

Southwark Council

Corporate Plan

2005/08

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Chapter 1 Welcome from the leader and the chief executive

To be included

Chapter 2 Southwark – opportunities now and in the future

Significant and sustained improvement in Southwark must be achieved through strong leadership and taking advantage of national policy developments that will lead us towards high quality, modern, accessible and customer orientated services.

The drive for continued improvement will not be easy; it will involve getting the right frameworks in place to be able to deliver a complex mix of national, regional and local policy priorities now and in the future. At the national level public services are moving towards:

- Developing services that are focused on delivering improved outcomes for people
- Service re-design towards choice and personalisation
- Joint working: seamless service provision through effective partnership working
- Improving efficiency of support services to increase investment in frontline services
- Balancing national and local priorities
- Strengthening communities to enable engagement and involvement in service delivery

Southwark is in a strong position to take advantage of these emerging national priorities, as reflected in us being one of only five councils in the country who have moved up two CPA ratings over the last two years.

The re-emergence of the regional tier in recent years has provided Southwark with the opportunity to address issues at a London-wide level. This has implications for a range of policy areas including transport and planning, where the Mayor's London Plan has set the context for the Council's planning policy as set out in the Unitary Development Plan. Southwark will need to continue to work to ensure that it is influential at the regional level and that it is making the maximum use of regional solutions to improve services to local people.

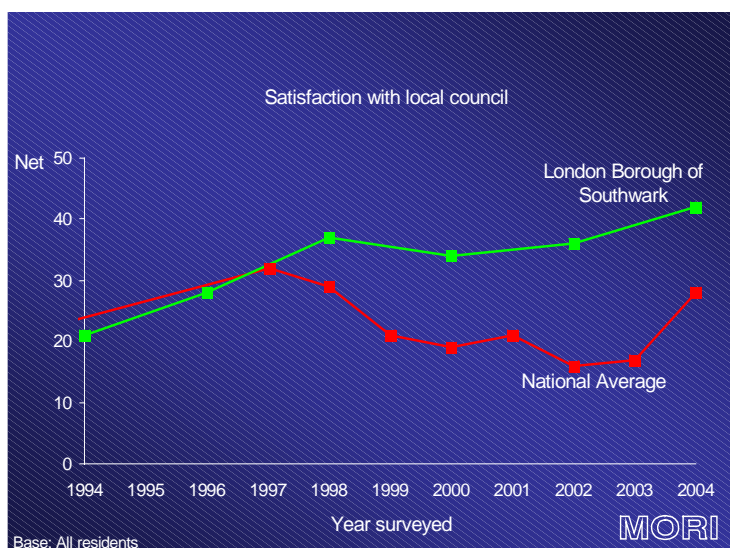
There is increasing recognition that good public services are dependent on a strong local vision that enables public providers and their partners to design, plan and deliver services to meet local needs. The Council has a central role in providing the leadership to meet this challenge, and this year will work with its partners in Southwark Alliance to review the Community Strategy. The review will build on the success of the current Community Strategy to deliver a strengthened vision for the borough and renewed priorities.

Southwark has a successful record of delivering good services in partnership with others. The Government is modernising its relationship with local government to facilitate better partnership working and innovation at the local level. One element of this is the development of Local Area Agreements which will provide a basis for rationalising financing and monitoring arrangements, and will enable partners to be innovative in their approach to meeting local need. We are developing a 'mini' local area agreement or Safer and Stronger Communities Fund that we are committed to delivering.

In addition to this, our current Local Public Service Agreement (LPSA), which started in April 2002, focuses on services for young people, by building on our Youth Crime Strategy. We received £1 million in Pump Priming Grant, from central government, to assist us in delivering the extra work needed to achieve these targets. Based on

current performance, we would expect to receive a Performance Reward Grant of between £5m and £6.5m. LPSAs also allow us to focus in on our key priorities and to work creatively with our partners to stretch our performance in areas which are important to residents and other service users.

We are currently negotiating on our 2nd generation LPSA. The final agreement will be signed in 2005/06 and will cover the period up to 2007/08. The LPSA will be supported financially by a Pump Priming Grant of about £1m paid at the start of the agreement. A Performance Reward Grant of up to £10m (2½% of the base year's net revenue expenditure) is available for achieving the LPSA targets.



Rates of satisfaction with the council continue to improve, but we are not complacent with our performance. We realise that extensive challenges still exist at a local level if we are to make Southwark a better place to live, work learn and have fun.

Satisfaction with the council has risen by six per cent since the last residents' survey two years ago and is 12 per cent higher than the national average

2004 Mori Residents' Survey

In order to be effective in delivering high quality services to our residents, we have to be able to respond to the changes put before us as an organisation by government policies and changing local circumstances. We will do this by continuing to have a clear vision, translated into achievable objectives and delivered by a robust performance management system.

Chapter 3 Turning Vision into Reality

The vision

In the previous chapter we outlined some of the challenges that we, as a local service provider and community leader, will face now and in the future. In order to address these challenges it is important to have a clear vision - about how Southwark will look in the future. The vision, which has been developed in conjunction with the council's partners from the Local Strategic Partnership - the Southwark Alliance, is to make Southwark a better place to live, work, learn and have fun, as a model of urban sustainable living.

The council's strategic priorities

In order to deliver this vision the Community Strategy identifies five key strategic priorities. These are:

Cutting crime and the fear of crime

Just as important as tackling crime itself is taking measures to ensure that people feel safe on the street and in their homes. We want to make Southwark safer in ways that meet the needs and concerns of all sections of the community; in order to achieve this we will work with our partners to reduce crime and the fear of crime.

Improving the health of the borough

We are working towards improving the health and well being of Southwark's residents – this involves promoting healthier choices, improving the life chances of vulnerable children and promoting the independence of adults with social care needs.

Making Southwark cleaner and greener

We aim to deliver, by design, a clean, green and safe Southwark that engages with communities and individuals to make a positive difference to lives and environments.

Raising standards in our schools

Our vision is to raise standards of attainment and achievement for all children and young people in Southwark through development of self-managing schools and inclusive education, in the context of the implementation of the five key outcomes of Every Child Matters.

Tackling poverty

We aim to improve the prosperity of the borough, and ensure that 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.

Chapter 4 Planning our business

“The council’s vision is underpinned by a clear ambition, and a robust planning performance management framework in which resources are directed to priorities”
District Auditor 2004

The previous chapters have described our vision of a changing Southwark. Making such change real and beneficial to local people involves working with our partners and the community at large. As a key public service provider that has numerous responsibilities and spending pressures, it is important to know how we use our resources to deliver an improved outcome for the people of Southwark – after all, that is the true test of our achievements.

Southwark Council has a strong track record in sound financial management and control and we know without this solid base little can be achieved. We are clear about our plans for the future and ensure our resources are deployed to support local priorities through our Policy and Resourcing Strategy. Through robust performance management, we closely monitor and keep track of our progress whilst keeping an eye on where we are heading to help set ourselves targets for improving outcomes at the local level.

The performance management framework enables the council's vision – as described in the Community Strategy - to have practical effect. This is achieved by the various levels of the organisation working on their respective statutory and local objectives, as articulated within their business plans.

Set out within this Corporate Plan are performance indicators (the figures are provisional and subject to audit), project targets and dates for completion, which reflects delivery against our strategic priorities. However, some performance indicators that we measure are national targets that we are statutorily required to implement, whilst others are locally set indicators that reflect our local ambitions. Following on from this performance is recorded at a local level and then reported to the Executive, in the form of quarterly performance reports, which monitor the performance indicators contained with the Corporate Plan.



Generating and spending our resources

Our medium term financial strategy, sitting alongside the Corporate Plan and driven by our five strategic priorities, sets the direction for securing a sound financial footing upon which to realise our ambitions. It provides the basis for setting our budget. Southwark's budget is split between revenue and capital resources. Revenue funding – referred to as the Council's General Fund – funds services year on year such as parks and the community wardens' scheme. The capital programme funds major buildings, street lighting and other capital investment work.

General Fund budget 2005/06

To be included following agreement of Budget at Council Assembly on 23rd February

Capital programme for 2005/08

To be included following agreement of Budget at Council Assembly on 23rd February

Chapter 5 An Improving Council

To deliver our vision we need to be a high performing organisation. The Council's change programme, forward@Southwark, is now entering its third year, with the continuing goals to:

- Modernise services
- Improve efficiency
- Raise capacity
- Improve governance

A key goal of forward@Southwark was to assist the Council in becoming a "Good" rated Council, as defined by the CPA rating scheme. This was achieved ahead of schedule. During the next year, the programme will be refocused to build on this achievement, by continuing to ensure that improvement is embedded into the culture and everyday activity of the council in order to produce sustained results.

This section sets out all the main corporate modernisation and improvement activities underway in Southwark, that we think are needed in order to achieve excellence. Under each of these headings sits a number of key corporate projects and activities that cut across our strategic priorities.

"LB Southwark has made user and resident focus a key art of its improvement journey over the last decade, raising satisfaction levels consistently at a time when local government as a whole has seen consistent falls. As a result Southwark's rating from its residents now outstrips that of many other urban authorities".
Ben Page MORI

Modernise services

This element of the change programme focuses on ensuring that our services meet the needs of our customers, by using the right information to make decisions and a modern ICT infrastructure to support delivery.

Customer service centre

Southwark Council is working to improve its services and the way it deals with customers. The customer service centre (CSC) is key to this improvement. Operational in spring 2005, it will provide one-stop access to a wide range of council services. Customers will be able to deal with all their council needs in one place, whether it is by phone, email, web, letter or face-to-face.

ICT

A key objective of our ICT strategy is to improve the customer experience and make significant efficiency gains in key business systems. Our ICT development strategy is designed to achieve the following outcomes:

- Deliver a highly focused customer centric service to end users that supports business needs and raises customer satisfaction
- Exploit opportunities for the use of ICT to increase efficiency of core business processes
- Meet central government's local e-government strategy and BVPI 157 target

The strategy will bring benefits for end users, whether they are internal end users or members of the public. The need for a sound ICT strategy has been highlighted by CPA reports and Best Value reviews. The Internet is rapidly moving towards 100% compliance of the central government e-government directive, enabling information and interactions with all key council services and information via the website.

“The council has invested in enhanced corporate capacity and information technology and has plans in place to deliver its customer access strategy”
District Auditor 2004

Communication

Communications services explain policy decisions, provide public information and manage the reputation of the council. As a modern forward-looking authority, we need to communicate effectively with residents, staff, stakeholders and external bodies, to give them confidence in us and in the services we provide. This will feed in to our partnerships with public and private sector providers, and help us to make the best use of our resources. Just as important as good external communication is effective internal communication. According to our 2004 staff survey real improvements in engaging staff by listening and taking action on their concerns and priorities where appropriate is happening, with three in five staff (62%) saying that they are satisfied with their job.

Priorities for this year include: delivering on the government’s targets for access to services via our web site, effective communication around our new CSC and One-Stop-Shops and increased focus on community activity. Increasing our channels for feedback from residents will also be an important priority.

Accommodation

We will develop an accommodation strategy that will review the way in which the council uses its buildings and the cost of running them. We will also propose a way forward to make sure our accommodation is fit for purpose in our drive to make better use of our resources.

Modernise services – table of projects

Key projects	Action/aim	Target	Due for completion	Officer responsible
CSC contract	Ensure CSC is operational	Three one-stop-shops operational and CSC operating according to contractual standards	March 2006	Kevin Peters
ICT development projects	CRM, Portal and Business Warehouse rolled out across council	Portal rolled out to 4,500 users	December 2005	Bill Murphy
ICT infrastructure	Core network upgraded WAN implemented	All sites upgraded	December 2005	David Lowe
Communication	Delivery of external communication strategy	Plan agreed by Chief Officer Team	April 2005	Sue Appleby
Property – Operational Portfolio	Evolve the overall approach to the management of the Council's property assets, and agree the Office Accommodation Strategy.	Initial report and recommendations	April 2005	Stephen Platts
	Ensure council's operational estate meets current and future service and statutory requirements	Programme of DDA compliance work	Ongoing	Stephen Platts

Improving efficiency

The recent Gershon Efficiency Review defined efficiency as “making best use of the resources available for the provision of public services”. The review proposed local government efficiency savings of 2.5% per annum over the next three years, with the savings being recycled into 'front-line' services. In order to achieve this we propose to launch a corporate efficiency programme, which will aim to secure the maximum level of efficiency savings in support of improved services. The three main components to this are:

Procurement

Procurement is a key support to many of the improvement and development activities across the council. It is the process for achieving best value through the acquisition of the goods, services and works needed to provide services to the council, its community and its citizens, both now and into the future. Following on from this approach, Southwark procurement have been awarded the “outstanding achievement in procurement award for 2004” from the national society of procurement officers.

We are committed to establishing a fully integrated procurement function across the council that ensures all Southwark's goods, services and works are procured and delivered in a way that realises high performance and value for money. To do this we will work in partnership and help meet the needs of local people by bringing them social and economic benefits.

The council has raised its capacity by setting up a corporate procurement function and by developing an overarching Procurement Strategy, which sets out the actions to meet the above objective, and will enable strategic decision-making across the council. The strategy includes measures to make contracting for Council contracts more accessible for local firms, particularly small enterprises and black and ethnic minority-owned businesses.

We aim to move towards an enhanced web based service by launching external web procurement pages that include the contract register, and we will develop an end-to-end purchase to payment system. We will launch phase two of the procurement guidelines, protocols for contract management and generic procurement templates.

Fast-track organisational performance reviews

These reviews will be aimed at achieving improvements in value for money in policy and service activity, without requiring the full rigour of BPR. The aim of these reviews is to give the organisation greater flexibility in releasing savings to priority areas during our council wide efficiency programme.

Transformation Southwark

The transformation@Southwark project has been set up to pilot the end-to-end business processes that will enable services to be delivered effectively for customers and efficiently for the council. Efficiency means delivering the service in a measurably more cost effective manner, taking e-government investment into account, and maximising cost effective access channels whilst ensuring services are delivered to meet the needs of all residents.

Improving Efficiency – table of projects

Key projects	Action/aim	Target	Due for completion	Officer responsible
Corporate Efficiency Programme	Introduce a council wide efficiency programme to meet Gershon targets and ensure CSC is self-financing by 2008.	2.5% of revenue budget	March 2006	Bill Murphy/ Sarah Naylor
Customer Service Centre - BPR	Services mapped end-to-end and improvements implemented	50 services	March 2006	Kevin Peters
Procurement	Introduction of new key corporate contracts e.g. agency staff, security, cleaning, mobiles, taxis	Key contracts established	Ongoing - April 2005 to March 2006	Paul Deegan
	Capital programme management system, business processes and governance structure in place	Enhanced programme management system	September 2005	

Raising capacity

In order to be able to deliver our vision we need to ensure we have the capacity to be able to deliver our priorities, and continue our pursuit of being an excellent authority. To achieve this it is important to recruit and retain excellent staff, as they are fundamental to what we do. Once recruited, we need to ensure that staff have opportunities to progress within the Council.

While we are proud of the diverse workforce in Southwark, we recognise that we need to do more to ensure that this diversity is represented at all levels. This requires ensuring that effective learning and development takes place, not only as individuals, but also as an organisation. We are working to raise capacity in the following areas:

Organisational development and human resources

Organisational Development (OD) and Human Resources (HR) in Southwark are about delivering the 'people' element of the improvement process. Key to this is the recognition that well trained and motivated staff are integral to our success. Delivering this will lead to a better skilled workforce, continuous improvement and excellent customer service.

Learning and development opportunities will be provided to ensure all our people have the skills and competence to deliver and fully realise their potential; developing a culture of learning and expanding on current activities such as coaching/mentoring and action learning sets is vital to achieving the council's aims.

"...Southwark employees are more positive towards the organisation as an employer and service provider and about their day-to-day experiences of working for the council than a year ago"

Southwark Council Employee Survey 2004

Information and knowledge management

Information management is the function of managing Southwark's information resources. This includes creating, capturing, registering, classifying, indexing, storing, retrieving and disposing of and managing records. The council is moving towards a radical change in the way in which information is collected, managed and used. Customer and property datasets will be streamlined across the council, moving from over 360 different data sets to one.

Information Management has emerged as a priority to support evidence-based decision-making. Additionally, the obligations of the Freedom of Information Act (FOIA) require us to be able to retrieve and process information within 20 working days to support a valid request for information from the public. To ensure we are FOIA compliant, a corporate information and knowledge management function has been established to ensure management information is appropriately supported by ICT, corporate learning and development, and internal communications.

Financial management

Financial Management Services will support departments in improving financial management across the council, by focusing on improved systems, clarifying responsibilities and accountabilities, and developing resources. This will ensure that there is appropriate financial support and information available to underpin the delivery of our priorities whilst embedding effective financial control throughout all parts of the organisation.

The improvements will be delivered and co-ordinated through the Forward to Sound Financial Management@Southwark project. This has been in place since mid-2003 and has already delivered significant improvements. These are reflected in the 'Use of Resources' CPA score which improved from a two (out of four) in 2002 to a three in 2003. However, there is still considerable work required to complete the project. One of the objectives will be to embed a culture of continuous review and improvement of financial systems. In addition, Southwark financial management services have won the best property manager in the UK for the year 2004/2005.

Equalities

Our work on equality, diversity and cohesion is central to all our improvement, ensuring we meet the varied needs of all our residents and service users. Our Corporate Equalities Action Plan covers four key areas: leadership, employment, participation and access to and provision of services. The latter ensures that services meet all users' needs through Equality Impact Assessments (EIAs). Our EIA process is recognised nationally as cutting edge and is beginning to have an impact in key service areas. During 2005/06 we will be implementing more robust equalities monitoring of our users, through the CSC, and improving our consultation arrangements with hard to reach groups. In line with the Race Relations Amendment Act, in May 2005 we will be publishing our Equality Scheme 2005-08. The scheme will adopt best practice by addressing the potential impact of policies and service delivery in relation to race, disability, faith, gender, age, and where people are lesbian, gay, bisexual or transgender.

In 2004/05 the Council invited Lord Herman Ouseley to conduct an independent review of our equality and diversity framework to ensure that the council's policies are robust and effective. We will be drawing up an Action Plan in response to the findings of the review.

Raising capacity – table of projects

Key projects	Action/aim	Target	Due for Completion	Officer responsible
Organisational development strategy	Have a better skilled workforce	On-line learning in all office locations	March 2006	Rebecca Brown
Workforce Plan/ HR Strategy	Improve the retention of staff	Introduce a career management programme	September 2005	Bernard Nawrat
Information Management	Introduce an enterprise wide approach to data and information management	Implement business warehousing and Electronic Document Records Management	August 2006	Bill Murphy
Improving financial management control	Review processes, controls and reconciliations to improve systems	Improved financial management control	March 2006	Eleanor Kelly
Clearance of surplus and underutilised property assets	Generate capital in support of the Capital Programme	£30 million per annum	2005/2006	Stephen Platts
Equalities	Draw up an Action Plan in response to the findings in the Ouseley review	Implement action plan	Ongoing	Bob Coomber
	Update and monitor the Corporate Equalities Action Plan	Level 4 under the Equalities Standard	2006/07	Nathalie Hadjifotiou

Improving Governance

Governance is the system and structure for defining policy, providing leadership, and managing and coordinating the procedures and resources that ensure that Southwark provides quality services to the public.

To achieve excellent governance we need strong and effective leadership throughout the council, based on a clear understanding of personal roles and responsibilities to deliver our priorities.

Leadership and member development

Our 'Modernising Devolution and Improving Leadership' strategy aims to devolve leadership and management responsibilities, for managers and elected Members, to support the development and delivery of key business processes and outcomes. By clarifying responsibilities, improving capacity and bringing together the right blend of leadership challenge and support, we intend to deliver excellent services and excellent governance within Southwark.

Our Member Development Programme is intended to support members in acquiring and developing the tools they need to manage the council effectively, ensure its proper governance and be effective community leaders. It builds on the modernisation agenda to enhance capacity among leading members and ensure effective scrutiny.

The development programme, initiated as a pilot with ODPM funding, has been accredited by London South Bank University (LSBU). It provides a common structure in which development activities delivered by both service departments and external providers are evaluated and matched to the councillor competencies requisite to ensure the good governance of the borough. The skills developed by such training and through the councillors' experience can also lead to the award of a new Certificate of Competence in Local Governance and Representation.

Risk management

Through our Risk Management Strategy we will ensure that for each council function, activity, operation or service the level of risk is known, recorded and monitored. In each case a conscious decision will be taken on how to manage that risk whether through mitigation, transferring or living with it. It is important to note that risk management does not mean being risk averse; it is about understanding the risks facing us, and effective prevention through planning.

Community Engagement

Community Councils are a central part of how we interpret the community strategy on a local level. They allow communities to decide what their priorities are and provide a consultation platform for managers, ensuring accountable business decisions.

Our Community Involvement and Development Unit (CIDU) works to improve community involvement in all levels of decision-making by the council. CIDU works to ensure all partners and groups are involved and can adopt a brokerage role between the council and the community. The four key strands of their work are:

- Providing a corporate resource for development of social renewal strategy, community involvement and development

- Promoting the development of social cohesion and civic responsiveness.
- Creating stronger, more confident and sustainable communities able to express opinions and to be able to meet their own needs
- Implementing community development and engagement across the borough

Improving Governance – table of projects

Key projects	Action/aim	Target	Due for completion	Officer responsible
Member Development Programme	Conduct Member development modules	Run initial pilot project	June 2006	Deborah Holmes
Risk Register	Ensure the risk register reflects current and future council activities	Risk register updated	Ongoing	Eleanor Kelly

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/6 target	2006/7 target	2007/8 target
BV12 – The number of working days/shifts lost to sickness/absence per full time equivalent employees	9.5	9.1	8.8	8.7	8.4
BV157 – The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	65%	90%	100%	100%	100%
BV8 – Percentage of invoices for commercial goods and services which were paid for by the authority within 30 days of receipt	85.90%	90.00%	91.00%	91.00%	91.00%
BV 9 % of council tax collected	92%	94%	95%	96%	97%
BV2 The level of the Equalities standard for Local Government to which the authority conforms	2	3	3	4	4
BV 156 The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	68%	88%	100%	100%	100%

Chapter 6 The changing face of Southwark: the people and the place

Vision

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 communities in bringing about change, and giving them a voice in what and how we do things. Through this we aim to achieve urban sustainability, and improve our urban environment in the future.

Aims

To achieve this vision we will:

- Deliver an updated strategy for physical development and a high quality planning service
- Develop and deliver a medium-term local transport plan
- Progress key physical regeneration projects in the borough
- Involve local people in the partnership bodies that deliver area based programmes
- Develop and deliver a new Housing Strategy

Reflections on 2004/05

The council's Unitary Development Plan (UDP) has undergone its second deposit consultation, which will be ready for Public Inquiry in April 2006. Under the new planning legislation a Local Development Framework has been drafted alongside the UDP and will ultimately supersede it as the land use plan for the borough. We have made significant progress on our main areas currently targeted for development. A six-year plan for the Aylesbury estate has been agreed and consultation has taken place on the proposed physical development work.

We are well advanced in our search for preferred development partners for the regeneration of Elephant and Castle. The re-housing assessment for Heygate tenants has begun and the first demonstration of the proposed housing scheme is due to go on site in the early 2006. The quality of the Elephant and Castle scheme was recognised in the London Planning Awards with the council winning the award for best public planning organisation.

The Canada Water regeneration programme, which is due for delivery in 2016, passed a significant milestone when we signed a deal with a commercial partner. A master plan is now being prepared with local consultation. The delivery of key project stages for each site is on target at Bermondsey Spa and occupation of the Bermondsey One-Stop-Shop within the regeneration area is scheduled for May 2005.

We have reviewed our housing priorities and are undertaking a wide-ranging consultation programme on a new strategy that will set out our plans to 2010. We have completed the regeneration of the Linden Grove Estate in partnership with two Housing Associations resulting in 120 new homes for rental and shared ownership.

We have made significant progress on the Coopers Road development by building 40 new council homes to let. The success of the Bellenden Renewal project continues and

we have now completed significant improvements to 1400 private homes. With the completion of Phase one of the Elmington Regeneration Project this year we have a further 136 new council units available for letting.

A policy framework and vision has been agreed by the Council's Executive that places the role of culture, arts, heritage and events and builds on our advantage in terms of location, institutions, history and culture, in Southwark becoming a World City.

Focus for 2005/06

The UDP will be taken through its public inquiry and adopted. We will continue to develop the local development framework under the new legislation. In addition we will develop and deliver a Transport Plan in conjunction with our partners, which will address the travel needs of residents and visitors to Southwark. On top of this we will continue to promote and invest in north Southwark and the wider South Bank area as a world-class cultural quarter that can compete internationally. We will continue to implement the findings from the review of development control processes. This will have an impact on planning application performance and will ensure continuing and sustained improvements to the development control service.

One of the biggest priorities for us will be to secure development partners for our regeneration plans for Elephant and Castle. Once this is completed we can begin to undertake work on what will be the largest regeneration project in Europe. This year will see construction begin on the first housing schemes and the early development phases of the transport system. Social regeneration in the area will continue to be a priority with the development of a Single Regeneration Board (SRB) succession plan and the establishment of new trust to replace the SRB board.

We will continue to focus on the implementation of our other major regeneration projects in Canada Water, Peckham, Aylesbury and Bermondsey Spa with work in Bermondsey Square to start early 2005.

In addition we will continue to improve the quality of the housing stock and surrounding neighbourhoods. We will target investment to bring our housing up to Decent Homes standard in all areas in the borough as well as continuing our programme of comprehensive estate renewal schemes.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by delivering these plans we will achieve our aim of improving Southwark as a place.

Key Projects	Action/aim	Target	Due for completion	Officer responsible
Develop and deliver a Land Use Plan	Manage draft UDP through Public Inquiry	Public inquiry completed	July 2005	John East
		Inspector's report received and actioned	January 2006	
		Process of adoption initiated and completed	June 2006	
	Initiate work on Local Development Framework	Prepare Statement of Community Involvement: Peckham, Elephant and Castle Area Action Plan	June 2005	John East
Develop and deliver a new transport plan for Southwark	Prepare Local Implementation Plan	Complete consultation on Local Implementation Plan	June 2005	John East
		Submit Local Implementation Plan to Transport for London	July 2005	
	Implement education and promotion projects i.e. Council Travel Plan and other road safety projects	Complete annual programme of projects	March 2006	
Continue to deliver proposed regeneration programmes: Elephant and Castle, Aylesbury, Peckham and Canada Water	Comprehensive physical regeneration of the Elephant and Castle	Final selection of housing partners	June 2005	Chris Horn
		Commence programme of early housing development	December 2006	
		Final selection of commercial partners	April 2006	Chris Horn
		Initiate programme of Heygate rehousing offers	January 2005	Chris Horn
		Progress Wansey Street development	January 2006	
	Comprehensive social regeneration of the Elephant and Castle	Completion of SRB projects	March 2007	Martin Smith
		Development of SRB succession plan	December 2005	
		Establishment of new trust to replace SRB board	December 2005	

Key Projects	Action/aim	Target	Due for completion	Officer responsible
	Act as a client for the delivery of the NDC programme (Aylesbury)	Approve constructor for phase 1a (high rise in South West Corner) and commence on site	August 2005	Martin Smith
	Continue the physical and social renewal of Peckham	Deliver local renewal programme	2005/06	Russell Profit
	Comprehensive regeneration of Canada Water action area for overall completion by 2016	Development of master plan for the action area and formal development control planning process	September 2005	Steve Platts
Development control	Improve the Development Control service	Complete implementation of the improvement plan for Development Control	2006	John East
Improve access to and improve quality and supply of affordable housing	Increase supply of affordable homes	550 affordable homes completed 2005/06	2005/06	Rachel Sharpe

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/6 target	2006/7 target	2007/8 target
BV109 - Percentage of planning applications determined:					
(a) 60% of major applications in 13 weeks	37%	34%	57%	60%	60%
(b) 65% of minor applications in 8 weeks	67%	59%	65%	65%	65%
(c) 80% of other applications in 8 weeks	78%	64%	80%	80%	80%
BVPI 204 Percentage of appeals allowed against the authorities decision to refuse planning applications	NA	40%	30%	30%	30%
BVPI 205 Quality of service checklist	NA	88.89%	94.4%	100%	100%
BVPI 106 Percentage of new homes built on previously developed land	100%	100%	100%	100%	100%
LHPI 3 No. of new affordable homes in the borough	548	500	550	600	625

Chapter 7 Cutting crime and the fear of crime

Vision

Just as important as tackling crime itself is taking measures to ensure that people feel safe on the street and in their homes. We want to make Southwark safer in ways that meet the needs and concerns of all sections of the community; in order to achieve this we will work with our partners to reduce crime and the fear of crime

Aims

To achieve this vision we will:

- Increase customer safety and reduce crime
- Increase customer perception of safety and reduce fear of crime
- Enhance our area-based working, knowledge management and information sharing to ensure what we are doing is appropriately directed and makes a difference
- Enhance support for victims and witnesses and those most vulnerable
- Increase early intervention and diversion work to reduce the numbers of people and in particular young people entering the criminal justice system
- Establish opportunities for active and responsible citizens to contribute to community safety and crime reduction

Reflections on 2004/05

The Safer Southwark Partnership has performed well in its efforts to reduce crime and the fear of crime in Southwark. In the last nine months (April to December 2004) there has been a 5% decrease in the total number of offences recorded by the police; a 14.2% reduction in burglary; a 13.4% drop in vehicle crime; a 15.6% fall in racist crime and a 2% decrease in robbery, compared to the same period in the previous year.

The 2004 Residents' survey poll also shows an increase of 3% in the number of residents feeling safe in the day and an 11% increase in feelings of safety at night. The increased levels of safety can be linked to improved street lighting and increased investment in warden schemes. We currently have 73 wardens in post and plan to increase this to 110 by April 2005; eight safer neighbourhood teams in place by March 2005 will support this. This constitutes 24 police officers and 24 police community support officers (PCSOs) dedicated to patrolling local areas.

With partners through the Safer Southwark Partnership we have been awarded beacon status for crime reduction partnership work and an ACPO (Association of Chief Police Officers)/Home Office award for tackling drug markets and closing crack houses. We will build on this by working with partners, including registered social landlords, to take forward our local strategies to tackle drugs and crack houses (43 crack houses closed last year and 20 up to September this year).

We have also improved our enforcement activity, reflected in SASBU (Southwark Anti-Social Behaviour Unit) agreeing 30 ABCs (acceptable behaviour contracts) since April 2004 and 23 ASBOs (anti-social behaviour orders). We will also develop an anti-social behaviour strategy, a partnership led hate crime and domestic violence strategy to further support this work.

The numbers of young people who are engaged in arts, culture, sport and other youth leisure activities continues to increase due to the wide range of provision provided by our leisure service, Karrot, the Southwark Community Games, our youth services and other voluntary sector youth providers. Our Youth Offending Team (YOT) is working to increase co-ordination around youth related activity through reparations and gangs work – as part of the implementation of the Youth Crime Prevention Strategy - and the SkyVoc Young Victims Project. A new pilot young people's drug arrest referral service has been established and the Council is working to reduce gun crime by linking into a new GLA-wide initiative.

Additional investment has improved services for victims of crime with innovative projects such as the Elder Care project, expanded domestic violence work at Victim Support Southwark and work on anti-social behaviour involving Southwark Mediation. The Victim Support Lock fitting Scheme continues to secure properties for vulnerable victims of crime in the borough.

We can point to sustained progress on efforts to reduce drug related offences and improvement treatment is good. The council is working with partners to establish the Drug Intervention Programme (DIP) and the Persistent and Prolific Offender programme (PPO) which should have a significant impact in the future to reduce offending and drug related crime. In addition, we will develop an alcohol strategy with a multi-agency project team that will inform the strategies of individual agencies across the borough.

Focus for 2005/06

Southwark Council and the police lead the Safer Southwark Partnership. The partnership has audited the impact on crime, fear of crime and anti-social behaviour over the last three years. The outcome of the audit will set the vision, priorities and key actions for progress in these areas over 2005/08. The strategy will be in place in April 2005. The priorities emerging are included in this section.

Community Wardens now cover the borough's parks and open spaces and during 2005/06 these services will be realigned to fit in with the increasing number of police Safer Neighbourhood teams (based on ward areas) in the Borough. We will build on excellent existing work on enforcement on enviro-crime to ensure that those who break the law in Southwark will be caught and prosecuted. We will further develop the CCTV control centre at Southwark police station and make better use of our mobile CCTV units. We will build on last year's investment on new street lighting by targeting areas where it can reduce crime and improve public reassurance.

Over the next three years we will work to establish data collection systems that provide quantitative and qualitative information about the issues residents identify as a priority. This includes the establishment of a community desk analysing multi-agency data that will integrate as well as increase police and council capacity. This will help key services, such as YOT and SASBU, ensure that area based diversionary activity is targeted at the right area of the borough and enforcement activity is undertaken effectively without causing distress to victims or the wider community.

The provision of services by the Housing Department continues to play an important part in the lives of local residents. Tackling crime and reducing anti-social behaviour is a priority for local tenants; the Southwark Anti-Social Behaviour Unit will lead on this.

Housing will ensure that tenants are aware of their responsibilities through the strengthened tenancy agreement and introductory tenancies.

In recognition of the rising trend in violent crime, both in Southwark and across London, a more pro-active and interventionist policy is proposed to tackle those engaged in violent crime. This will include developing an interventionist programme around gangs, developing projects working with the older (19+) age range, as well as developing a strong focus in our victims' strategy for support for victims and witnesses of violent crime. Current programmes of youth inclusion work (Youth Inclusion Project) and more focused work with young people who are at risk of committing crime (Youth Inclusion and Support Panels), will be expanded borough wide to ensure that they are mainstreamed in future years.

Our long-term vision for victims and witnesses needs to address key improvements to service delivery. This includes better commissioning arrangements, longer-term funding arrangements (e.g. three years) for voluntary sector partners, an integrated case management system for specialist agencies, as well as increasing the confidence of victims and witnesses by providing a high level of response and customer care for all reporting whether by phone or in person.

We recognise that we need to improve our evaluation of existing initiatives so that we are in a better position to understand what works well. We will develop a forward plan for evaluation and research that incorporates and references work being undertaken by other partnerships or organisations. We will also make better use of local networks and forums, voluntary and community groups as channels of communication to enable key messages to reach all sections of the local population. Increased knowledge and information about local services and overall progress on improvements will help improve public perception of crime and the fear of crime on the borough.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by following this work timetable that we will achieve our aim of reducing crime and the fear of crime in the borough.

Key projects	Action/aim	Target	Due for Completion	Officer Responsible
Make citizens more active and responsible	Improve crime prevention advice to all sections of the community	Eight area based crime prevention advice campaigns and two targeted at specific sections of the community	March 2006	Sarah Naylor
	Increase reporting of ASB activities and domestic violence	Increased reporting of ASB by TBC%	March 2006	Sarah Naylor
		Increased reporting of DV by TBC%		
Increase residents' safety and perception of safety	Increase the number of community wardens	110 in post	April 2005	Gill Davies
	Area based action plans to co-ordinate and target delivery across key services	Develop plans	June 2005	Gill Davies
		Establish cross agency area PI's supported by data and intelligence	September 2005	
	Establish eight area based ASB case management panels	Increase number of pro-active area based interventions/ diversion for ASB	March 2006	Gill Davies, Keith Broxup, Paul Evans
	Work with licensees to tackle alcohol related violence	Joint police/trading standards visit and enforcement activity to licensees	On-going	Gill Davies
	Deliver street lighting improvements in hotspot areas and areas identified by residents	500k investment in 05/06	March 2006	Des Waters
	An effective CCTV system	Provide information about use of CCTV and CCTV monitoring panel and use of CCTV as evidence	92% by 05/06	Des Waters
95% by 06/07				
Increase percentage of cameras working	96% 07/08			
Enhance support for victims and witnesses and those most vulnerable	Establish new projects to support victims of violent crime and reduce repeat victimisation	Increase support to victims of violent crime	Quarterly targets	Sarah Naylor
		Increase support services to 18-28 year old male victims		
	Increase pro-active target hardening to hotspot areas and /or vulnerable victims	Install door entry schemes to ten estates in hotspot areas	March 2006	Rachel Sharpe
Increase early intervention and diversion work to reduce the numbers of young people entering the criminal justice system	Increase the number of young people referred to early intervention and preventative services	Increase coverage of YIP and YISP projects across the borough TBC geographical coverage	TBC	Romi Bowen
	Increase the number of young people taking part in restorative justice	TBC numbers of young people	TBC	Romi Bowen
		TBC % of young people who come to no further police notice (over TBC time period)	TBC	

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
BV 126 – Number of domestic burglaries per 1,000 population	26.9	23.1	21.8	19.6	18
BV 127e – Number of robberies per 1,000 population	9.1	9.3	7.4	6.7	6.2
BV 128 – Number of vehicle crimes per 1,000 population	28.3	24.6	24.1	22.2	20.1
BV 176 Number of domestic violence refuge places per 100,000 population which are provided or supported by the authority	0.96	0.95	1.2	1.2	1.2
LPI 1 - To achieve average and then below average rate of crime per 10,000 population for the 14 LBs in the Crime Reduction Family	191	180.6	TBC	TBC	TBC
LPI 2 – Number of street crime incidents per 1,000 population	12.3	11.9	11	10.5	10
LHPI 2 - The percentage of antisocial behaviour cases where the victim reported that the matter had been successfully dealt with by the authority (cumulative)	63%	67%	72%	77%	82%
LE12 - Noise complaints responded to within 45 minutes	73%	78%	77%	78%	78%
LP10 – Percentage of working CCTV cameras	88.76%	88%	93%	93%	93%
LH20 – Percentage of street lights not working as planned	0.19%	0.15%	0.18%	0.17%	0.16%

Chapter 8 Improving the health of the borough

Vision

We are working towards improving the health and well being of Southwark's residents – this involves promoting healthier choices, improving the life chances of vulnerable children and promoting the independence of adults with social care needs.

Aims

To achieve this vision we will:

- Ensure that resources are efficiently deployed and effectively targeted at those in most need
- Develop and improve our sports facilities to encourage more people to take regular exercise, thereby improving their health
- Promote healthier choices and begin implementation of the recommendations in the Public Health White Paper
- Improve the life chances of children in need, the quality of care for children looked after, and the protection of vulnerable children
- Meet the social care needs of adults in a way that promotes independence
- Provide user focussed, co-ordinated and fully integrated services with PCT and other agencies
- Work with other agencies towards the delivery of the five key objectives of Every Child Matters so that children in Southwark:
 - Are healthy
 - Stay safe
 - Enjoy and achieve
 - Make a positive contribution
 - Achieve economic well-being

Reflections on 2004/05

We have significantly improved our service on last year, and our achievements have been recognised with a three star rating (the best available) for our Social Services. The Council has worked closely with the Primary Care Trust to help deliver existing health improvement targets; although progress has been made, it is recognised that much more needs to be done if we are to succeed in tackling key health inequalities indicators in Southwark.

However, we are making good progress in our bid to ensure that opportunities are available for people in the borough to make healthy choices: the recruitment of a Men's Health Programme manager; and 15 schools have signed up to the extension of physical activity scheme to schools, above our target of 10 schools. Attendance at our leisure centres is rising and applies across key target groups such as the over 50s. Southwark Community Games was the culmination of over 22,000 sports development sessions with children and young people.

Our social care performance indicators show good progress is being made in the promotion of direct payments and in reducing delayed discharge from hospital. Strong performance is also being maintained on key child protection indicators.

Targets on waiting times for the completion of assessments and the provision of services requires further improvement and the education of children looked after remains a key area of focus. Progress on the preparatory work for the establishment of a Children's Trust has been in line with plans. A Director of Children's Services has been appointed and the Executive has agreed a blue print for the evolution of existing partnership arrangements into a Children's Trust.

Focus for 2005/06

Our response to the Public Health White Paper "Choosing Health – making healthy choices easier" (November 2004) will play a key role in shaping services over the period of this plan. The priorities of this strategy are:

- Reducing smoking
- Reducing obesity and improving diet and nutrition
- Increasing exercise
- Encouraging and supporting sensible drinking
- Improving sexual health
- Improving mental health

We will develop an action plan for the Public Health White Paper to ensure that healthier choices will be available to our population. Our new Sports Strategy will set out improvements to our sports facilities, our parks and open spaces and increase participation in sport and other physical activity; this will include staging the annual Southwark Community Games. We will also improve road safety, and encourage cycling and walking. We will respond to the growth in both resident and business population by regulating and enforcing environmental health and health and safety across the borough, including developing a coordinated strategy for tobacco control. Tackling childhood obesity will be a specific local target.

Every Child Matters points to the need for whole system reform so that services can be brought together around the needs of children and their families. This translates into us wanting the children and young people of Southwark to be physically healthy, mentally and emotionally healthy, sexually healthy, living healthy lifestyles, and choosing not to take illegal drugs. We also want parents, carers and families to promote healthy choices. Plans are in place for the new Director of Children's Services to take on this agenda during 2005/06, helping the Children and Young People's Strategic Partnership Board to evolve to take on the functions of a Children's Trust.

Specific plans have been approved by the Joint Health and Social Care Board, which allows further integration between primary care, and social care services across Southwark to occur in 2005. As well as this we will work to increase investment in our housing stock so as to achieve the Decent Homes standard, as we know how important the quality of people's homes are to the quality of life experienced by those that live there.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by delivering these plans we will achieve our aim of improving the health of residents within the Borough.

Key Projects	Action/aim	Target	Due for completion	Officer responsible
Increase Strategic alignment of children's health and social services with education services, and other partners to develop a Children's Trust	Develop Children's Trust arrangements with sub-partnerships focusing on the needs of particular groups of children	Sub partnerships created and operational	TBC	Romi Bowen
	Promote integrated working practice between departmental teams and across partner agencies	Teams working to joint policies and business plans	TBC	
	Develop a strategic children's plan covering all five Every Child Matters outcomes for 0 to 19 year olds in Southwark	Strategic plan created and ready for implementation	TBC	
	Ensure the efficient alignment of budgets and business planning of the CYPSPB to meet the five key outcomes	Budget and business alignment to have been established	TBC	
Close the deprivation gap between priority neighbourhoods and the borough as a whole	Target grants and loans to vulnerable households in private housing	Meet government PSA targets	TBC	Rachel Sharpe
Increase healthier choices for our population	Develop and implement an action plan for the Public Health White Paper	Draft available	March 2005	Alan Maryon Davis
		Six month update	December 2005	
Improve choices and support services for vulnerable adults and their carers	Continue implementation of five year Supporting People Strategy	Implement Review and Accreditation Programme in line with Strategy timetable	TBC	Margaret O'Brien
		Review effectiveness of new in-house structures as per review timetable		

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
BV 53 – Number of households receiving intensive homecare per 1000 population aged 65 or over	21.9	22.9	25.0	27.0	29.0
PAF D41 - Delayed discharge of older people (average number of people delayed per week)	19.26	30.50	20.00	10.00	10.00
BV 56 – Percentage of items of equipment/adaptation delivered within 7 working days	66%	77%	85%	90%	95%
BV162 - Child protection reviews done to timescale	97%	100%	100%	100%	100%
PAF C21 – Percentage of children on the child protection register for 2 years or more who are de-registered	11.6%	8.5%	8.0%	7.0%	6.0%
BV 163 - Adoptions of children looked after	7.2%	5.5%	6.0%	6.5%	7.0%
BV 201 – Number of adults receiving direct payments rate per 100,000 population aged 18 or over	28	70	85	100	115
LL01 - Leisure centre visits (cumulative)	902108	909438	918532	927717	936994

Chapter 9 Making Southwark Cleaner and greener

Vision

We aim to deliver, by design, a clean, green and safe Southwark that engages with communities and individuals to make a positive difference to lives and environments.

Aims

To achieve this vision we will:

- Clean the borough and achieve less crime through less grime
- Reduce, recycle and re-use efficiently, waste collected
- Invest in environment and leisure infrastructure
- Achieve sustainable practice, and sustainable services
- Engage the community to achieve pride and resident responsibility

Reflections on 2004/05

The percentage of roads, in Southwark, cleaned to an excellent or good standard has continued to rise and now stands at 98%. In addition, according to a recent MORI survey, recent improved performance in street cleaning has seen widespread public recognition, with satisfaction levels climbing at a time when nationally there have been declines. We have tripled our recycling rate to almost 11% over the last 18 months and now every borough resident has either a kerb-side collection or easy access to recycling facilities. The projected outturn for missed bin collections per 100,000, including bulky and kerbside recycling, is now 810. This represents a 29% decrease in missed collections from 2003/04 and a decrease of over 300% since 2001/02.

We continue to develop our enforcement programme, with 1800 fixed penalty notices issued for enviro-crime in 2004 with an 85% payment rate. We have also improved the time taken to remove abandoned vehicles. Our Environmental Health service has been short listed for beacon status, and the Council adopted a sustainability policy in November 2004 and across the organisation we have almost 100 green champions. A total of 35 of the main 48 council offices now operate recycling and the rest are due to follow in 2005/06. We introduced Community Wardens in parks, set up a community outreach team and have employed an ecology officer to take forward our biodiversity plans.

Focus for 2005/06

The government paper on 'Living Places' clearly sets out the importance of the quality of the environment to people's lives. We will continue to champion this liveability agenda within Southwark and nationally to ensure a coherent approach to managing the public realm. The Cleaner Greener Safer Bill will provide us with further powers to take forward the enforcement aspects of our work. We are also working with the Southwark Alliance and the mini-LAA to include liveability indicators in the Alliance's performance management mechanism and funding regime.

We adopted a long-term waste strategy last year, and this year received £34.5 million of Private Finance Initiative (PFI) credits to help deliver this sustainable waste management solution for the borough. As well as upgrading facilities the money will be used to increase recycling and composting and to help cut waste production. The 25-

year project aims to significantly boost recycling and composting rates in the area to 30% by 2010, 40% by 2015: 45% by 2020 and 50% by the end of the contract. The project also aims to divert thousands of tonnes of waste away from landfill sites, eventually diverting 133,000 tonnes out of the 188,000 tonnes of waste that is expected to be produced in 2020.

We now have in place the infrastructure to enable the borough to make real strides in its performance on recycling. Our challenge is to increase participation rates, and to achieve this we will increase the frequency of our kerb-side collection service. We will continue to develop the work done in reducing missed collection rates, by working on the key causes: access, infrastructure deficiencies, equipment failure and human error.

We continue to invest in improving our infrastructure and the public realm. We have significant capital programmes dealing with highways, street lighting, parks and the Cleaner Greener Safer scheme. We will continue our programme of updating signage across the borough. We will de-clutter street furniture in the borough, building on the 500 redundant items of street furniture removed last year.

We will continue to deliver our cleaner greener safer programme (a programme of local environmental improvements), at a local level through community councils. We will also deliver less quantifiable initiatives. We are committed to engaging our community and have over 200 Streetleaders in the borough. We will build on this and develop young Streetleaders. Our parks community outreach team will work with “friends of” groups and seek to widen their membership. Our Street Improvement team will deliver a programme of environmental education to every school in the borough.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by delivering these plans we will achieve our aim of making Southwark a Cleaner and Greener place.

Key Projects	Action/aim	Target	Due for completion	Officer Responsible
Southwark Cleaning - maintain and building on the initial success	Cleanliness index of 75% (Encam survey, ongoing monitoring)	70%	2005/06	Phil Davies
		75%	2006/07	
		75%	2007/08	
Reduced litter and dumped rubbish in the borough	Continue and extend publicity campaign to raise awareness of 'Envirocrome'	Increase the number of Fixed Penalty Notices issued, and the % paid	Ongoing	Simon Baxter
Improved waste collection and disposal	Successfully deliver waste PFI contract	Recovery of 40% municipal waste	2005/06	Phil Davies
		Recovery of 41% municipal waste	2006/07	
		Recovery of 50% municipal waste	2007/08	
	Improve domestic refuse collection	Continually decrease missed collections per 100,000	Ongoing	
Increase the rate of recycling in the borough	Increase the provision and promotion of recycling sites and opportunities	Continue to increase the recycling rate to meet the government standard	Ongoing	Mary Morrissey
	Enable residents to have a kerbside recycling service	Increase the % of population with this service	Ongoing	
Develop necessary infrastructure to handle waste	Increase investment in the waste infrastructure	£300K	2005/06	Phil Davies
		£7.5m	2006/07	
Increase funding for parks	Increase external funding for parks	£5m	2005/06	Jay Yeats
		£2m	2006/07	
		£1m	2007/08	

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
BV82a - Percentage of household waste being recycled (from total tonnage of household waste arising)	6.65%	8.8%	15%	15%	16%
BV82b - Percentage of household waste being composted (from total tonnage of household waste arising)	0.43%	2.10%	3%	3%	3.50%
BV91 - Percentage of population resident in the authority's area served by a kerbside recycling service	77.27%	90%	95%	95%	95%

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
LW20 – Number of household waste collection missed per 100,000 including missed collection due to access	1,191	810	700	500	500
LW16 – Percentage of flytips cleared within 24 hours	95.4%	97%	98%	99%	99%
LW07-Percentage of streets cleaned to grade B or better	89.00%	97%	95%	95%	95%
BV 97a Condition of non principal classified roads – percentage that need repair	19.84%	19.65%	19.38%	19.15%	18.92%
BV 97b Condition of non principal unclassified roads – percentage that need repair	18.23%	18.15%	17.78%	17.55%	17.32%
BV 179 Percentage of standard searches carried out within 10 working days	98.4%	100%	100%	100%	100%
BV 63 Energy efficiency – the average SAP rating of local authority owned dwellings	55	57	58	62	63
LP02 – Average time to remove an abandoned vehicle (days)	6.21	3.24	3	3	3
LW21 - Number of fixed penalty notices issued	868	1100	2000	2500	2500
LP03 - Number of parking charge notices (cumulative)	161519	143564	150000	155000	160000

Chapter 10 Raising standards in our schools

Vision

Our vision is to raise standards of attainment and achievement for all children and young people in Southwark through development of self-managing schools and inclusive education, in the context of the implementation of the five key outcomes of Every Child Matters.

Aims

To achieve this vision we will:

- Plan and organise LEA services to meet the requirements of Every Child Matters, including the five key outcomes
- Continue to support schools to raise standards throughout Southwark
- Support the development of the self-managing school through school self-evaluation and review, and governor/ stakeholder responsibility
- Develop an inclusive approach through the inclusion strategy and via school communities, encouraging a collective responsibility for all children and young people

Reflections on 2004/05

A number of primary schools have made extremely good steps forward well above national progress rates. The level of performance for reading at key stage 1 in schools in Southwark continues to rise (3% points over last 4 years), with 36 schools in total showing increased overall results. In addition to this our targets for key stage 2 were matched or exceeded in 30 schools for English and 24 schools for maths. Also in key stage 2, the percentage of schools with less than 65% of pupils achieving level 4+ has fallen. However, school performance at KS2 remains a major area of weakness, reflected in Southwark's position in the national primary league tables on overall points score. Improvement also needs to be made at KS1 in terms of the national picture.

Our performance at key stage 3 continues to improve in English and Maths, with both results showing an increase. We have worked hard to narrow the gap between Southwark and national figures in all core subjects; this is the third consecutive year that this has been achieved for maths and science. At key stage 4 the percentage of pupils gaining 5+ A* - C at GCSE/ GNVQ rose by over 1% point, a slightly higher increase than the national average.

Considerable work has taken place to review provision and funding for pupils with Special Educational Needs (SEN), and we have identified key issues and made progress in developing the strategic framework and detailed policies needed to bring about change. Performance for percentage of SEN statements issued within 18 weeks, however, is still off target.

We have successfully introduced the co-ordinated pan-London admissions process for secondary schools. Progress in the secondary strategy continues, and the primary strategy - developed collaboratively with head teachers - has now been drafted and approved by the Executive for further consultation and development. These two strategies form a crucial part of the attainment agenda. Nine of Southwark's schools hold the Artsmark Award, three schools hold the Sportsmark Award, one school has an

Activemark Award and two schools are current holders of the Primary Quality Mark. Further work continues on the academies project with three at feasibility stage and further expressions of interest in train, to add to the two already live.

The provisional attendance figures for schools in Southwark in 2004 show for the fourth successive year attendance levels at secondary schools rising to record levels in the lifetime of this LEA. They also compare favourably with our statistical neighbours. In addition, primary attendance has also risen at a rate that is faster than the national average in the past year again, placing Southwark at the top of our statistical neighbour group.

The development of school communities has made good progress – each of the eight community networks is established and most now have an agreed theme for their focus next term. This improved engagement with schools is also evidenced by the extremely high level of attendance at the primary conference in September and the senior administrative officer conference in December, and the engagement with heads in the development of the inclusion strategy.

Southwark has exceeded the 2004 targets for pupils not in education, training or employment (NEET) - target was 14.3% and actual achieved was 13.8%. Southwark has also reduced the number of young people for whom we do not have data (Not Knowns) - target was 10% and actual achieved 5.5%.

Focus for 2005/06

Raising standards is of prime importance to the department's vision, one of the five strategic priorities, and core to achieving the five key outcomes of Every Child Matters. The key focus must be that standards of attainment in primary schools, especially KS2, increase in 2005 and continue to improve in 2006 and 2007. This will also require focus at Foundation stage and KS1 to build the skills that allow children and young people to make progress throughout their primary education and into secondary education. This will be delivered in part through the continued development of the primary and secondary strategies and the role of school communities. Our Academies programme that delivered two academies in September 2003 (the Academy at Peckham and the City of London Academy in Bermondsey), has five more academies at various points in the process which we hope to progress on.

One of our key priorities is the delivery of Every Child Matters/ Children Act, in line with the emerging national policy. The education service will need to review the way it provides services to support young people, review relations with schools and with other partners to achieve the five key outcomes and ensure that they are aligned with corporate priorities. The focus will include preparation for the new inspection frameworks and the strategic review of early years provision. The aim is to achieve an integrated Children's Services department led by the newly appointed Director of Children's Services. Extensive preparation is also underway for when education comes back in-house in August 2005.

Inclusion is a driving force in education for 2005/06 and beyond. We are working to shift the spread of children and young people along the inclusion continuum so that increasing numbers are educated in mainstream settings and fewer rely on specialist provision, particularly out-of-borough places. Within the range of inclusion priorities, we are focusing on improvements to the statutory processes to ensure that we meet our

targets for the percentage of statements issued within 18 weeks (both including and excluding exceptions).

We will continue to provide, in libraries, children's events and activities, nursery and school class visits, homework help clubs, reading groups, and activities for very young children before they start school which will support delivery of the school curriculum and improve basic skills. We will also continue our work to enrich the curriculum through partnership working with schools and young people through New Opportunities Fund (NOF), Creative Partnerships, Artsmark and the Museum, Gallery and Local Studies Services. Our arts and culture services will work with schools seeking to develop links between improving standards and arts and culture.

We will continue to skill schoolteachers and volunteers to deliver more and better quality sport in schools and increase opportunities for specialist and high quality sports coaching in and after school time through Southwark Community Games and linked programmes. We will implement our environmental education policy utilising the eco-schools programme as its basis.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by delivering these plans we will achieve our aim of raising standards in Southwark schools.

Key projects	Action/aim	Target	Due for completion	Officer Responsible
Raise attainment standards in KS1 & KS2	Complete and implement the review of role and functions in early years	Review is completed and early years services integrated into education department	2005/06	Alison Delyth
	Implement booster classes for KS2 pupils in Easter holiday - March/April 2005	Booster classes implemented		Terry Reynolds
Improve and development post 16 education	Implement outcomes of 14 to 19 inspection	Outcomes are implemented	2005/06	Terry Reynolds
				Alistair Wilson
Increase service's capacity to support raising of attainment	Implement outcomes of the school improvement review	Outcomes are implemented	2005/06	Terry Reynolds
	Work with head teachers to produce and implement actions plans arising from the primary and secondary strategies	Action plans are produced and actions completed		Alison Delyth
	Improve use of management information for pupil tracking in schools	Increased level of in-year data on pupils available to schools		Gwen Sinnott
Prepare service for requirements of Children Act	Complete multi-agency pilots in named school communities	Pilots completed and evaluated	2005/06	Dennis Kelly
	Launch and implement extended schools strategy	Strategy launched and implemented		Mick Daniels
Develop inclusive education	Complete safeguarding pilots in named school communities	Pilots completed and evaluated	2005/06	Denice Skidmore
	Implement the inclusion strategy	Strategy implemented		Alison Delyth
	Implement the SEN review	Recommendations implemented		
Improve school buildings stock through national BSF and Academies programme (secondary provision), and parallel local focus of capital resources in primary sector	Implement capital programme plans for improvement to primary buildings, as recommended by Asset Management Plan group and agreed by Council	Capital programme implemented	2005/06	Mike Smith

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
BV50 – Percentage of young people leaving care with at least 1 GCSE at grades A-G, or GNVQ	42.7%	46%	58%	60%	63%
BV43b - Percentage of statements prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN code of practice	32%	55%	75%	75%	75%
BV161 Percentage of care leavers engaged in employment, education or training	57.7%	59%	63%	65%	68%
BV38 Proportion of pupils in schools maintained by the authority in the previous summer achieving five or more A* to C grade GCSEs or equivalent	40%	42%	42%	42%	47%
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	63%	64%	75%	75%	71%
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	71%	69%	76%	76%	74%
BV45 % half days missed in secondary schools maintained by the authority	8.4%	8.3%	6.5%	6.4%	7.8%

Chapter 11 Tackling poverty

Vision

We aim to improve the prosperity of the borough, and ensure that 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.

Aims

To achieve this vision we will:

- Develop and implement our anti-poverty programme
- Support a healthy, successful, diverse and sustainable business community
- Improve access to and success in employment for Southwark residents
- Implement the council's Neighbourhood Renewal strategy in the 16 priority neighbourhoods
- Improve the quality of all homes in Southwark
- Increase the supply of housing, in particular affordable housing
- Reduce homelessness and improve the standard of temporary accommodation
- Improve the quality of life for vulnerable people through housing support

Reflections on 2004/05

The council's anti-poverty programme has seen the launch of the 'rightfully yours' campaign and benefits bus. We have also been a key player in multi-agency work to maximise benefit take up in eight priority neighbourhoods and have commenced a programme of extensive one to one work with local residents to ensure they access the benefits to which they are entitled.

We have continued to develop our co-ordination and leadership role in the implementation and review of the Employment and Enterprise strategies with the Southwark Alliance. Working with regional and local government, local providers and stakeholders, we continue to identify gaps in provision and implement programmes to support those facing the most severe barriers to employment. We have supported small, medium and micro-enterprises, particularly those from the BME community. Work has also taken place to make the council Business Improvement District (BID) ready and the council has been successful in its first ballot and is ready to support emerging BID companies.

One of our major achievements has been our Homelessness Strategy, which has achieved sustained performance against the Government's Bed and Breakfast target of nil use of this type of accommodation for families in excess of six weeks. In addition there has been a consistent reduction in rough sleeping in the Borough, with spot counts in August, September and October producing figures of 24, 14 and 8 respectively. In the last count in November 04 the number of rough sleepers identified was seven, below the ODPM target of ten, and the lowest figure ever achieved in the borough before Christmas.

Our Benefits service has increased its Comprehensive Performance Assessment rating from '3' to '4'.

As at September 2004 the number of non-decent homes had been reduced by over 800 since the start of the financial year. Southwark Council is continuing to work toward meeting the government's decent homes standard. As at September 2004 the number of non-decent homes had been reduced by over 1400, including 800 homes in the Council's priority neighbourhoods compared with just 344 for the whole of 03/04

Focus for 2005/06

In 2005/06 Southwark will spend £13.8m in Neighbourhood Renewal Funds. It will be used to implement our Neighbourhood Renewal Strategy and help our services better meet the needs of people in deprived neighbourhoods. It will be the responsibility of Southwark Alliance to make decisions on how the Neighbourhood Renewal Fund is spent.

Another aspect of our attempt to reduce poverty in the borough concerns tackling unemployment and supporting enterprise. Our aim is to ensure that employment, enterprise and area projects fully reflect the needs of Southwark's most diverse communities. We will continue to implement our LSP employment and enterprise strategies with our partners from Southwark Alliance. We will bring together outcomes of recent assessments and reviews of both the employment and enterprise strategies to guide our work programme. This will help us to support Southwark's most disadvantaged into work or training. We will continue to support business through our commitments to work with BME/SME businesses and our work with new and emerging BIDs. Again our priority will be to work with those who have the most barriers to business success.

We will ensure that we improve the overall quality and supply of affordable housing in the borough by working towards delivering the government's decent homes standard by 2010. We will work to ensure that homelessness in Southwark is reduced and to improve the current standard of temporary accommodation. Reviewing our current homelessness strategy in conjunction with our new housing strategy will enable us to do this. We will also implement our new choice-based lettings scheme and our new housing allocations policy, supporting sustainable communities. We will implement our new Housing Domestic Violence Policy in 2005/06 and continue to provide the necessary support to vulnerable tenants through our Sustain service.

We will contribute work to alleviate poverty through our comprehensive Anti-Poverty Programme which includes improving access to affordable child-care, affordable finance and Breakfast Clubs. Another key element involves maximising entitlement to Housing, Council Tax and other benefits through the Rightfully Yours campaign, and adequately targeting grants and loans to vulnerable households living in poor quality private housing.

Future plans/tables

The following table represents our plan for action over the next three years. It sets out the key projects we are going to be working on, the aim of those projects, when they will be completed and who is accountable for their successful delivery. It is by delivering these plans we will achieve our aim of reducing poverty.

Key projects	Action/aim	Target	Due for completion	Officer Responsible
Enhance the sustainability of local businesses and increase employment in the borough	Review enterprise and employment strategies and implement council specific actions	Strategy revised agreed and adopted by Council and LSP	April 2005	Karen O'Keeffe
		Re-launch of task groups for enterprise		
	Identify action to support those at most disadvantage	Action plan completed	June 2005	
		Implement revisions to programme	September 2005	
Continue existing and commence new Neighbourhood Renewal projects to support those without work into employment	Reduce the gap between the national and Southwark employment participation rates from 10.3% (May 03) to 8.9% (May 07)	9.3% in 2005		
		8.9% May 2007		
Improve access to and improve quality and supply of affordable housing	Repair and improve council housing to meet target of all council homes; achieving decent homes standard by 2010	Reduce number of non-decent homes by at least 2,000 per year	2005/06 and annual	Rachel Sharpe
		Improve 800 homes to the decent homes standard through the void process by Mar 06		
	Increase supply of affordable homes	550 affordable homes completed 2005/06	2005/06	
	Introduce choice-based lettings scheme and new allocations policy	Introduce choice-based lettings scheme and new allocations policy as per implementation plan	2005/06	Margaret O'Brien
Reduce homelessness and improve the standard of temporary accommodation	Implement new Housing Domestic Violence Policy in 2005/06	Homelessness prevented in a minimum of 50 cases of domestic violence per annum	2005/06	Margaret O'Brien
	Provide support to vulnerable tenants through Sustain service	90% of tenancies sustained for 6 months, 70% of tenancies sustained for 2 years	2005/06	
			2006/07	
Reduce poverty across the borough	Work with partners to tackle low incomes through a comprehensive programme of support	Deliver the anti-poverty programme	2005/06	Russell Profit
		Maximise entitlement to housing and council tax benefit through the Rightfully Yours Campaign	£1m in extra benefits collected in 2005/06 and annually thereafter	Joe Brady

Performance indicators

We will use the following performance indicators to monitor our performance against our targets, as set out in this chapter. Our out turns for 04/05 are still provisional and will be subject to agreement by audit.

Performance indicator	2003/04 performance	2004/05 performance	2005/06 target	2006/07 target	2007/08 target
BV 78a - Housing benefit processing (average number of days for processing new claims)	34	36	35	34	33
BV66 – Percentage of rent collected	92.47%	93.10%	94.00%	94.5%	95%
LHPI 1 - The number of households with children in non-self contained B&B accommodation	0	0	0	0	0
EEY3 - Number of new child minding places in disadvantaged areas (not cumulative)	300	130	80	85	90
EAL4 - Number of adult learners (aged 19+) taking Foundation (ESOL/Basic Education) courses as a percentage of total adult (aged 19+) learners	19%	17%	23%	25%	27%
EAL 3 % 16 – 18 year olds in education, employment or training (NEET)	77%	TBC	88%	TBC	TBC
BV 183 The average length of stay in a) Bed & Breakfast b) Hostel Accommodation Of H/H which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need (weeks)	a) 10.9 b) 17.2	a) 7.1 b) 17.6	a) 6 b) 15	a) 6 b) 13	a) 6 b) 11
BV 202 Number of people sleeping rough on a single night within the area of the local authority	10	7	9	8	8
BVPI X12 Average time taken to re-let council dwellings (days)	NA	54	53	49	45