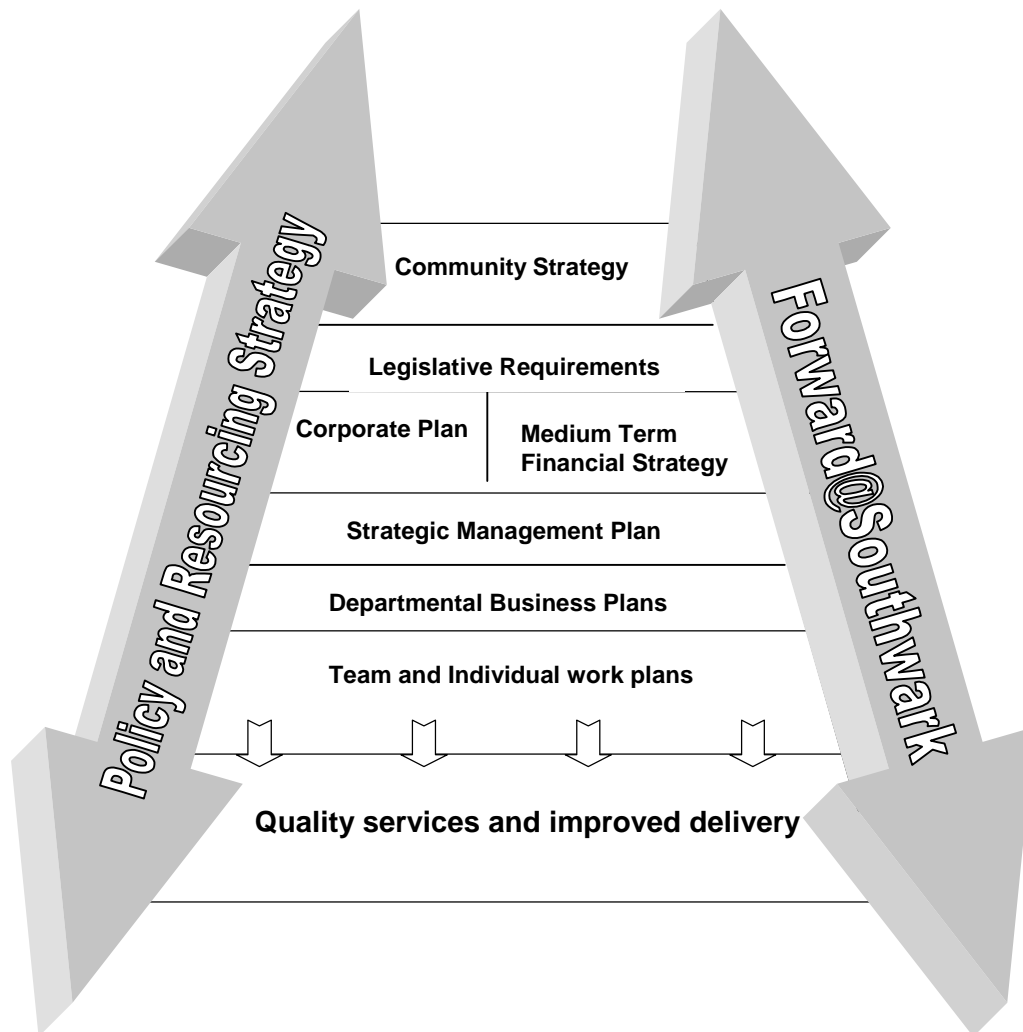


Each of these themes will run through everything we do in Southwark, and are underpinned by improving leadership. Forward@Southwark enables every member of staff to deliver their work plans more effectively, leading to service improvements across the board.

Planning for the future

Turning vision into reality is not easy. To make sure we are delivering what we have promised we need to manage our performance at each level of the council. We have an overall vision for the future of the borough, the Community Strategy, which we share with the Southwark Alliance. Sitting beneath this are a series of plans at each level of the council which ultimately lead to individual work plans for each of our employees.

Fig 2 – Southwark’s performance management framework



The connecting thread is the council’s Policy and Resourcing Strategy – the council’s business and financial planning process that specifies the actions and individual responsibilities needed at each level. Put more simply it enables Members to support, fund and deliver their medium term objectives by matching our resources (money and people) to our priorities.

Knowing We’re On Track

Performance is monitored at all levels on a regular basis. Set out within the Corporate Plan are performance indicators and project milestones which reflect delivery against our strategic priorities. The detailed programme

management arrangements are included in the action plan (the Strategic Management Plan). Our success will be measured against specific and measurable targets.

Our Chief Officers Team, the Executive and our Scrutiny committees will monitor the performance indicators, actions and milestones outlined in the following sections of this plan throughout the year. Each department's performance is monitored monthly by the respective Senior Management Team, and regular meetings are held between the Chief Officer and relevant Executive Member to discuss performance issues. Every member of staff also has an individual work plan, which ensures that at each level of the council, managers and staff know what they are expected to deliver.

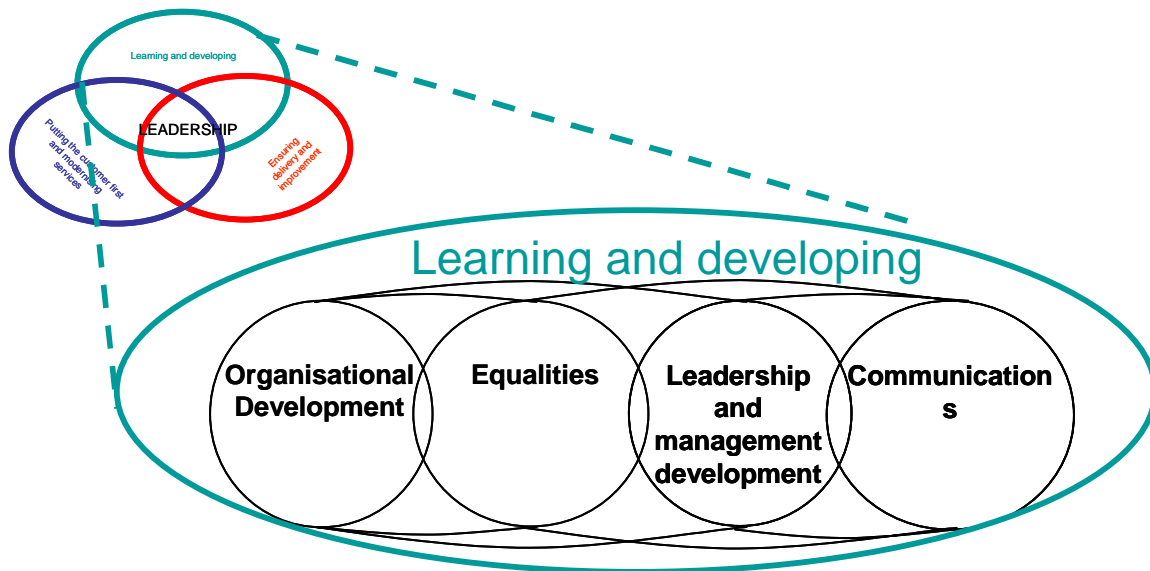
How we make things happen

Achieving our ambitions for Forward@Southwark requires significant improvements under three key areas of work:

- Learning and developing
- Putting the customer first and modernising services
- Ensuring delivery and improvement

Some of the key areas of work that are continuing under each of these areas are outlined below.

Figure 3 – Learning and developing

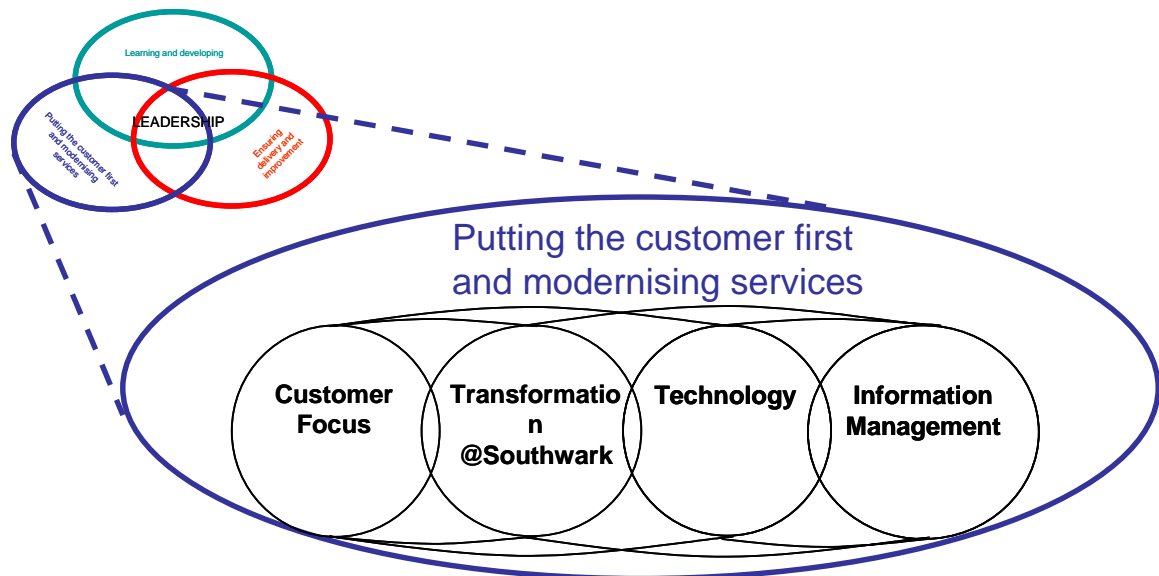


Improvement Areas	Objective	Action	Milestones	Lead Officer
Organisational development	Forward@Southwark's change and capacity building programme forms the heart of our Organisational Development (OD) strategy. We will take deliberate,	Development and implementation of OD strategy and action plan	May 2004	Rebecca Brown

	<p>planned steps to create an environment that will enable staff to both understand the council's objectives and ensure they have the skills to deliver them – responding to and working with key stakeholders to ensure that necessary systems and processes are in place, to enable the council to move forward and achieve its vision.</p> <p>An OD strategy and action plan has been developed to build on existing good work and will provide a framework for future development. It has incorporated lessons learnt from internal evaluation and external challenge and takes account of the HR strategy and Workforce Plan, internal communications, the council's Equalities Action Plan and the Member Development Programme.</p>	<p>Creation of OD unit</p> <p>Continue with and develop OD activities e.g. Learning Days, which allow managers to participate and develop, as well as share information across the authority.</p> <p>Launch and evaluate Action Learning Sets, which enable staff to develop themselves and their organisation.</p>	<p>September 2004</p> <p>A Learning Day every two months</p> <p>May 2004</p>	<p>Rebecca Brown</p> <p>Rebecca Brown</p> <p>Rebecca Brown</p>
Equalities	<p>Ensure a council-wide commitment to making work on equality, diversity and cohesion central to all our improvement and service plans. The Equality Impact Assessment process is recognised nationally as leading edge and is beginning to have an impact in key service areas. Through the Community Cohesion Pathfinder we are learning about the different dimensions and challenges of building understanding between communities. The council's equality diversity and social cohesion policy sets the framework for delivering our vision that Southwark becomes a place where everyone can achieve their potential and where there is mutual respect between communities. The Corporate Equalities Action Plan is the action plan to deliver this vision, and sets out Southwark's key commitments to achieving real improvements over the coming years.</p>	<p>Achieve Level 4 under the Equalities Standard and implement our Corporate Equalities Action Plan.</p>	<p>Level 4 by 2006</p>	<p>Jules O'Mahoney</p>
Leadership and management development	<p>We need strong and effective leadership throughout the council, based on a clear understanding of personal roles and responsibilities, to deliver our priorities. In particular, this involves recognising the different but complementary roles of managers with strategic, corporate and support roles, and those whose main role is service delivery. This is set out in our recent publication 'Modernising Devolution and Improving Leadership'.</p>	<p>We have a well established, recognised and accredited Management Development Programme, and have set out leadership and management responsibilities of</p>	<p>Ongoing</p>	<p>Rebecca Brown</p>

	We are also committed to developing our capacity to proactively develop our Members and staff and to learn from experience and from others.	different managers for developing and delivering key business processes and outcomes in Southwark.		
Communications	We need to communicate effectively with residents (e.g. through "Southwark Life"), stakeholders and external bodies, to give them confidence in us. This will feed into our partnerships and enable us to lever in resources and enhance Southwark's reputation. It is essential to communicate with members of staff so they know what is going on in the organisation, and can work more effectively, through mediums such as Staff Voice, the Leader's roadshow and 'Welcome to Southwark' events.	Delivery of external Communication Strategy.	June 2004	Sarah Naylor
		Improve co-ordination of internal and external communications	June 2004	Sarah Naylor
		Improve and develop the e-bulletin and Members bulletin.	May 2004	Rebecca Brown

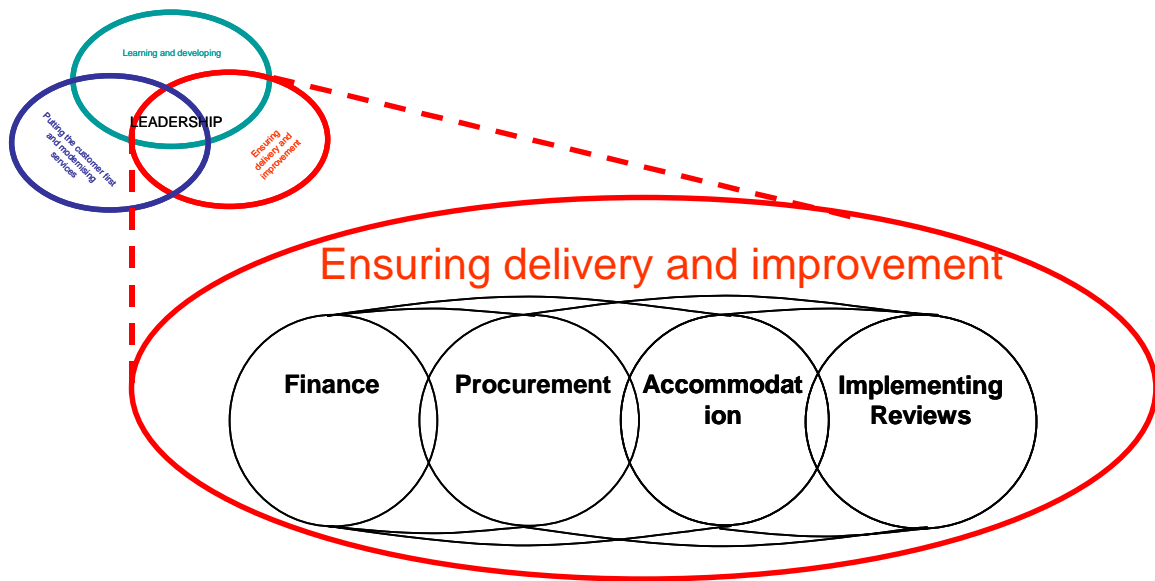
Figure 4 – Putting the customer first and modernising services



Improvement Areas	Objective	Action	Milestones	Lead Officer
Customer focus	The council is in the process of procuring a Customer Service Centre (CSC) as a major contributor to improving customer care and implementing our Customer Service Access Strategy. The vision for the CSC is that it will provide customers with one stop, seamless access through multiple channels, to a wide range of local services.	Procure CSC and sign contract with provider. Bermondsey One Stop Shop built and working.	CSC open by 4 th April 2005. Bermondsey One-Stop Shop open by 4 th April 2005.	Kevin Peters
Transformation@Southwark	To re-design services end to end, focussed on the needs of the customer,	Business Process Re-engineering	Full BPR pilots	Kevin Peters

	prioritising services that are to transfer to the CSC. To add to the armoury available for making improvements to service efficiency, with a focus on those efficiencies being realisable as contributions to the cost of the CSC and other council priorities.	(BPR) will support the transition to the CSC and affordability.	completed by August 2004. All in- scope services process mapped for the CSC by December 2004.	
Technology	New technology lies at the heart of our plans for the future and we are investing in improvements, particularly in our infrastructure and overall strategy. This will enable us to meet the Government's e-government targets for putting services on the Internet, and enhance our capacity to deliver improved services.	Make sure that our technology is ready for the CSC. ICT infrastructure investment programme. Develop a Performance Management Framework IT system.	Our CSC will go live in 2005. WAN implemented and thin client programme started. We will have a full portal roll out by 2004/05.	Bill Murphy Bill Murphy Sarah Naylor
Information management	The council will manage information effectively to support evidence based decision-making, improve service delivery and meet our statutory requirements under the Freedom of Information Act. To do this we will establish a corporate information and knowledge management function. We will ensure that the management of information is appropriately supported by ICT, corporate learning and development, and internal communications.	Create and define the posts, roles and responsibilities. Arrange formal reporting arrangements with departments. Documentation of the strategies, policies, standards and processes.	February 2005	Richard Abraham Richard Abraham Richard Abraham

Figure 4 – Ensuring delivery and improvement



Improvement Areas	Objective	Action	Milestones	Lead Officer
Finance	The delivery of our priorities and excellent services to the public are dependent on having robust business processes and the highest standards in financial management in place throughout the council. We will improve financial management across the council by focusing on improved systems, responsibility and accountability. This will make sure there is effective financial control throughout all parts of the organisation. This will be done through the 'Forward to sound financial management@Southwark' project.	Review processes, controls and reconciliations to improve systems.	January 2005	Stephen Bishop
Procurement	The council spends millions of pounds a year on goods, works and services. We are committed to establishing a fully integrated procurement function across the council that ensures all Southwark's goods, works and services are procured and delivered in a way that realises high performance and value for money, working in partnership and helping meet the needs of local people by bringing them social and economic benefits. The council has raised its capacity in procurement by developing an overarching Procurement Strategy which sets out the actions to meet this objective. Five key areas include: <ul style="list-style-type: none"> Establish and embed a consistent approach around what is good practice. Develop a more integrated procurement model, with standard systems. 	Complete the actions set out in the delivery plan of the council's rolling Procurement Strategy.	November 2006	Paul Deegan

	<ul style="list-style-type: none"> • Improve our management information on spend and performance. • Provide greater clarity and flexibility around Contract Standing Orders and regulatory framework. • Improve programme and project management of capital and revenue procurements, ensuring greater control of spend and deliverables. 			
Accommodation	Ensure that the council's operational estate meets current and future service and statutory requirements, and that we use them as efficiently as possible.	Review our accommodation requirements.	Agreement of Office Accommodation Strategy by March 2005.	Steve Platts
Implement reviews	The implementation of recommendations of reviews, audits and inspections will be through the ongoing monitoring in the Strategic Management Plan (SMP).	Develop a Strategic Management Plan.	SMP developed by June 2004.	Sarah Naylor

Below is a table of corporate performance indicators we will monitor alongside the delivery of Forward@Southwark projects to ensure we are in good 'corporate health' to deliver our priorities:

Ref	Performance indicators from corporate basket	2002/03 Actual	2003/04 Projected outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV12	Sickness	10	9.5	9.1	8.8	8.7
BV66	Rent collection	94.72%	95%	95.25%	95.5%	95.75%
BV8	Invoices paid	76.65%	85.9%	100%	100%	100%
BV157	E-Government	44%	63%	80%	100%	100%
BV2	Equalities standard	2	2	3	4	4

3 The changing face of Southwark: the people and place

Vision statement

We aim to improve the quality of life for everyone who lives in, works in or visits Southwark through transforming places for people. We seek to work with our local communities in bringing about change, giving them a voice in what and how we do things. Through these we aim to achieve urban sustainability, and improve our urban environment in the present and in the future.

What does this mean?

To achieve our vision we will:

- Have a comprehensive programme of change based around clear strategies (such as the Southwark Plan, our Unitary Development Plan, and the Neighbourhood Renewal Strategy), major physical and area-based regeneration and renewal projects
- Integrate a wide variety of spending and delivery programmes using Central Government, European, London Government and other resources;
- Invest in council housing and have a major housing investment programme which includes renewal projects for six council estates over the next three years
- Carry out enhanced repairs and maintenance works to bring all council homes up to the Government's decent home standard by 2010
- Work with housing associations and the private sector, and invest in private sector homes which are in serious disrepair
- Work with housing associations to provide additional affordable housing.
- Ensure people have a voice, through our eight Community Councils which focus on issues of local concern
- Involve local people in the partnership bodies that deliver area-based programmes

Reflections on 2003/04

In the last year we have had the second deposit version of the Southwark Plan agreed, and a new strategy has been developed for the Aylesbury Estate, which has received endorsement by the Government with the grant of an additional £11 million. A revised framework for the Elephant and Castle has been agreed. In addition to this a masterplanning and development team has been selected for Canada Water, and key agreements have been reached in the Bermondsey Spa area with developers in preparation for works starting on site in 2004/05. Priority neighbourhood renewal areas have been established within Peckham, and a new Tourist Information Centre was launched in Bankside.

A major achievement has been our Housing Strategy achieving the Government's Fit For Purpose standard – a standard met by only 10% of housing authorities at the time. In conjunction with this we have also agreed

and launched a new housing renewal policy and started a neighbourhood renewal assessment. The Linden Grove Estate renewal has heralded the completions of 79 new council and housing association homes, and we completed the refurbishment of 28 properties on East Dulwich Estate. We agreed a masterplan for the future development of the Wooddene Estate and the first phase of the renewal of the Elmington Estate was completed, with people moving into the first 60 new homes. We brought 70 private sector empty homes back into use and, in the Bellenden Renewal Area, improved 33 properties through Group Repair.

A successful first year of running Community Councils has been completed, which has led to area-based approaches to service delivery and community involvement becoming embedded in the way the Council works. We were successful in obtaining a seven-year Neighbourhood Management Pathfinder programme for South Bermondsey/North Livesey. Our Community Cohesion Pathfinder is beginning to provide valuable learning about how to bring young people together from different cultural backgrounds and different parts of the borough.

Focus for 2004/05

We are expanding the range of decisions that Community Councils can take about local issues. Soon we will have local level plans covering all sixteen priority neighbourhoods, and will have consolidated our mainstreaming arrangements for area and neighbourhood working. This year the Southwark Plan will be finalised and the council's overall approach to its own accommodation will be settled. We will also focus on delivery and implementation on the major projects of Elephant and Castle, Canada Water, Bermondsey Spa and Aylesbury.

A priority will be the development of a new Housing Strategy for Southwark which will set out our housing priorities and how we will meet them over the next five or more years. We will continue our estate renewal schemes and works to council homes to bring them up to the Government's decent home standard. We will continue to carry out environmental and property improvements in the Bellenden Renewal Area and will consider whether to declare any further renewal areas once the neighbourhood renewal assessment has been completed.

Future plans

The table below sets out the major future projects and plans identified for the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objectives	Actions	Milestones	Key Plan/ Strategy	Lead Officer
Prepare and deliver a land-use plan	<ul style="list-style-type: none"> • Complete the review of the Southwark Plan • Prepare a Local Development Framework 	<ul style="list-style-type: none"> • Adoption of the Southwark Plan by early 2006 • Submit Local Development Scheme by August 2004 	Southwark Plan	John East
Develop a new Housing Strategy	<ul style="list-style-type: none"> • Consult with Members, residents, stakeholders and partners on housing priorities 	<ul style="list-style-type: none"> • Adoption of new 5 year Housing Strategy 	Housing Strategy	Rachel Sharpe
Review and further develop approach to housing renewal	<ul style="list-style-type: none"> • Continue improvements in Bellenden Renewal Area • Complete Neighbourhood Renewal Assessment in East Peckham and Nunhead Priority Neighbourhoods 	<ul style="list-style-type: none"> • Refurbish 37 properties through Group Repair and complete environmental improvements • Decision on declaration of new renewal area(s) 	Housing Strategy	Rachel Sharpe
Continue programme of estate renewal	<ul style="list-style-type: none"> • Meet targets for Coopers Road, Kingswood, East Dulwich and Linden Grove estate renewal schemes 	<ul style="list-style-type: none"> • Coopers Road: complete 74 new homes • Kingswood: complete refurbishment of 700 homes • East Dulwich: start scheme on site • Linden Grove: complete 42 new homes 	Housing Strategy	Rachel Sharpe
Continuing development of Asset Management Planning across the council's operational estate	<ul style="list-style-type: none"> • Evolve the overall approach to the management of the council's property assets, with emphasis for 2004/05 on a comprehensive review of corporate office accommodation 	<ul style="list-style-type: none"> • Provision of Asset Management Plan statistics to ODPM by 31 July 2004 • Agreement of Office Accommodatio 	Asset Management Plan	Steve Platts

		n Strategy by March 2005		
Regenerate the Elephant and Castle	<ul style="list-style-type: none"> • Establish team and commence referencing of Heygate tenants • Issue brief and appoint masterplanning team • Begin housing and commercial partner procurement process, the partnership development of the site and leaseholder acquisitions 	<ul style="list-style-type: none"> • Achievement of actions • Further detail set out in regeneration business plan 	Southwark Plan	Chris Horn
Regenerate Canada Water, Bermondsey Spa and Aylesbury	<ul style="list-style-type: none"> • Further implementation of physical regeneration programmes for these areas 	<ul style="list-style-type: none"> • Detailed milestones set out in regeneration business plan 	Southwark Plan	Steve Platts Martin Smith
Review the neighbourhood renewal strategies	<ul style="list-style-type: none"> • Implement Neighbourhood Renewal Plans across priority neighbourhoods • Implement targeted community involvement work within areas and neighbourhoods and with communities of interest 	<ul style="list-style-type: none"> • Plans signed off July 2004 • Work programme set out in Community Involvement Development Unit (CIDU) business plan 	Neighbourhood Renewal Strategy	Nathalie Hadjifotiou Russell Profitt
Build cohesive and empowered communities	<ul style="list-style-type: none"> • To implement community development and engagement across the borough 	<ul style="list-style-type: none"> • Implement the National Cohesion programme 	National Cohesion programme	Nathalie Hadjifotiou

Ref	Performance indicators from corporate basket	2002/03 Actual	2003/04 Projected outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV 109 02/03 PI	Percentage of planning applications determined:	36%	38%	52%	52%	52%
	(a) 60% of major applications in 13 weeks					
	(b) 65% of minor applications in 8 weeks	50%	67%	65%	65%	65%
	(c) 80% of other applications in 8 weeks	63%	78%	76%	80%	80%

4 Cutting crime and the fear of crime

Vision statement

We want to make Southwark safer in ways that meet the needs and concerns of all sections of the community. Just as important as tackling crime itself is taking measures to ensure that people feel safe on the street. Fear of crime is linked with perceptions of anti-social behaviour and visible signals of neglect in our neighbourhoods, such as poor street cleanliness and graffiti. We will work with our partners in the Safer Southwark Partnership.

What does this mean?

We need to:

- Enhance the work of our Crime and Disorder Partnership/Drug and Alcohol Action Team (the Safer Southwark Partnership), ensuring that the Council input is effective and co-ordinated
- Reduce all types of crime and anti-social behaviour across the borough
- Reduce the fear of crime amongst our community
- Strengthen local communities and neighbourhoods, targeting groups and individuals so that we can help prevent them becoming either victims or perpetrators of crime
- Look for innovative and effective methods of tackling crime and anti-social behaviour and the fear of crime
- Support victims and witnesses of crime and anti-social behaviour

Reflections on 2003/04

The last year has been a turning point in our fight against crime and the fear of crime. The quality of our work was recognised by the Government by the award of Beacon status. The partnership was also commended in the LGC Joined Up Government Initiative Award in March 2004. The schools' police initiative project has also been rolled out nationally, and the Home Office has recently recognised our success in tackling crack markets.

Strong partnership working and innovative projects have been the foundation of our success. Southwark was the first council in the country to appoint a serving police officer to head up the council's community safety unit and the police's partnership team. The team faces an increasingly demanding external agenda which raises resource issues which the pooled arrangement will go some way to tackle. We now have more than 80 community wardens – the largest scheme in the country and we have recently received extra funding from the Government to establish a national training centre. Wardens are supported by street action teams across the borough which are focused on improving the environment and reducing anti-social behaviour.

Diversion from crime and anti-social behaviour is also very important. Through schemes such the Southwark After School Cricket Project we have provided high quality coaching to children who may not have these opportunities and

may otherwise be drawn into patterns of less productive activity including crime. Youth crime has fallen by 21% and re-offending by young people by 12%. The Karrot project continues to support broad-based citizenship work and to organise a range of leisure activities that offer an incentive for young people to participate. The Youth Offending Team (YOT) has been looking at new ways of working, particularly in discouraging young people from joining gangs and getting involved in crime.

Overall throughout 2003/04 there was a reduction in the level of burglaries, robberies and vehicle crime. However there has been a small increase in street crime, including robbery and violence against the person and this is an area we will be tackling in the coming year. Through Home Office funding we have a police officer seconded for a year to work with our environmental enforcement team. We have a pro-active approach to enforcement action on a range of enviro-crimes such as parking, abandoned vehicles, fly-tipping, dog fouling, littering, graffiti, fly-posting and noise. Environmental Health and Trading Standards take enforcement action on a range of illegal activity. Last year through our Community Councils we spent an additional £1 million improving street lighting, helping reduce fear of crime.

Focus for 2004/05

Community safety is top of our agenda for 2004/05, with a third of new investment (£1.497 million) being channelled into supporting this priority. £725,000 of this will be invested in the community warden service and £280,000 to support the victims of crime and encouraging crime prevention through community safety initiatives, like the lock fitting scheme. The Community Safety Unit will be fully established, staffed and equipped to meet the challenges ahead. We will be investing in our partnerships so that they continue to develop and thrive. We will improve our use of management information and problem solving techniques to enhance policy development and the delivery of a safer Southwark. A key to this is the co-ordination and improvement of our performance monitoring and management information on crime levels, locations and causes. This will enable us to deliver our crime and disorder audit and associated strategies.

We will contribute to the aims of the Southwark Alliance in improving the prospects and lives of young people in the borough, as well as meeting the targets of our youth Public Service Agreement (PSA). Our aim is to reduce all crimes in Southwark, meeting our national and local targets. Another PSA target is to increase involvement in sport and the sports partnerships will be extended (from the very successful cricket scheme) to include rugby and football. We will also improve our co-ordination of road safety, with the aim of reducing traffic offences and road traffic accidents. The Southwark Community Games also aim to increase, significantly, the involvement of children in competitive sport. Following this we will communicate our achievements, contributing to a reduction in the fear of crime. We will also further develop our enforcement activity within the context of the Anti-Social Behaviour Act and the new Local Environmental Quality Bill, which will significantly expand our powers to enforce.

Future plans

The table below sets out the major future projects and plans identified to cut crime and the fear of crime over the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objective	Action	Milestones	Key Plan/ Strategy	Lead Officer
Reduce Anti-Social Behaviour	<ul style="list-style-type: none"> •Develop and deliver Anti-Social Behaviour Strategy and Action Plan 	<ul style="list-style-type: none"> •Agree Anti-Social Behaviour strategy July 2004 	Anti-Social Behaviour Strategy	Gill Davies
Reduce crime in neighbourhoods and hot-spots	<ul style="list-style-type: none"> •Implement Safer Neighbourhood Policing teams in 3 Wards/ Community Council areas in Southwark. •Develop and implement reassurance strategy and communications plan, including specific campaigns in each of the borough's Community Council areas. •Extend community warden schemes •Extend the Eldercare Crime Prevention Service to the Borough. •Agree and monitor arson reduction programme 	<ul style="list-style-type: none"> •Establish multi-agency steering group by June 2004 •Campaigns in July 2004 •100 wardens in post by January 2005 •Extend Eldercare to borough-wide by April 2005 •Develop arson reduction programme by September 2004 	Anti-Social Behaviour Strategy Neighbourhoods Action Plan	Gill Davies
Reduce involvement of young people in crime as victims and perpetrators	<ul style="list-style-type: none"> •Meet Youth PSA targets around public concern, reoffending rates, safe routes to school and repeat victimisation •Implement Youth Crime Prevention Strategy, in particular police in schools, agencies supporting schools, early intervention work by the YOT and the SkyVoc Young Victims Project, restorative justice and gangs work •Continue to offer sports development schemes to young people which attracted 18,000 visits last year •Introduce junior Friends of Parks scheme and junior Streetleaders scheme 	<ul style="list-style-type: none"> •Agencies supporting schools programme extended to all primary schools by July 2005 •SkY-VoC to increase numbers of victims worked with by 50% by March 2005 •Reparation recruit 15 new volunteers by March 2005 •Gangs project begins work in new school September 2003 •19,000 sports development visits •Junior "Friends" launched summer 2004 	Youth Justice Plan Youth Crime Prevention Strategy YOT annual report parks and sports business plan	Romi Bowen Pat Turner Jay Yeats
Reduce serious and violent crime	<ul style="list-style-type: none"> •Reduce knife and gun related violence 	<ul style="list-style-type: none"> •Campaigns on knife and gun related crime 2004/5, including regulation on the sale of knives by Trading 	Crime and Disorder Strategy	Sarah Naylor

	<ul style="list-style-type: none"> •Raise awareness of sexual violence support services and agree referral protocols •Work with the London-wide structures on terrorist and other disruptive incidents 	<p>Standards</p> <ul style="list-style-type: none"> •Provision of information about sexual violence services by July 2004 •Profile emergency planning arrangements with two publicity events and establish mechanisms for reassurance programme on terrorism by September 2004 		
Reduce hate crime	<ul style="list-style-type: none"> •Develop and implement Hate Crime strategy •Raise the profile and awareness of hate crime in the community through a communications programme •Develop assisted reporting of hate crime •Improve the capacity and the engagement of the voluntary sector to support victims of hate crime •Improve links with Single Regeneration Budget 6 campaign against hate crime programme 	<ul style="list-style-type: none"> •Formal agreement of Hate Crime strategy by October 2004 •Develop two year communications plan on hate crime by July 2004 •Complete hate crime case management project by December 2004 •Identify Lesbian Gay Bisexual and Transgender venue and additional health venue as assisted reporting sites by March 2005 	Hate Crime Strategy incorporating Domestic Violence Strategy	Nathalie Hadjifotiou
Reduce drug – related offences and improve treatment	<ul style="list-style-type: none"> •Commission a crack and stimulant service (with the PCT) providing access to structured community services •Reduce waiting times (working with the Southwark PCT) to access specialist treatment prescribing services, in patient de-toxification and residential rehabilitation provision •Develop comprehensive service specifications with targets for capacity improvement for service development •Develop an alcohol strategy •Implement Criminal Justice Intervention Programme compact •Recruit to DAAT (Drug and Alcohol Action team) •Disaggregate DTTO (Drug Treatment and Testing Orders) units 	<ul style="list-style-type: none"> •Specification being developed. New service from September 2004 •Achieve reductions in waiting time by March 2005 •Service specifications by September 2004 •Alcohol strategy by December 2004 •Compact signed off April 2005 •Recruit to DAAT by July 2004 •September 2004 for disaggregating DTTO units 	National Treatment Agency for Substance Misuse Treatment and Care Plan CJIP compact	Sarah Naylor
Reduce the number of environmen	<ul style="list-style-type: none"> •Extend the publicity campaigns to raise awareness of enviro-crime and reduce the number of 	<ul style="list-style-type: none"> •Reduce the time taken to remove an abandoned vehicle by 	Environment & Leisure Business	Simon Baxter

tal crimes in the borough	abandoned vehicles •Home Office funded fly-tipping pilot to tackle offenders before they dump •Continued use of legislation to enforce against environmental crime including ASB	March 2005 •Reduce flytips •New local environment quality powers will be introduced in 2004/5	Plan	Nick Costin Tim England
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Ref	Performance Indicators from Corporate Basket	2002/03 Actual	2003/04 Projected Outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV 174	Number of racial incidents recorded by the authority per 100,000 population	220	NA	266	293	NA
LPI	The percentage of antisocial behaviour cases where the victim reported that the matter had been successfully dealt with by the authority	NA	62	64	66	68
LE12	Noise complaints responded to within 45 minutes	NA	75%	80%	90%	95%
LP10	% working CCTV cameras	92.06%	88.73%	90%	92%	95%
LH20	% street lights working	NA	99.5%	99.8%	99.8%	99.8%
LPI1	To achieve average and then below average rate of crime per 1,000 population for the 11 LBs in the Crime Reduction Partnership	165.8	NA	NA	NA	NA
BV 127e	Robberies per 1,000 population	9	13.7	7.5	7.1	Reduce by 10%
LP02	Time to remove abandoned vehicle	10	6.21	4.5	4.0	4.0
LW21	Number of fixed penalty notices issued	NA	868	1500	2000	2500
LP03	Number of parking charge notices	NA	161899	165000	167500	170000

5 Improving the health of the borough

Vision statement

We want to make Southwark a borough of healthier people. We will improve health by encouraging partners to tackle the root causes of health inequalities, by putting more energy into prevention and health promotion. We will ensure that local health and social care as well as other services that impact on health are improved. We have a leadership role in ensuring that opportunities are available for people to make healthier choices. We will work with partners to promote smoke free zones and to strengthen smoking cessation services. We will ensure that parks, sports and leisure facilities are improved, and public spaces are cleaner and safer to encourage physical activity. We will provide more information on healthy living and make services to support this choice more easily accessible. We cannot do this alone and we have developed a close working relationship with our partners, such as Southwark PCT, Guy's and St Thomas' Hospital National Health Service (NHS) Trust, Kings College Hospital NHS Trust, South London and Maudsley Mental Health NHS Trust, the voluntary sector and local communities.

What does this mean?

We will seek to improve the health of people in Southwark through:

- Tackling the causes of ill-health by working across Council departments, Southwark Primary Care Trust (PCT) and other local organisations to tackle the wider determinants of health
- Providing wide ranging opportunities for local people to make healthier choices through ensuring high quality and accessible sports and leisure services and safer parks and public spaces in Southwark. We will promote smoke free areas, improve information on healthier living and make sure that there is better access to services
- Safeguarding and promoting the welfare and well-being of children and ensuring that every child has the chance to achieve their potential. We will work across the public and voluntary sector with children and their families to achieve the five outcomes set out in "Every Child Matters" (being healthy, staying safe, enjoying and achieving, making a positive contribution and economic well-being)
- Focusing on vulnerable groups such as older people and people with disabilities, learning disabilities and mental health problems
- Improving the quality of service provision and experience for service users

Reflections on 2003/04

Healthy Southwark held a successful conference looking at the key causes of health inequalities. Some of the strategic gaps that we have identified will be met through developing innovative services and by strengthening existing services in the parts of the borough with poorer health. There is strong partnership working to improve health in Southwark, evident for example, in the prioritisation of health concerns in important regeneration schemes such

as Aylesbury New Deal for Communities (NDC) and Bermondsey Spa, the increased work with schools through the Healthier Schools Partnership, the Sports Action Zone and Southwark Leisure, and the extensive “strategic gaps” programme developed under Neighbourhood Renewal Funding (NRF). The numbers using our leisure centres are increasing, particularly among target groups of 11-19 years olds and those aged over 55. All primary schools and the majority of secondary schools have worked with the Sports Development Team, and the launch of the Southwark Community Games this year has vastly increased the up-take of competitive sport by primary school children.

We were awarded “two star” ratings for 2002/03 under the Department of Health’s Performance Assessment Framework for Social Services and by the Commission for Health Improvement for the PCT (the maximum star rating is three, the minimum is zero). We invested an additional £2.5 million in children’s services to strengthen support to families and children. There was significant progress towards Social Services and PCT integration: there is a joint PCT Chief Executive and Director of Social Services and many parts of the two organisations are now jointly managed or funded, sharing staff, resources and information. This will mean that our service users will experience a seamless service.

Focus for 2004/05

We will continue to strengthen the work we are already doing in health improvement. We will work with schools to provide a menu of healthy activities for pupils. We will continue to work in innovative ways, for example, to set up “breast feeding cafes” and to strengthen services, such as smoking cessation, in targeted neighbourhoods. We will work across the Council and with key partners towards achieving the five outcomes set out in the Green Paper “*Every Child Matters*”. To do this we will focus our efforts to improve the support provided to parents and carers, ensure effective protection and early intervention, work towards developing integrated and seamless services for children, and put in place local initiatives to develop a strong and effective workforce. A key priority is to ensure that the systems across agencies will safeguard and promote the welfare and well being of children. For adults, we will further integrate the funding, commissioning, assessment and delivery of community services. An increased spend of £7.9 million in 2004/05 on social services will help us to deliver our priority of improving the health of the borough. We are also about to embark on a long-term contract which will see £25 million of investment in the borough’s sports and leisure centres. The emphasis on increasing involvement in physical activity by children will also continue, in addition to all the other initiatives currently in process, 8,000 primary school children will participate in the Southwark Community Games (this equates to an additional 36,000 hours of coaching for this age group). The programme will also be rolled out to housing estates to engage 11-16 year olds (building on the successful “Street Games” programme).

Future plans

The table below sets out the major future projects and plans identified to improve the health of the borough over the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objective	Action	Milestones	Key Plan/ Strategy	Lead Officer
Ensure that opportunities are available for people in the borough to make healthier choices	<ul style="list-style-type: none"> • Develop targeted health promotion and information programmes • Strengthen smoking cessation services targeting Neighbourhood Renewal Areas and pregnant mothers • Extension of physical activity (TOPS) scheme to more schools • Set up weight management clubs for overweight primary school children • Commitment to implement smoking bans in all buildings and other places controlled by public sector bodies within the Southwark Alliance • Agree a standard for healthier school meals • Work by Trading standards on under-age tobacco sales • Establish additional Breakfast Clubs and encourage walking and cycling as forms of exercise. • Support schools in the development of drug, alcohol and tobacco preventive work, including specific support for young people who wish to cease smoking • Recruit and train lay breastfeeding supporters and set up one breastfeeding cafe in each of the PCT localities • Continue to increase visits to leisure centres by children and 	<ul style="list-style-type: none"> • Action plan by December 2004 • Additional smoking cessation counsellor recruited July 2004 • Ten additional schools identified July 2004 • Action plan to take this forward agreed at LSP • Decision and action plan by council and PCT by September 2004 • To have an action plan to meet the agreed standards by March 2005 • Target outlets which sell tobacco to under 16s • Resources and equipment allocated and Breakfast Clubs and pre-school activities in 10 schools by March 2005 • Five schools to have up to date policy and practice in drug education by March 2005. Recruit an additional 15 schools to the Healthier Schools Partnership by March 2005 • By March 2005 • Building on the 15% increase of 11-19 year 	<p>NRF Strategic Gaps Delivery Plan</p> <p>PCT Local Delivery Plan</p> <p>NRF Strategic Gaps Delivery Plan</p>	<p>Chris Bull</p> <p>Alan Maryon Davis</p> <p>Tim England</p> <p>Chris Bull</p> <p>Alan Maryon Davis</p>

	<p>young people</p> <ul style="list-style-type: none"> • Continue sports development outreach work 	<p>old visits in 2003/04</p> <ul style="list-style-type: none"> • Increase the 18,000 visits in 2003/04 	<p>Parks and Sports Business Plan</p>	<p>Jay Yeats</p>
<p>Safeguarding and promoting the welfare and well being of children and ensuring that every child has the chance to achieve their full potential</p>	<ul style="list-style-type: none"> • To develop and strengthen local programmes to ensure children are healthy, stay safe, achieve and enjoy making a positive contribution and experience economic well-being 	<ul style="list-style-type: none"> • Shared set of outcomes defined for children, young people, families, communities and professionals by 2005 • Extended services developed to support parents, families and foster carers by 2005 • Children's information sharing protocol developed by 2005 • Recruitment, retention and skills improvement strategy developed by 2005 	<p>Southwark's Children's Strategic Plan 2004/07</p>	<p>Chris Bull</p> <p>Romi Bowen</p>
<p>Improve service provision and the experience for service users</p>	<ul style="list-style-type: none"> • Integration of a range of services across health and social care under a programme of projects managed by the joint Senior Management Team of Social Services and the Primary Care Trust • Modernisation projects based on process re-design around users needs to improve capacity, access, quality and effectiveness 	<ul style="list-style-type: none"> • All first wave integration processes expected to be complete by end of 2006/07 and the first integrated Business Plan of the Primary Care Trust and Social Services in 2004/05 • Modernisation Plan 2004/05 to be finalised 	<p>PCT Local Delivery Plan</p> <p>Modernisation Plan</p>	<p>Chris Bull</p>
<p>Improve choices and support services for vulnerable adults and their carers</p>	<ul style="list-style-type: none"> • Strengthen services for people with disabilities, learning disabilities and mental health problems and older people who need high levels of care and want to continue to live in their own homes 	<ul style="list-style-type: none"> • Improve access to community based services 	<p>PCT Local Delivery Plan</p> <p>Supporting People Strategy</p>	<p>Chris Bull</p> <p>Joe Brady</p>

Ref	Performance Indicators from Corporate Basket	2002/03 Actual	2003/04 Projected Outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV 53	Intensive homecare rate per 1000 older people	23.1	21.9	27	29	31
PAF D41	Delayed discharge of older people (average number of service users)	26.5	15	10	10	10
BV 56	Occupational Therapy Equipment delivered within 7 days	59	65	80	85	90
PAF D42	Carers assessments - % of all assessments	20	25	35	40	45
BV162	Child protection reviews done to timescale	NA	97	100	100	100
PAF C21	Duration on the Child Protection Register (% over 2 years)	18.1	14	12	11	10
BV 163	Adoptions of Children Looked After %	5.6%	6.4%	7.5%	8.0%	8.5%
BV 201	Direct payments rate per 100,000 population	16	28	50	60	70
BV 198	Numbers in Drug Misuse Treatment	1450	1610	1737	1858	2043
BV 197	Teenage Pregnancy Rates per 1000 15-17 year olds	86 (2002)	86	73	71	69
LL01	Leisure centre visits	914, 980	902, 108	1, 000, 000	1, 100, 000	1, 200, 000

6 Making Southwark Cleaner and Greener

Vision Statement

To deliver – by design – a clean, green and safe Southwark. We recognise the impact on health, social inclusion and quality of life of our environment. By ensuring a clean and well maintained streetscene, providing high quality parks and open spaces, delivering a range of leisure and cultural activities and providing public protection services, we will deliver this vision.

What does this mean?

We will make Southwark cleaner and greener by:

- Improving the cleanliness of the borough and achieving less crime through less grime
- Reducing, recycling and reusing efficiently collected waste
- Investing in the environment and leisure infrastructure
- Ensuring sustainable practice, sustainable services
- Promoting community pride in place and resident responsibility

Reflections on 2003/04

The establishment of Southwark Cleaning, and an extra £4 million of investment, has had a huge positive impact on the cleanliness of the borough's streets, with the percentage of roads meeting grade A or B cleanliness rising from 70% to 90% in just a year. We have introduced recycling facilities on every estate in the borough and have also increased the types of materials which can be recycled through our door-to-door recycling service. We have invested over £10 million of capital in our parks and open spaces over the past three years resulting in real improvements to over 20% of them. We spent £2 million on local environmental improvements, decided by Community Councils, last year and will spend a further £3 million this year. Through our Community Councils we have also introduced an additional 1,200 bins and planted over £100,000 of new trees. We now remove abandoned vehicles four-and-a-half days after reporting, an improvement from 11 days just a year previously. We are also making the council a greener organisation.

We have ten Street Action Teams across the borough which ensure that our services are being delivered effectively at a local level by bringing together all of those involved. We have also minimised the environmental impact of our own buildings by improving the energy efficiency of homes in all tenures, and undertaking environmental audits across the Council. We are investing an additional £697,000 in 2004/05 to make Southwark cleaner and greener.

Focus for 2004/05

We will continue to champion the “liveability” agenda which recognises the significant impact of a high quality, well designed and effectively maintained environment on the lives of local people. We will produce a council-wide policy on managing the public realm and use our Walworth Road and Rotherhithe pilots to see how this can be achieved in practice. We will also move forward on our council-wide de-cluttering and signage programme and create design guidance for the public realm.

Building on our rapidly improving recycling rate we will move forward on our Waste Strategy by developing a waste management Private Finance Initiative (PFI), which will open in October 2006. This will provide the infrastructure necessary to achieve long-term waste reduction and recycling targets. We will sustain and consolidate the dramatic improvements to cleanliness in the borough and work with the community, young people and Community Councils to deliver a local and community-led agenda to improve the local environment at a neighbourhood level. We will launch our new parks service, and deliver significant improvements to the infrastructure in parks whilst continuing to seek further external funding. We will achieve green flag awards as a result. We will improve our energy management of council homes and improve the energy efficiency of housing across all other tenures.

Future plans

The table below sets out the major future projects and plans identified to achieve a cleaner and greener borough over the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objective	Action	Milestones	Key Plan/ Strategy	Lead Officer
Minimise waste and increase recycling	<ul style="list-style-type: none"> £329,000 invested in a borough-wide green waste recycling scheme Building on the investment in infrastructure to increase recycling rates across the borough 	<ul style="list-style-type: none"> To let a £300 million waste PFI contract in October 2006 90% of population served by a kerbside recycling service by 2004/05 	Waste Strategy	Phil Davies
Improve the quality of our streets and estates	<ul style="list-style-type: none"> Maintain and build on the success of Southwark Cleaning Invest in streets and highways Spend £2 million on improvements through our Community Councils 	<ul style="list-style-type: none"> £5.2 million for highways in 2004/05 	Environment and Leisure Business Plan	Phil Davies Des Waters Nick Costin

	<ul style="list-style-type: none"> • Deliver our abandoned vehicle project 			
Improve the quality of our public spaces	<ul style="list-style-type: none"> • Develop further the cross-cutting "Living Southwark" agenda around improving neighbourhoods and communities, liveability and the public realm • Roll out signage project • Reformed and enhanced parks service • New merged highways and traffic service • Environmental education work in schools 	<ul style="list-style-type: none"> • Spend over £10 million on parks and sports centres in 2005/06 	<ul style="list-style-type: none"> Public Realm Strategy Design Excellence Strategy Borough Spending Plan 	<ul style="list-style-type: none"> Gill Davies Des Waters Jay Yeats
Enable Southwark to be a greener organisation	<ul style="list-style-type: none"> • Environmental audits across the council • Introduce "Green Champions" 	<ul style="list-style-type: none"> • Reduce the tonnage of recycled materials, energy bills, every year 	<ul style="list-style-type: none"> Environment and Leisure Business Plan 	<ul style="list-style-type: none"> Sean Connolly

Ref	Performance indicators from corporate basket	2002/03 Actual	2003/04 Projected outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV82a	Percentage of household waste being recycled	4.64%	6.64%	11%	16%	16%
BV82b	Percentage of household waste being composted	0.021%	0.43%	1%	2%	2%
BV91	100% of pop served by a kerbside recycling service	41%	77.27%	90%	95%	95%
LW07	Streets cleaned grade B+	70%	91%	92%	93%	94%
LW10	Cleanliness index parks	65%	65%	68%	69%	70%
LW11	Cleanliness index housing estates	67%	65%	68%	69%	70%
LW16	Flytips cleared in 24 hours	99%	95%	95%	95%	95%
LW20	Missed bin collections	2599	1190	750	500	500

7 Raising standards in our schools

Vision statement

We want to give every child in Southwark the best life chances through access to high standards of learning, helping them make a positive contribution to our community. Our efforts to close the gap between educational achievement in Southwark and the best national results are beginning to pay off.

What does this mean?

We take PRIDE in our work and seek out every opportunity to inspire PRIDE in the people we serve by:

- Promoting learning
- Raising achievement
- Instilling confidence
- Developing competence
- Empowering communities

Reflections on 2003/04

We have made progress by improving GCSE results, with 40% of students now achieving five or more grades A* to C. Better value added results have also been achieved at key stage three (age 14), with seven secondary schools scoring above average for inner London and four above average nationally. Twenty-five primary schools scored above the national average at key stage two (age 11) results.

We responded to increased educational demands by opening two new city academies in September 2003 – the Academy at Peckham and the City of London Academy in Bermondsey. In addition to this six primary schools and three secondary schools have been awarded beacon status.

The children's services education has established the Southwark Charter Mark as a new quality standard, and it has started the implementation of a new Children's Strategy. The refurbishment of the One O'Clock Clubs has been completed, and more early years education professionals have been recruited into its service delivery.

Schools, youth and community organisations have been engaged in new international projects and interest for new partnerships has been raised in all these sectors.

Focus for 2004/05

An area of major focus will be the preparation of Southwark education services and Southwark Council to take back all education services within the context of the Children Bill. We will also aim to raise the attainment in all key

stages in our schools. Improving the quality of all sections of Southwark education service will be a key aim, and this will be done by improving the corporate working of the service. In 2004/05 we will seek to raise standards in our schools by channelling an extra £11.8 million into education. As part of an environmental commitment to schools facilities, over £1 million of investment will be targeted at school playgrounds to improve the play and environmental educational opportunities for school students.

Following the publication of the Secondary Schools strategic vision document as part of the London Challenge documents there will be a Primary Schools Strategy developed. The overall aim is to develop a common vision for education in Southwark, which all schools are signed up to. It is proposed that there will be a more comprehensive strategic education partnership in Southwark which keys in to the Southwark Alliance and involves the major stakeholders including the Department for Education and Skills, the higher and further education sector, and the community sector.

Future plans

The table below sets out the major future projects and plans identified to raise standards in our schools over the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objective	Action	Milestones	Key Plan/Strategy	Lead Officer
Give children a good start in life	<ul style="list-style-type: none"> Implement the Southwark Children's Centre Strategy which ensures borough-wide coverage of provision of children's services Develop a high quality foundation stage curriculum that enables children to make good progress in learning, and meet quality assurance and development criteria to meet relevant national standards 	<ul style="list-style-type: none"> Impact on key stage 1 by 2007 Recruit high level early years education specialist manager 	Children's Centre Strategy Early Years Development and Childcare Strategic Plan	David Wallis Simon Jenkin
Improve achievement at key stage 1 and 2	<ul style="list-style-type: none"> Develop effective teaching and learning strategies for Key Stage 1 and 2 	<ul style="list-style-type: none"> Rate of improvement is greater than the national average in 2004/05 	Education Development Plan	Simon Jenkin
Improve achievement at key stage 3 and GCSE	<ul style="list-style-type: none"> Develop effective teaching and learning strategies for key stage 2 	<ul style="list-style-type: none"> Rate of improvement is greater than the national average in 2004/05 	Education Development Plan	Simon Jenkin
Improve attendance and reduce pupil exclusions from school	<ul style="list-style-type: none"> Implement action to: Reduce permanently excluded pupils in 2004/5 Reduce half days missed in 	<ul style="list-style-type: none"> To implement the targets as set out in the Education Development Plan 	Education Development Plan	Simon Jenkin

	<p>secondary schools in 2004/5</p> <ul style="list-style-type: none"> • Reduce half days missed in primary schools in 2004/05 			
Manage the implementation of new diverse and modernised school provision	<ul style="list-style-type: none"> • Develop plans to implement the refurbishment or rebuilding of all secondary schools • Develop and implement a strategy for re-building and refurbishment of primary schools and early years settings 	<ul style="list-style-type: none"> • Over the next 5 years 	Education Development Plan	Simon Jenkin
To develop an Inclusion Strategy	<ul style="list-style-type: none"> • Consult on and implement a strategy for Special Educational Needs 	<ul style="list-style-type: none"> • Plan developed by end of 2004 and new funding strategy in place by 2005 	Inclusion Strategy	Simon Jenkin
Improve participation in post-16 education and training	<ul style="list-style-type: none"> • Support the Central London Learning and Skills Council to increase numbers of post-16 learners staying on in education, training or entering the labour market. 	<ul style="list-style-type: none"> • Rate of improvement in staying on rate is greater than the national average in 2004/05 	Southwark Guarantee	Simon Jenkin
Deliver youth involvement programmes in priority neighbourhoods as diversionary activities, addressing equalities, learning and employment issues	<ul style="list-style-type: none"> • Implement youth work programmes to decrease in youth offending in priority neighbourhoods • Increase involvement of young people who are currently outside existing mainstream provision • Improvement in local partnerships; multi-agency approach 	<ul style="list-style-type: none"> • All priority neighbourhood plans have a youth involvement element by end of 2004/05 	Youth and Connexions Development Plans	Karl Murray

Ref	Performance indicators from corporate basket	2002/03 Actual	2003/04 Projected outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV50	Education of children looked after	38.2	52	60	70	75
BV38	Proportion of pupils in schools maintained by the authority in the previous summer achieving five or more A*-C grade GCSEs or equivalent	35.7%	39.7%	40%	42%	42%
BV40	Proportion of pupils in schools maintained by the authority in the previous summer achieving level 4 or above in the key stage 2 mathematics test	62%	62.5%	74%	75%	75%
BV41	Proportion of pupils in schools maintained by the authority in the previous summer achieving level 4 or above in the key stage 2 english test	65%	70.5%	75%	76%	76%
BV18 1	Percentage 14 year old pupils achieving level 5 or above in the key stage 3 test in: <ul style="list-style-type: none"> • English • Mathematics • Science 	<ul style="list-style-type: none"> • 50% • 45% • 45% 	<ul style="list-style-type: none"> • 51% • 52% • 49% 	<ul style="list-style-type: none"> • 60% • 60% • 56% 	<ul style="list-style-type: none"> • 62% • 60% • 61% 	<ul style="list-style-type: none"> • 62% • 60% • 61%
BV43 b	Percentage of statements prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN code of practice	62.7%	33%	75%	75%	75%
BV45	Percentage of half days missed due to all absences in secondary schools maintained by the authority	9.1%	8.4%	7.0%	6.5%	6.4%
BV15 9	The percentage of permanently excluded pupils provided with alternative tuition, incl authorised absence, of: <ul style="list-style-type: none"> • 5 hours or less • 6 - 12 hours • 13-19 hours • 20 hours or more (20-24) • 20 hours or more (25+) 	<ul style="list-style-type: none"> • 13% • 7% • 1% • 79% 	<ul style="list-style-type: none"> • 1.5% • 7.4% • 8.8% • 82.4% 	<ul style="list-style-type: none"> • 7% • 3% • 0% • 90% 	<ul style="list-style-type: none"> • 7% • 3% • 0% • 90% 	<ul style="list-style-type: none"> • 0% • 0% • 5% • 95%

8 Tackling poverty

Vision statement

We aim to improve the prosperity of the borough, and ensure the quality of life for the most disadvantaged is improved. The benefits of that prosperity must be shared with all sections of the community, and will include equal access to education, training, employment and affordable, good quality housing.

What does this mean?

To tackle poverty there will be a focus on addressing the different problems people face as a result of poverty during different stages of their lives such as unemployment, benefit dependency, ill health and crime. The council aims to:

- Address the causes of poverty
- Address the symptoms of poverty
- Alleviate the symptoms of poverty

This will be achieved through a comprehensive anti-poverty and social, economic renewal approach which includes area-based regeneration projects.

Reflections on 2003/04

Southwark's very first Employment and Enterprise Strategies have both been developed and adopted by the council and the Southwark Alliance. The Enterprise Strategy will increase the number of healthy, successful and sustainable businesses in Southwark and promote the range of diverse businesses. The Employment Strategy will improve access to employment, support new entrants to the labour market, build the skills of Southwark's workforce and prevent Southwark residents from becoming long-term unemployed. These joint documents are the backbone of our anti-poverty agenda. Our Anti-Poverty Programme has been developed and launched, and the implementation of key projects in the programme is underway.

We launched our first Homelessness Strategy, which prioritises preventing homelessness and providing better temporary accommodation for homeless people – and so far we have added over 160 private sector homes in good condition to the pool of temporary accommodation through leasing schemes. We have met the Government target to have no families with children in bed and breakfast accommodation, except in emergency and then only for six weeks. We have been developing a new choice-based letting scheme for lettings to social housing. We have invested £100 million in improving council homes, and through the use of grants we have improved the homes of vulnerable people in the private sector. We have also worked with housing associations to provide 548 additional affordable homes, as well as bringing 149 empty private sector homes back into use. We have made good progress on developing an Affordable Warmth Action Plan and worked with partners to improve the energy efficiency of homes in all tenures. We reduced by 22% the number of council homes which do not meet the Government's decent home

standard. We have increased residents' income by improving their access to our benefits service. The service has been transformed over the last two years, with 2006 top quartile targets for processing times already being met.

Focus for 2004/05

We are investing an additional £825,000 in 2004/05 aimed at tackling poverty, including £250,000 in a borough-wide anti-poverty programme. We will implement our Employment and Enterprise strategies and continue to prepare for the development of Business Improvement District (BIDS). Tackling poverty and deprivation will continue to be a core focus of all the area-based and neighbourhood programmes. We will undertake a number of new activities to help us address pensioner poverty and financial exclusion.

We will continue to tackle the causes and effects of poverty through major regeneration programmes, estate renewal and decent homes programmes. We will be working to achieve targets in our Homelessness Strategy Action Plan, in particular to reduce the incidence of homelessness against main causes (eviction by family/friends and domestic violence). We will be consulting on and finalising a new choice-based lettings scheme and will be finalising new arrangements for our housing management service – moving to eight areas in line with Community Council areas and developing one-stop services. The council's new tenancy agreement will take effect, making it easier to take action against anti-social behaviour.

Future plans

The table below sets out the major future projects and plans identified to tackle poverty in the borough over the coming year. We will monitor the delivery of these against the milestones. There are also a number of performance indicators which we will use to monitor delivery.

Objective	Action	Milestones	Key Plan/ Strategy	Lead Officer
Close the deprivation gap between priority neighbourhoods and borough as a whole	<ul style="list-style-type: none"> Continue to focus multi-agency interventions on the most deprived neighbourhoods Work in partnership with the benefit service to maximise benefit take up within the borough 	<ul style="list-style-type: none"> Area level targets in each scheme that relate to PSA/floor targets 	Anti-Poverty Programme Neighbourhood Renewal Strategy	Russell Proffitt Natalie Hadjifotou
Addressing pensioner poverty and inclusion	<ul style="list-style-type: none"> Review needs and services available to pensioners with limited income Implement take-up initiative for older people 	<ul style="list-style-type: none"> Review completed by March 2005 - will identify what further actions required 	Anti-Poverty Programme	Jules O'Mahoney

Enhance the sustainability of local businesses (this has links with increasing participation in employment)	<ul style="list-style-type: none"> • Implement the Enterprise Strategy • Support BID development 	<ul style="list-style-type: none"> • Achievement of enterprise targets • Agree BID policy and procedures 	Enterprise strategy Regeneration business plan	Karen O'Keeffe
Increase participation in employment	<ul style="list-style-type: none"> • Implement the Enterprise (and Employment) Strategy 	<ul style="list-style-type: none"> • Increase employment rates of disadvantaged areas and groups and reduce gap in local employment rate and overall rate (PSA) • Meet Employment/Training specific targets set out in Regeneration business plan 	Neighbourhood Renewal Strategy Employment Strategy Enterprise strategy	Nathalie Hadjifotiou Karen O'Keeffe
Improve access to and quality of affordable / social housing	<ul style="list-style-type: none"> • Repair and improve council housing to meet target of all council homes achieving decent home standard by 2010 • Deliver Homelessness Strategy • Increase proportion of private housing in decent condition occupied by vulnerable groups • Agree choice-based lettings policy 	<ul style="list-style-type: none"> • See Chapter 3 • Meet milestones in Homelessness Strategy Action Plan • Establish baseline and targets • Undertake consultation on draft policy 	Housing Revenue Account Business Plan Homelessness Strategy Housing Strategy	Rachel Sharpe Margaret O'Brien Rachel Sharpe Margaret O'Brien

Ref	Performance indicators from corporate basket	2002/03 Actual	2003/04 Projected outturn	2004/05 Target	2005/06 Target	2006/07 Target
BV 184a	The proportion of LA homes which were non-decent at 1 April 2002 - baseline figure against which part b is measured)	NA	48.6%	37.8	34.5%	29.6%
BV 184b	The percentage change in the proportion of non-decent LA homes between 1 April 2002 and 1 April 2003	NA	22.3	8.7	14.3	13.5
BV 78a	Housing benefit processing (average time for processing new claims)	50	34	32	30	28
LPI	New affordable housing	NA	548	400	400	400
BV62	The proportion of unfit private sector dwellings made fit or demolished as a result of action by the local authority	4.26%	4.5%	4.75%	4.9%	5%
BV64	The number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	66	149	125	135	145
LPI	The number of households with children in non-self contained B&B accommodation	80	0	0	0	0
EEY3	Total number of child minding places in disadvantaged areas	56	284	65	70	NA
EAL4	Percentage of adult learners (aged 19+) taking Basic Skills Agency accredited courses	19%	16%	24%	26.5%	27%

Appendix i - All about Southwark

The place

Centrally located on the south side of the Thames, immediately opposite the Cities of London and Westminster, the borough of Southwark reflects the complex socio-economic profile of the three metropolitan boroughs from which it was originally formed – Bermondsey, Camberwell and Southwark – many of which remain visible today.

Borough and Bankside in the historic north of the borough, is now a vibrant cultural and commercial quarter at the heart of the capital, with new commercial, cultural and retail developments including Tate Modern and the Greater London Authority headquarters. Previously dominated by manufacturing and docks, adjacent Rotherhithe and Bermondsey have undergone a transformation in the last 10 years and over 3,000 new homes of mixed tenure have been built in the area.

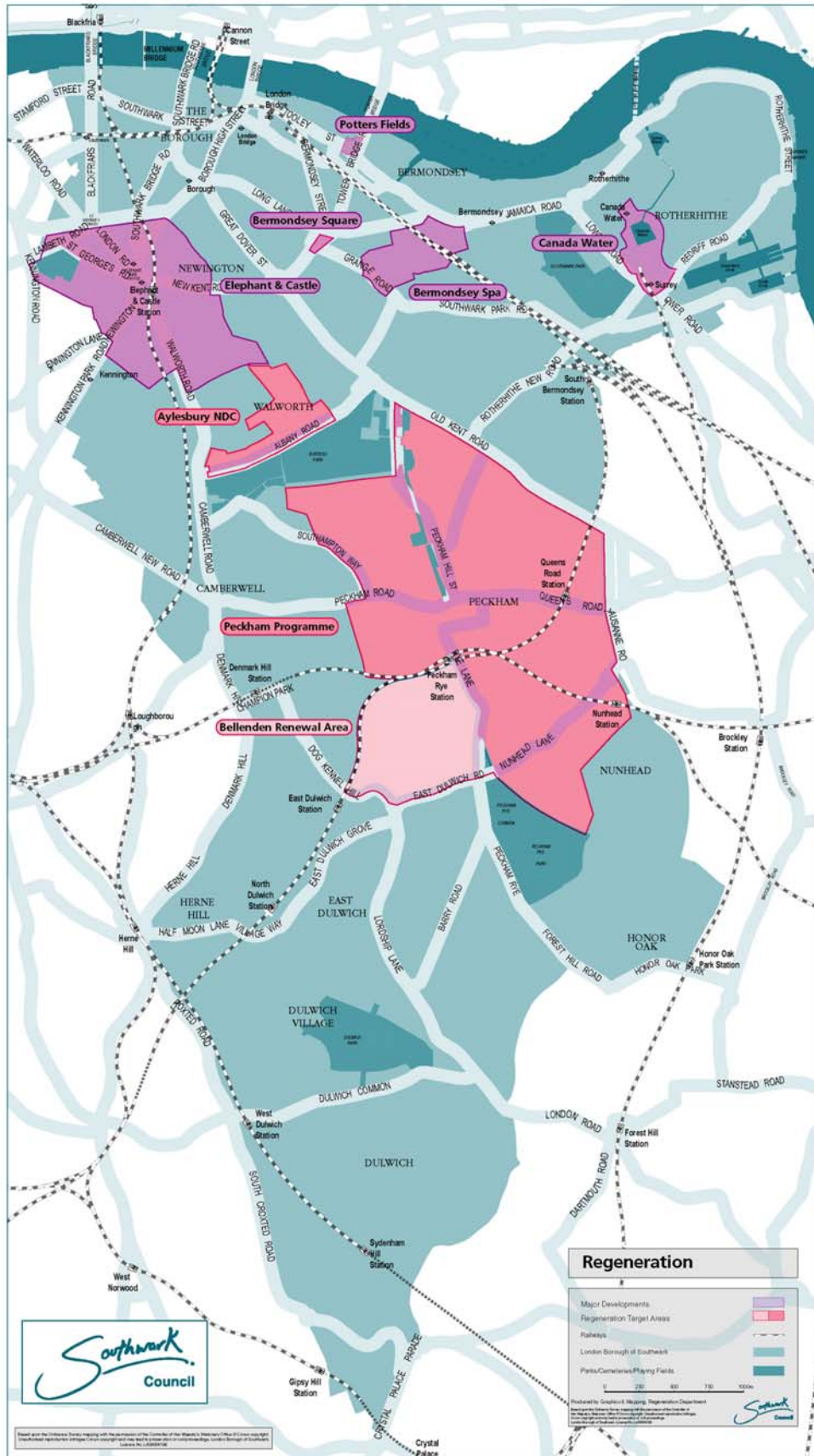
Peckham, Newington and Camberwell in the centre of the borough, are characterised by some of the most deprived communities in the country. This area is significantly more multi-cultural (40%) than the rest of the borough with wide-ranging needs, expectations and potential. One of the most extensive SRB regeneration projects in the country has recently come to an end in Peckham resulting in huge changes to the physical and social structure of the area.

Dulwich in the south is, by contrast, for the most part affluent with a few pockets of deprivation. Dulwich Village and three large private schools are at its centre. It retains a characteristically quiet, suburban atmosphere and is home to a large number of professionals who commute to central London. The key challenges for Dulwich have been conservation, environment and meeting the education needs of those high-aspiring parents unable to afford private education.

Today Southwark is London's fastest growing tourist quarter and a thriving business location. Attractions include the Tate Modern, as well as the Globe Theatre and Borough market. There is a vibrant arts scene together with a growing reputation for innovative architecture and quality urban design. Peckham Library won the Stirling prize for architecture in 2000 and the borough was awarded the RIBA/CABE London Local Authority of the Year award in 2002 for design excellence.

Businesses based in the borough include the Pearsons group which produces the Financial Times and the Daily Express, PriceWaterhouseCoopers, KPMG, and Lloyds TSB Bank. There is also a flourishing small business sector. In the last few years more than 15,000 jobs have been attracted to the borough. More than forty per cent of the borough is covered by a current or planned regeneration area. Over the next ten years between £2-3 billion will be invested in regeneration in the borough, including the Elephant and Castle, Canada Water and Bermondsey Spa (see map below).

Map 1 – Regeneration in Southwark

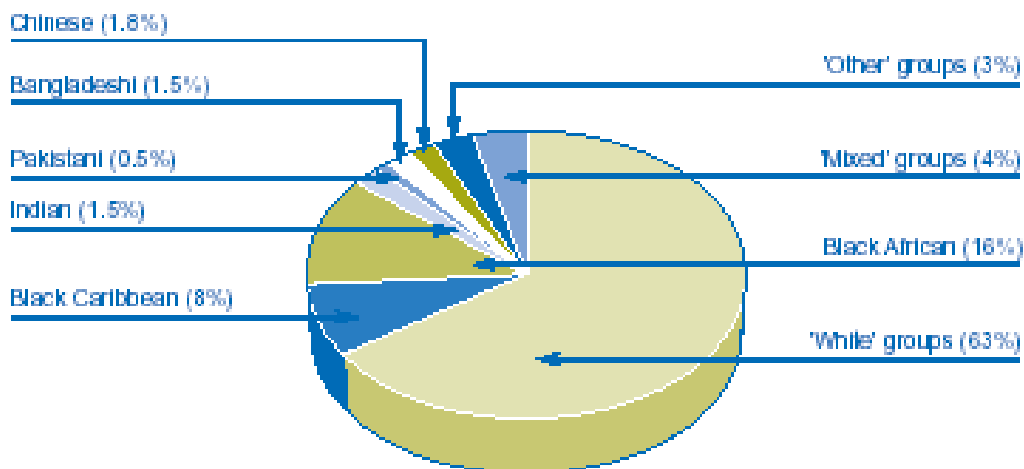


The people

Southwark has a population of 251,300 (ONS mid-year 2002), which is relatively young (five years younger than England as a whole), with one in five of the total population being below the age of 15.

Southwark's population demonstrates a rich ethnic and cultural diversity with around one third (90,600) of the borough population from a black or minority ethnic community. This is set to rise to 38% by 2011. More than 100 languages are spoken in our schools and 43% of pupils speak English as an additional language.

Southwark's Population By Ethnicity 2001



Source: Census 2001

Southwark is the eleventh most deprived borough in England and Wales, based on the Indices of Deprivation 2004 (average rank).

Leading Southwark

Southwark is made up of 21 wards, with 63 councillors (three from each ward) leading the council. Each of these councillors sit on the Council Assembly, which is the 'sovereign' body of the council. The assembly is chaired by the Mayor of Southwark and is responsible for approving the budget and policy framework. Currently the Council has no overall political control. The Liberal Democrats are the largest party (29), with Labour (28) and Conservative (6).

Following a negative Mayoral referendum, the Council adopted a Leader/Executive model. The Executive is headed by the Leader and made up of ten councillors, each holding a 'portfolio' of responsibility. The Executive is responsible for leading the community planning and consultation process, drafting the budget and policy framework, and taking most decisions on resources and priorities. The Liberals hold all 10 Executive places.

Scrutiny operates with one overview Committee and six Sub-Committees, with cross party representation. An independent member chairs standards

Committee. The Council has formed 8 Community Councils, over the last year. These provide a forum for local communities to discuss matters of local concern and influence decisions on local matters. They have the ability to make local decisions in key areas – planning licensing, community safety, environmental improvements, traffic management and appointment of primary school governors.

Eight ward based community councils were established from 1st April 2003. They are not just there to talk but to take decisions that have a direct impact on that community.

This year the bulk of our capital funding for community safety and environmental improvement was devolved to Community Councils. They were able to make local decisions on spending worth £2.75 million and bid for funding priorities against a further £1.1 million. This involved local people in deciding where to provide 1200 new litterbins, 556 trees and 418 new streetlights. Papers are written in plain English and the meetings are run in an informal and friendly way. Matters of borough-wide significance are dealt with by existing borough-wide committees such as the Licensing and Planning Committees.

Managing Southwark

While councillors set the overall policy framework and take the key decisions; the role of making things happen rests with the people who work for the council. At the head of the organisation is a Chief Officer Team led by the Chief Executive and seven Strategic Directors responsible for:

- Social Services
- Education
- Housing
- Regeneration
- Environment and Leisure
- Finance
- Borough Solicitor

Recently we have enhanced our management capacity and support to the Chief Executive through the appointment of two new Assistant Chief Executives. Their key roles are to provide co-ordination to the drive for improvement and modernisation of the Council.

Appendix ii - A statement of contracts (TUPE)

All contracts let in 2003/04 that involved the TUPE of staff were let in accordance with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

A list contracts affected can be obtained by contacting Paul Deegan, the Head of Procurement, at paul.deegan@southwark.gov.uk or 0207 525 3616.

Appendix iii – Performance indicator tables