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SOUTHWARK

2016

FOREWORD

Life in Southwark has changed greatly over the last 10 years, mostly for the better.

Thousands of new jobs have been created. Whole areas of the borough have been transformed through comprehensive regeneration programmes. Our young people are better educated than ever before and people are living longer. In addition, crime has fallen in recent years and the borough is a cleaner, more pleasant place to live.

All this is reflected in what people tell us. Three-quarters of our population say that they enjoy living in Southwark and nearly nine in ten believe that people from different backgrounds get on well together.

However, there is a need to do much more to enable many of the borough's less well-off residents to reach their potential and lead full and independent lives. This means improving vocational skills, giving people the information and services they need to adopt healthier lifestyles, and doing more to reduce crime and anti-social behaviour. It also means helping people to stay in the borough by providing more affordable housing.

The success of any local area also depends on the quality of its physical environment and infrastructure - the schools, health service facilities and transport systems on which we all rely. In the future, it will also depend very much on all of us using finite resources in more sustainable ways.

Southwark 2016 sets out the shared vision for the next ten years of the main public service providers that work in the borough and their partners in the voluntary and private sectors. Our goals are ambitious: we want Southwark to become a world class quarter of a world class city.

The challenges ahead are substantial, but so are the opportunities. No agency can deliver the wide-ranging programme of change contained in Southwark 2016 on its own. All the members of the Southwark Alliance - and its constituent organisations and partnerships - have a stake in its success. All are committed to its achievement.



Cllr Nick Stanton
Leader of Southwark Council and Chair of Southwark Alliance

SOUTHWARK 2016

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PART 1: OUR VISION, OBJECTIVES AND PRIORITIES

1. OUR VISION TOWARDS 2016

1.1 Southwark is about people – all the people who live, learn, work and have fun here. The vibrancy of our cultures and communities, the renaissance of our village identities, our landmark buildings, our historic parks and riverside - these all make Southwark an exciting place to live, learn, visit or do business in.

1.2 Over the next ten years we have set ourselves ambitious goals, to promote talents and aspiration within our community, to encourage mutual respect and tolerance – and to contribute to safe, healthy and fulfilling lives for all our citizens.

1.3 This Southwark 2016 Plan sets a framework for the journey ahead. Our priorities and plans respond to local needs and concerns, reflecting our unique cultural heritage, our growing population, the diversity of our people and businesses, our location in London, but also the increasing polarisation in life chances between different income groups. Our commitment to reducing the inequality gap underpins all our plans. We want to be an example to the whole country of successfully fusing the celebration of diversity with greater social inclusion and cohesion.

1.4 Southwark's future is also as a player on the world stage. Our socio-economic fortunes are bound into those of London as a world city, presenting both our biggest opportunities and our greatest challenges. We will continue to see people of many different backgrounds move here – some will stay and others will move on. A key challenge for the next ten years will be providing a range of affordable housing that helps families stay in the borough.

1.5 Underpinning our ability to reduce the inequality gap is the need to equip our children and people of working age with the skills to take up those opportunities, and create for them better pathways to employment. We are committed to major investment in building schools for the future, and creating educational opportunities that foster the intellectual and creative talents of our young people. As part of a world city, we will continue to be an attractive location for innovative industries and use that dynamism to improve employment and business opportunities for local people.

1.6 The greatest long-term threat to our well-being comes from the impact of climate change and diminishing energy and water resources. We aim for Southwark to be a model in the way we embrace the changes in our lives and expectations that will be needed to make London a sustainable world city.

1.7 It is our success in delivering these big ambitions: to reduce inequality and promote cohesion, to secure a mix of affordable housing, to improve skills and access to employment, to enhance and widen educational achievement, and to promote environmental sustainability, that will shape the long term future of the people of Southwark.

1.8 But to achieve these successes we also need to address other factors that affect our daily lives that can act as barriers to personal well-being and economic prosperity. So alongside these big ambitions we have other priorities, being healthy and safe, having well-cared for streets and

open spaces, people being able to enjoy cultural and leisure opportunities and public services that are accessible and tailored to individual needs.

1.9 Change and improvement affects people where they live and work. Southwark as a borough is actually made up of lots of different identities and localities. We already have plans for the transformation of the Elephant and Castle and Aylesbury, and ongoing developments in Bermondsey, Surrey Quays and Peckham. Our community councils are beginning to provide a real forum to work with local communities, giving people a voice in how our big ambitions and priorities affect their area. Over the next ten years our aim is to strengthen the identity of local areas, promote local engagement and decision-making, and find new ways in which citizens can work with us to achieve the goals of Southwark 2016.

2. OUR OBJECTIVES AND PRIORITIES

2.1 Our vision is about securing the future well-being of local people, and about improving the places where they live, work and have fun. We know the challenge is so great that we have to make progress across a number of areas at once – no single priority tackled in isolation will make enough of a difference.

2.2 People's employment prospects are bound up with their education and health. Families will only stay in Southwark if along with affordable housing we have good education and clean safe streets. Business will prosper if there is good transport and a skilled and healthy workforce. Tackling climate change and conserving our resources involves people, transport, housing and businesses. Better health comes from better housing, access to leisure and feeling safe. Social cohesion will increase if everyone can share in economic prosperity and feel their views are listened to.

2.3 This is why our Southwark 2016 Plan provides an integrated framework for the journey ahead. To help us link our plans and actions together, we have identified three key objectives, and the priorities within them working together to reduce inequality and bring about change.

Our Objectives	Our priorities
Improving individual life chances	For Southwark's people to: <ul style="list-style-type: none"> • Achieve economic well-being • Achieve their educational potential • Be healthy • Stay safe • Enjoy cultural and leisure opportunities • Value diversity and be active citizens
Making the borough a better place for people	A place that has: <ul style="list-style-type: none"> • Localities of mixed communities • Sustainable use of resources • More and better homes • A vibrant economy • A liveable public realm

Delivering quality public services	With public services that are: <ul style="list-style-type: none"> • Accessible and integrated • Customer focused • Efficient and modern
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2.4 Working towards these objectives presents us with choices and challenges. In some cases, external economic and social forces will shape much of what happens. In other cases central government has set the broad agenda for us. But as our consultations have shown, we do have significant decisions to make about our priorities and how we work together to achieve them.

2.5 In Part 2 of Southwark 2016 (Page 10), we set out more detail about our objectives, focusing on some of the main ways we aim to deliver them. These in turn link to supporting strategies with their short and medium term action plans listed in the Annex.

3. OUR COMMITMENT TO OUR STAKEHOLDERS

3.1 Southwark Alliance, as the local strategic partnership for the borough, brings together the main agencies with a responsibility for and an influence on the public policy and services that shape the future of the borough. By harnessing the shared commitment of Southwark Council and the agencies responsible for health, housing, police, employment and education, together with representatives of the voluntary, community, faith and business sectors, we can offer co-ordinated and dynamic leadership to promote and deliver change. Together we aim to ensure that the next ten years for Southwark are years of optimism, social justice and opportunity for all.

3.2 There is a long and successful history of partnership working in Southwark. To reach our goal we aim to lead by example, building on consensus but also taking tough decisions when needed. While we do not have power and influence over all the forces that will shape our future, we provide key services that make a real difference to people's lives. These include universal education and healthcare, land-use planning and development control, meeting housing needs, environmental quality and health, tackling crime and anti-social behaviour, safeguarding children, and helping the unemployed back into work.

3.3 Fundamental to shaping our journey is the direct engagement we have with local people – as electors, residents, students or service users or through businesses, faith groups and voluntary organisations. We are responsible through our democratic and community involvement arrangements to listen to and interpret our citizen's needs and aspirations, and match them with possibilities. We have the opportunity to harness the skills and talents of our community to share in solving the problems.

3.4 As a partnership, we have both the responsibility and the opportunity to speak for Southwark. We will continue our close dialogue with government departments and regional agencies, including the London Mayor, the Learning and Skills Council, the London Development Agency and others to tackle those issues like housing, transport and environment where a single borough solution does not make sense. We will continue to seek private sector partners that can add value to our policies and plans, working with them to bring benefits to our local communities.

3.5 We will work to bring more partners to the table, to share our priorities with them, and encourage them to join us in achieving our journey to Southwark 2016.

4. MEASURING OUR SUCCESS

4.1 We want our commitment to deliver to be more than fine words. We expect to be accountable for what we achieve – to local people and to central government. Each of our more detailed plans has specific targets and outcomes for measuring success. Some of these are set by central government. Others measure the issues that are important to us locally.

4.2 Here are some of the indicators we will use to measure how well we are doing. They will be finalised as part of our Local Area Agreement. They will be reported annually.

Improving life chances

Achieve economic well-being	<ul style="list-style-type: none"> • Reduction in the gap in the employment rate between Southwark and the national average, including for specific target groups • Increase in the expansion rate of SME businesses • Increase in the take up of benefits by those entitled to claim
Achieve educational potential	<ul style="list-style-type: none"> • Improvement in children's development by aged 5 • Improvement in achievement of pupils at Key Stage 2 • Improvement in achievement of pupils at Key Stages 3 and 4 (GCSE), including those in low achieving groups • Increase in the number of adults with Level 2 qualifications
Be healthy	<ul style="list-style-type: none"> • Reduction in low birth-weight babies • Reduction in teenage pregnancy • Reduction in rates of childhood obesity • Reducing the gap in life expectancy between men and women and of between different ethnic groups • Reduction in deaths from specific diseases
Be safe	<ul style="list-style-type: none"> • Reduction in crime, including violent crime and crime in hotspots • Reduction in young people's involvement in crime and anti-social behaviour as victims and perpetrators • Reduction in fear of crime and of going out during the day and at night • Reduction in deaths and serious injuries from road accidents
Enjoy cultural and leisure opportunities	<ul style="list-style-type: none"> • Increased participation in cultural events and visits to cultural facilities • Increased use of leisure facilities and parks • Increased use of libraries • Increased satisfaction with provision and quality of culture and leisure facilities • Increased take-up of sports and physical activity

Value diversity and be active citizens	<ul style="list-style-type: none"> • To be above the London average for being a place where people of different ethnic backgrounds get on well with each other • Increase the number of people who volunteer or who are active in their community
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A better place for people

Localities of mixed communities	<ul style="list-style-type: none"> • Increase the satisfaction of residents with Southwark as a place to live and reduce the differences between areas • Reduce the gap in life chances between the worst neighbourhoods and borough as a whole • Reduce the gap in life chances of people from different ethnic backgrounds, and that arise because of age, gender, and disability
Sustainable use of resources	<ul style="list-style-type: none"> • Increase the rate of recycling year on year • Reduction in CO2 emissions year on year • Measurable improvement in air quality across the borough by 2016 • Reduction in projected traffic
More and better homes	<ul style="list-style-type: none"> • Meet the 100% decent homes target for local authority and housing association properties and cut the number of non-decent homes occupied by vulnerable households in the private sector. • Increase the number of affordable homes, especially homes with three or more bedrooms • Increase the number of homes designed to full wheelchair standard • Reduction in homelessness and use of temporary accommodation
Infrastructure for a vibrant economy	<ul style="list-style-type: none"> • Increase the number of businesses in the borough • Increase the number of business start-up units • Increase the number of Business Improvement Districts • Improvement in public transport links into and across the borough by 2016
A 'liveable' public realm	<ul style="list-style-type: none"> • Improvement in the quality rating for streets and estates • Increase in the number of parks with Green Flag quality rating • Roll-out of 20mph zones across the borough • Reduction in reported enviro-crime and anti-social behaviour year on year

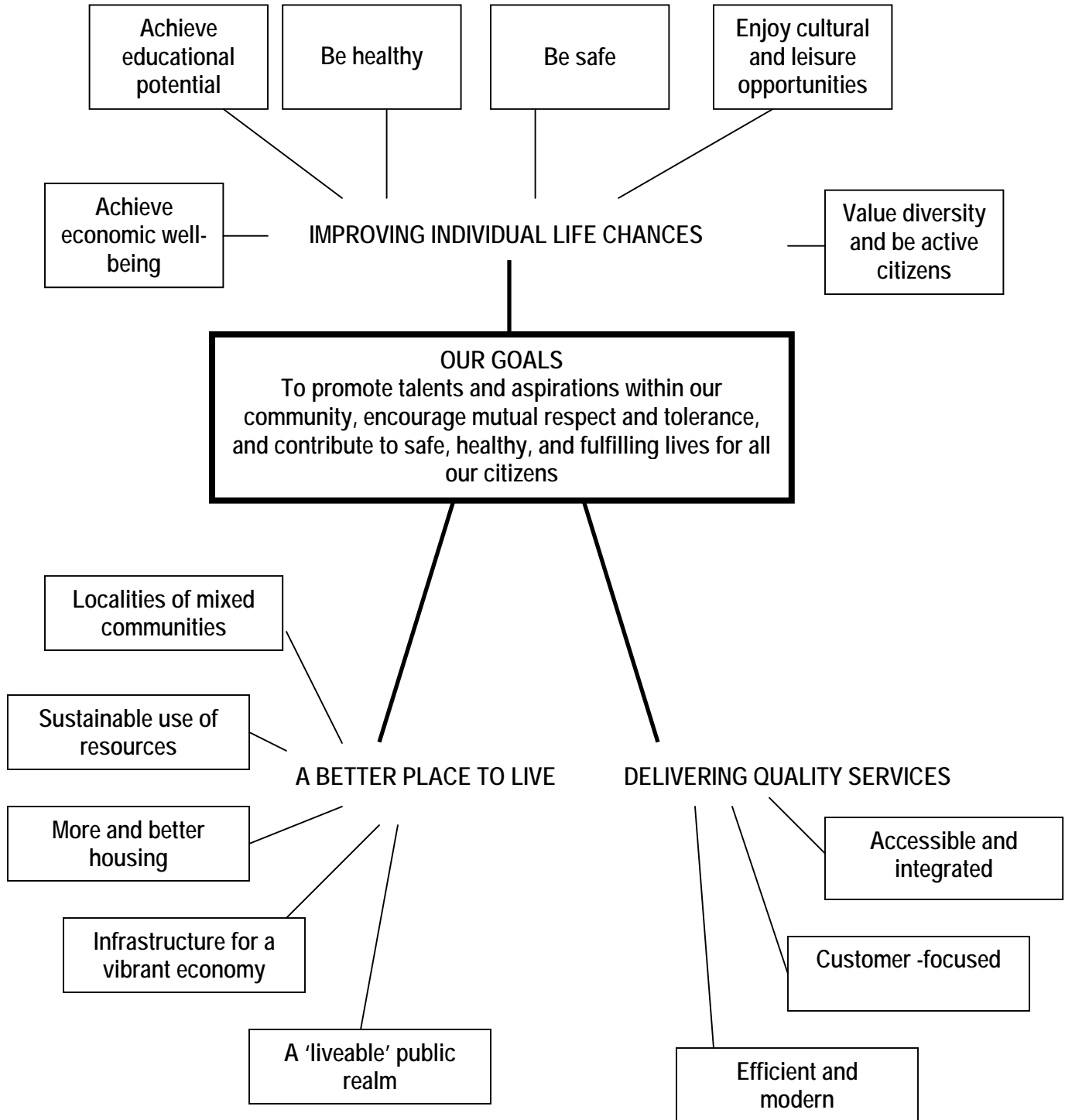
Delivering quality services

Accessible and integrated	<ul style="list-style-type: none"> • Increase in public satisfaction with services for the borough and for each community council area • Increase in numbers and diversity of those attending Community Councils and other participatory forums set up by statutory agencies
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	<ul style="list-style-type: none"> • Network of extended schools and first stop shops in place and well used by all communities
Customer-focused	<ul style="list-style-type: none"> • Improvement in resident satisfaction with public services across all ethnic, age and income groups • Increase in proportion of public sector funds used to commission services from voluntary sector organizations and social enterprises • Maintain and improve the national ratings given for assessing the quality of public services e.g. CPA, joint inspections, etc.
Efficient and modern	<ul style="list-style-type: none"> • CPA and other external assessments commend local partnership arrangements • All public agencies have Investors in People • Increase in people accessing public services on-line • All public agencies meet the government's efficiency targets

PART 2: DELIVERING CHANGE

In Part 2, we examine the key developments and work that will deliver our objectives and priorities. Each priority has a specific policy or plan that includes detailed actions, targets and milestones. These are listed with the key actions and in the Annex.



IMPROVING LIFE CHANCES

The key message from the Southwark 2016 consultation is that Southwark is its people – the ingredient that makes it a great place to be, and the biggest asset for the borough's future well-being. The many cultures and faiths, different histories, the global connections, whether families have been here for generations or are recently arrived, whether people have their home here, or come in because of business or are visiting, everyone makes a contribution to what Southwark is and will be in the future.

This desire to celebrate the strengths of Southwark's people, and acknowledge everyone's achievements is an important message. At the same time, people recognise that there is still some way to go before everyone can enjoy a standard of living that is close to the national average. So the major challenge remains, of reducing the inequality gap experienced by many of our citizens, and ensuring that discrimination, and economic and social exclusion are replaced by opportunities for all. As people improve their lives, some will move out, and some new arrivals will need support. We need to be better adapted to continuing high population turnover, while at the same time looking for ways to encourage the successful to remain.

For Southwark 2016, we have adopted six key priorities to help us achieve improvement in the lives and prospects of individuals. We believe these priorities are important for the whole community – our children and young people, our working-age population, our older citizens. They include people with and without disabilities. They hold true across our diverse community of cultures, faiths, and ethnic origins, and our community who are lesbian, gay, bisexual or transgender. In differing degrees, they are relevant for our businesses and visitors.

Our improving life chances priorities for Southwark are that people should:

- **Achieve economic well-being**
- **Achieve their educational potential**
- **Be healthy**
- **Stay safe**
- **Enjoy cultural and leisure opportunities**
- **Value diversity and be active and responsible citizens**

We will deliver these outcomes through a number of themed strategies and plans. Increasingly we recognize the need to deliver coherent approaches that relate to people's age and circumstances. These Southwark 2016 priorities link directly to our Young Southwark Children and Young People's Plan, and to our new Older People's Strategy.

Income inequality underpins many of the other issues that affect people's life chances. We aim to create joined-up approaches to the needs of people of working age, particularly those who do not enjoy economic prosperity. Unless we can significantly increase the number of local people who are able to earn a living wage our community will continue to bear the impact of poverty with all that this implies. So one of our big ambition is a concerted drive to enhance people's skills and access to employment.

Citizens achieve economic well-being

In many respects, Southwark works as a borough. It is accessible for jobs in the City and central London. More Southwark people are in jobs now than 10 years ago. There are many vibrant small businesses. But we still have high rates of unemployment and worklessness, a high dependency on benefits, and a range of small businesses that teeter on the margin of viability. Our task for the next ten years is **to strengthen the pathways to prosperity for all our citizens..** This priority commits us to a concerted drive to enhance people's skills and access to employment, as well as to ensure that those who rely on state benefit receive all they are entitled to.

Our key actions are to:

- **Tackle the skills gap through flexible and innovative services**, so that adults of working age have the language, literacy, IT and interpersonal skills that are essential to prosperity
- **Improve access to employment for disadvantaged communities by removing barriers to employment**, particularly where employment opportunities are affected by childcare, health issues, language and literacy needs, discrimination, or where people may in the past have had troubled lives.
- **Support new entrants to employment to stay in a job and to benefit from long-term career opportunities**, working with employers and employees
- **Improve access to public sector employment and employment through our regeneration programmes**, so that local people benefit from job vacancies, and bring knowledge of their own communities to improve services for everyone
- **Support an enterprise culture by providing advice and expertise to established businesses and social enterprises**, and promote Southwark's diverse businesses to a wider London market
- **Encourage new entrepreneurs among young people and more recently arrived citizens**, through business education and business start-up opportunities
- **Open up public sector contracting within legal constraints**, so that more local businesses can benefit
- **Maximise take-up of benefits and grants for those who may be permanently or temporarily dependent on state benefits**, by offering initial advice at first point of contact and through outreach
- **Promote opportunities for people to manage their finances wisely and reduce the impact of unavoidable debt**, through encouraging loans and insurances through responsible agencies and promoting financial education

More details about our plans for promoting economic prosperity can be found in:

Southwark Employment Strategy
Southwark Enterprise Strategy

Citizens achieve their educational potential

The acquisition of knowledge and skills is a foundation for individual well-being and for the economic and social prosperity of the borough. While some of our citizens are high achievers, there are many young people and adults who do not have the skills and qualifications to fulfill their potential. **Over ten years our vision for education is for everyone to aspire, learn and achieve.** Our aim is to transform the learning experiences of children, young people and adults, by putting the needs of learners at the centre of what we do and how services are organised.

Our key actions are to:

- **Raise standards and improve achievement for all through high quality learning, teaching and curriculum**, providing a range of options to support progress from 0-19 and beyond
- **Provide high quality, inclusive and safe services**, with 21st century school facilities offering a school place for all where the talents of children of all abilities and backgrounds are encouraged and supported
- **Work as a partnership of agencies with learners, parents and communities to put learning at the heart of the community**, with extended schools and children's centres offering a wide menu of formal and informal learning opportunities
- **Recruit, retain and develop a diverse and highly skilled staff, leaders, managers and governors who are proud to work in Southwark** and who offer the leadership capable of transforming learning and teaching
- **Build on success, and tackle poor and unfair practices**, to ensure that equality, diversity, and excellence are central to the education of all learners, and help build community cohesion
- **Support young people who are not in education, employment or training**, by providing a range of information, advice and guidance services that are tailored to the needs of each individual, together with practical courses and work experience programmes
- **Create a coherent network of adult learning opportunities involving schools, colleges, libraries and community organisations that meet people's needs for employment and life skills**, and that targets support to both long-standing and newer communities

More details about our plans for learning can be found in:

Children and Young People's Plan 2006/7 – 2008/9
Southwark's Education Vision and Strategy
Employment Strategy

Citizens are healthy

Within Southwark, there are stark health inequalities between men and women and between different ethnic and socio-economic groups. The health of people in the more prosperous parts of the borough is often significantly better. For the next ten years, **our aim is to narrow the gap in life expectancy between different groups, and support people to live healthier lives.** Our health improvement focus is on prevention and encouraging people to adopt healthier lifestyles, alongside tackling the underlying causes of ill health.

Our key actions are to:

- **Tackle the wider issues that determine our health**, such as poverty, worklessness, poor environment, inadequate housing, and the impact of crime, through all our Southwark 2016 priorities
- **Reduce the factors that result in high infant mortality and low birth-weight babies**, through better understanding of the risk factors and supporting prevention
- **Improve the health of children, young people and their families**, with a particular focus on reducing childhood obesity through healthy eating and physical activity, and on reducing teenage pregnancy
- **Make general and sexual health services attractive to young people**, so they are able to make informed decisions about their lifestyles choices
- **Target early intervention at people of working age and older people who are particularly vulnerable to health problems such as diabetes and heart disease**, including community-based and group prevention and support to reduce smoking and increase exercise
- **Improve the mental health and well being of our population** by improving access to mental health promotion, early intervention and crisis resolution
- **Improve outreach to both new and longstanding communities who may not be using health services**, ensuring that services are culturally sensitive, and recognise the particular problems faced by refugees, Travellers, the homeless, the elderly living alone and others with particular needs.

More detail about how we are tackling health improvement can be found in:

Southwark Local Delivery Plan for Health 2005 – 2008.
Children and Young People's Plan 2006/7 – 2008/9
Older People's Strategy

Citizens stay safe

Over the next ten years, we want everyone in Southwark to be safer and to feel safer. Achieving this means taking a broad view of personal and community safety. Keeping safe is about tackling the causes of crime and identifying the risk factors that result in crime. It is about addressing the fear of crime and reducing incidents of crime and anti-social behaviour. It includes designing out crime, and issues of road safety, fire safety, food safety, health and safety at work, safe goods and services, safe standards of housing and safe places for entertainment and worship. It is also about having effective emergency planning across all the agencies to help our citizens should there be a major incident in London.

Our key actions are to:

- **Reduce the incidents of violent crime that concern people most** – assault, robbery, gun, gang and knife-related crime, by addressing risks, increasing the factors that help draw people away from criminality and having in place effective programmes to reduce re-offending
- **Increase the reporting of and our response to hate crime and domestic violence** – recognising that these crimes affect the victim, their families and communities, and undermine community cohesion
- **Tackle the role drugs and alcohol play in crime and the fear of crime**, including reducing the health related harm caused to individuals, families and communities
- **Support victims and witnesses**, so that individuals and communities affected by crime feel that the criminal justice system is working for them
- **Deal with anti-social behaviour**, by supporting behaviours that promote mutual respect and diversity, and taking effective and early action against perpetrators
- **Reduce the number of young people who are victims or carry out crime**, recognising that most young people want to play a positive role in their communities, and ensuring we have a balanced approach to prevention, intervention and rehabilitation
- **Increase public confidence and reduce the fear of crime**, by engaging with communities, maintaining high visibility police and warden patrols and having effective arrangements for emergency planning and civil contingencies
- **Target our fire, food and road safety prevention services to increase public awareness and protect the most vulnerable**
- **Improve our interventions to reduce the number of road accidents that result in death or serious injury**

More detail about how we are tackling community safety issues can be found in:

Crime and Drugs Strategy 2005 - 2008
Drug and Alcohol Strategy
Borough Emergency Plan

Citizens enjoy cultural and leisure opportunities

With long working hours, multiple jobs, and limited finances being a problem for many, the importance to our health and well-being of enjoying ourselves can get overlooked. Our aim is to **widen participation in cultural, sporting and leisure opportunities for all**. Southwark's two thousand years of culture and heritage is valued both internationally and by local communities. The London 2012 Olympics and Paralympics offers the opportunity to raise the profile of sport, culture and exercise and to enhance facilities. Our challenge is to exploit this potential so that those who live and work in Southwark get the chance to develop and enjoy their creative and sporting talents and interests.

Our key actions are to:

- **Work with our cultural and historical institutions to widen access and outreach to local communities**, through events, education access projects and work placements
- **Promote Southwark's unique history and cultures**, establishing a Southwark Discovery Centre to bring together the histories and cultures of the borough, and promote the many landmarks and facilities that have contributed to both our local and national life
- **Encourage active participation in local arts, heritage and cultural events**, utilising our local arts communities, fostering cohesion through events and festivals, and to use arts and culture to raise understanding about the difficult challenges that we need to tackle together
- **Use the London Olympics and Paralympics to foster participation by all age groups and communities in some form of sport or exercise**, to make it a natural part of everyday lives, through outreach, and special events and competitions, with the aim of bringing some medals home to Southwark in 2012
- **Create a network of modern high quality sports, leisure and library facilities offering vibrant and exciting learning and leisure opportunities**, including by seeking innovative partnerships to bring the necessary capital investment, and opening by our schools to greater community use.

More detail of our culture and leisure plans can be found in:

Southwark @ the Centre: Strategy and Priorities for Arts, Culture and Heritage
Children and Young People's Plan 2006/7 – 2008/9
Older People's Strategy

Citizens value diversity and are active

This Southwark 2016 Plan is about and for the people of the borough. Citizens of all ages and cultures have a wealth of energy, knowledge, skills and interests. Whether as settled residents, daytime commuters, term-time students or visitors just passing through, each person has the potential to contribute to the well-being of others. We aim for a borough **built on mutual respect and understanding within and between our diverse communities**. People generally feel Southwark to be a very tolerant and welcoming place, where most people identify with common values about how to live together. We will continue to celebrate and share what our different communities bring in terms of experiences, cultures, faiths and lifestyles. We will work to increase cohesion - around how our population is changing, between income groups, between younger and older people, between people living in different parts of the borough, between people of different faiths and cultures.

Our key actions are to:

- **Have a menu of volunteering opportunities that appeals to different age groups and interests**, publicising what is available and offering training and support so that children, young people and adults all have the confidence to take them up
- **Encourage and support self help and community-led activities** that help create safer, stronger communities and improve quality of life and community cohesion
- **Foster the variety of citizen-led local forums** to help people to work together to bring about change
- **Strengthen the capacity of voluntary sector organisations to deliver citizen-led services and solutions**, through enhancing support services and training, and seeking creative solutions to the need for high quality and accessible community buildings
- **Improve public sector engagement and feedback mechanisms so we hear a wider range of voices across our diverse communities**, and help to build greater trust and confidence of people in the services they use
- **Improve how public services inform users about services**, and demonstrate a commitment to be open and transparent about the policy dilemmas and decisions that need to be taken

More details about our plans for active citizenship can be found in:

Informed, Active and Responsible Citizens Action Plan
Change-Up Local Infrastructure Plan.
Children and Young People's Plan 2006/7 – 2008/9

A BETTER PLACE FOR PEOPLE

People live in, work and visit a place called Southwark, and for many their individual life chances are interwoven with how Southwark as a place develops. We know that Southwark as a borough is made up of many different identities – world heritage and cultural Southwark, city business Southwark, the Southwark of inner city residential areas and shopping centres, and the suburban Southwark of leafy streets and open spaces.

The face of Southwark has changed substantially over the last ten years. Most people agree that on balance, those changes have been beneficial. No-one wants to put the clock back. But not surprisingly, how the physical development and environment of Southwark changes over the next ten years generates many different views. What we can all agree on is that whether we seek to shape that future or not, Southwark will continue to change.

Over the next ten years, we already have plans for the transformation of the Elephant and Castle and Aylesbury estates, and ongoing change in Bermondsey, Surrey Quays, and Peckham. We have the Thames Gateway and the Olympics. We have the pressures for affordable housing, and better transport links. We have the tendency for Southwark to be a place of greater socio-economic and geographical divides, a scenario that everyone agrees is undesirable. People feel safer and more confident when their environment is clean and well cared for. Underpinning all of this is the challenge of creating a sustainable urban environment in the context of climate change and the increasing scarcity of energy and raw materials.

Doing nothing is not an option. Yet public sector agencies on their own will not have sufficient resources to improve the borough. We have to work with private sector partners to find creative solutions to regeneration. Our biggest challenge is to build a consensus of citizens and agencies about how we influence the future development of our borough and balance competing pressures.

One of our big ambitions is to create a range of housing types and tenures that support mixed income communities. Another is to be a leading borough in tackling climate change. Our success will be measured by the impact we make on the lives of the people who live and work in Southwark – both now and in the future. Alongside the development framework set out in the Southwark Plan (Unitary Development Plan), our priorities for individuals should help us make appropriate and sometimes tough choices and enable us to continue to make Southwark a place to be proud of.

To help us focus on making Southwark a place for people, we have identified five linked priorities.

Make Southwark a better place for people, that has:

- **Localities of mixed communities**
- **The sustainable use of resources**
- **More and better housing**
- **Infrastructure for a vibrant economy**
- **A liveable public realm**

Localities of mixed communities

Southwark as a borough has always been a place of different places. While to an outsider travelling through it may seem like any other part of inner London, to people who live or work here the historic villages and parishes still have meaning.

In the consultation, people were very clear that they want these local identities strengthened, both to celebrate their historic associations, but also to value their modern character and cultures. They have also said this is important to counter the trend towards a Southwark divided by social and economic factors into three geographical zones. **Our vision for Southwark the place is for a network of localities, focusing around the eight community council areas.** While building on their unique identities, we will also continue to link our areas together, so that people share their specialness with others to bring a greater sense of social cohesion.

Our key actions are to::

- **Foster vibrant communities and quality services within all our areas**, through a mix of housing types, business opportunities, and community facilities that work for that area, and by promoting the unique cultural and enterprise opportunities of each area
- **Tackle deprivation within each locality, with a focus on our most deprived neighbourhoods and communities**, to make sure the most excluded do not miss out on the chance to improve their lives.
- **Implement the ambitious plans for the transformation of Elephant and Castle and Aylesbury**, ensuring they bring benefits to existing residents and business as well as offering opportunities for people who will come to the area in the future.
- **Complete the regeneration plans** for Bermondsey Spa, Canada Water, and Walworth Road, and refresh our initial successes in transforming Peckham
- **Give attention to the centre and south of the borough**, developing a more coherent future for Camberwell, and tackling the pockets of deprivation in Dulwich, Nunhead and Peckham Rye.
- **Set out our 2016 ambitions and priorities for each individual area in an Area Plan developed with local people**, incorporating our neighbourhood renewal programmes, and identifying how local services will contribute to improving people's quality of life

More information on our plans for areas can be found in:

The Southwark Plan (Unitary Development Plan)

The sustainable use of resources

Southwark's population is set to grow over the next ten years. Already, our local consumption of resources like food, materials, energy, water - known as our ecological footprint - is three times the level the world can sustain. If we allow growth to continue at this rate, our way of life will be severely affected. We need to act now to promote more sensible ways of using resources and to respond to climate change. One of our major ambitions is **for Southwark to be a model for London in how we manage physical development and embrace the changes in lifestyle and expectations that can contribute to creating a sustainable world city.** We will promote an integrated approach to sustainability across five related activities – use of energy, waste management, transport, air quality and use of water.

Our key actions are to:

- **Reduce the emission of carbon dioxide gas to the atmosphere from the burning of fossil fuels**, including using local combined heat and power plants to supply a significant proportion of the borough's heating and electrical needs, and establishing an energy services company to deliver investment in sustainable energy systems.
- **Transform the way Southwark's waste is managed**, through joint public- private investment in a major new waste management facility, together with a focus on education and enforcement that encourages recycling, and individuals and businesses to minimise the waste they generate
- **Reduce car use and encourage sustainable forms of travel across the borough**, through securing investment in quality bus and train services, providing safe walking and cycling routes, and restricting the traffic footprint generated by new developments
- **Improve air quality by working with property developers and owners, transport and fleet operators, local business and residents to adopt clean air measures**, including the use of low emission and alternative fuels
- **Reduce the use and waste of water by encouraging water efficient systems for new and existing buildings**, and encouraging individuals and local businesses to adopt water saving practices
- **Sign up public sector partners as early adopters of sustainable practices**, with specific targets for how they use energy and water resources in their own buildings, and through encouraging staff to make lifestyle changes

More detail on our plans to promote sustainability can be found in:

Southwark Plan (Unitary Development Plan)

Southwark Sustainability Statement

Local Implementation Plan for Transport

Waste Management Strategy

Air Quality Strategy

More and better homes

Everyone deserves a high quality place to live. With a rising population, a shortage of affordable housing across London, and some Southwark households living in overcrowded or poor quality accommodation, we know that housing is one of the most important and challenging issues for us over the next ten years. We will need homes for another 20,000 households by 2016. **One of our ambitions is to find ways of securing a sufficient range of high quality and affordable housing that will help people across the income groups stay in the borough.** This can only be met through a partnership of the local authority, housing associations and private developers, working not only within Southwark but also across south London. We need to increase the number of affordable homes for the changing needs of the future but also to improve the quality of homes for people who live here now.

Our key actions are to:

- **Improve the quality of social housing to meet the decent homes standard**, with a balance of refurbishment and rebuild, through a partnership of the local authority, social landlords and private sector providers
- **Work with private home-owners and landlords to improve the quality of private sector housing**, with a particular focus on homes occupied by vulnerable adults and older people, and focusing on particular neighbourhoods with a high proportion of non-decent private sector homes
- **Increase the supply of housing, in particular affordable housing and larger units**, with the aim of having approximately 1600 new units a year, through identifying appropriate sites for new build while conserving green spaces, by seeking innovative schemes that deliver affordability and a range of tenures, and making best use of existing housing
- **Reduce homelessness and improve housing choices for those who are vulnerable or who have special needs**, including measures to prevent homelessness, modernising supported housing, and increasing the supply of life-time housing suitable for people's changing needs, including those with disabilities and the elderly
- **Promote housing options that offer choices suited to the diversity of cultures and lifestyles of people in the borough**
- **Ensure that housing developments and improvements are fully integrated into wider regeneration programmes** so as to maximise benefits from investment

More detail about our plans for housing can be found in:

Southwark Plan (Unitary Development Plan)

Southwark Housing Strategy

Older People's Strategy

Southwark's Five Year Supporting People Strategy

Infrastructure for a vibrant economy

There are 11,300 businesses in Southwark, 9000 of which employ less than 10 people. We also have 400 businesses employing more than 50 people, some of which are major international companies. The three biggest sectors are finance/business, hospitality/tourism, and the public sector. A significant number of smaller businesses are black and ethnic minority owned. The Enterprise Strategy shows that a healthy, competitive business environment brings investment into the borough and offers employment opportunities for residents. So alongside nurturing entrepreneurial ambitions among citizens, we aim to **promote the infrastructure that offers a safe, high quality and accessible environment for business.**

Our key actions are to:

- **Promote Southwark as an ideal location for specialist retail, tourism, creative industries and the newly emerging environmental industries**, capitalising on the rich diversity of cultures and global connections reflected in the existing mix of large and small businesses
- **Protect for commercial and industrial uses the sites designated in the Southwark Plan**, so there is sufficient land for business purposes to meet the expected demand for office, industrial, retail and warehousing in ways that are compatible with increasing the amount of affordable housing
- **Use regeneration and other opportunities to increase the number of business 'incubator' units for start-ups**, and to help new and existing businesses to find appropriate premises at affordable rents
- **Improve public transport connections to central London and across the borough**, including the tram link and East London Line to open up business opportunities in Camberwell, Peckham and Walworth
- **Enhance enterprise opportunities in the key business districts and shopping centres**, encouraging collaboration between businesses in an area, supporting Business Improvement Districts, and promoting local businesses to Southwark residents and London-wide through events, open-air markets and specialist promotions.

More details about how we will encourage a vibrant economy can be found in:

Southwark Plan (Unitary Development Plan)

Southwark Enterprise Strategy

Local Implementation Plan for Transport

Create a safe, clean and liveable public realm

The quality of our environment affects our quality of life. Thriving and prosperous communities are characterised by streets, parks and open spaces that are clean, safe and attractive and liveable places. They send a message that people and the public agencies care about the area and the people who live, work or pass through. The reverse is also true. Streets that are dirty and threatening deter people from going out, and signal that a community has lost interest. We aim to **create and maintain people-friendly streets and open spaces** that enhance the character of our localities.

Our key actions are to::

- **Promote excellence in the design and fabric of the public realm**, working with local businesses and communities so that our streets, open spaces, transport hubs, and shopping centres are culturally, ecologically and architecturally exciting
- **Encourage the 'home zone' approach with local people**, seeking agreement on ways to make streets and estates more pedestrian and child friendly
- **Maintain the public realm to the highest possible standards of cleanliness**, making it easier for residents and businesses to store and recycle rubbish, and using the full enforcement powers we have to stop litter, rubbish and cars being dumped
- **Enhance the visual, ecological and leisure experiences offered by our parks and open spaces**, to make them green corridors and oases that are well used by people of different ages and cultures
- **Aim for round the clock visibility patrols across the borough and use CCTV to deter and respond to anti-social behaviour in our public places**, and work with partners in Network Rail and British Transport Police to make rail stations safer places
- **Improve the partnership among the different public agencies that manage the public realm in a locality**, seeking to agree common standards and co-ordinating how our services are delivered
- **Promote public participation in making and keeping the environment clean and safe**, encouraging local initiatives and campaigns, and extending our community management schemes for parks and open spaces

More detail about our plans for the public realm can be found in?

Open Space Strategy
Local Implementation Plan for Transport

DELIVERING QUALITY SERVICES

Like Southwark itself, public sector services have changed over the years, and will continue to do so. Some of these changes relate to how services are run and organised. We now have a very complex network of public, voluntary and private sector providers all delivering essential services. Other changes are affecting how people want to use services with new channels such as customer-service centres, the Internet, kiosks and mobile phones, one -stop shops, extended schools and healthy living centres becoming more important.

Agencies have worked hard to improve the quality of what is delivered. Southwark Council was chosen as 'Most Improved Council of the Year 2005' by the Local Government Chronicle. Our Primary Care Trust is rated two stars with further improvements underway. Our two acute hospitals are both rated three stars. We were awarded Beacon status for our Safer Southwark Partnership of police, local authority and other agencies, and for our Older People's integrated health and social care services. Job Centre Plus with the Learning and Skills Council, the local authority and others are pioneering new ways of helping people into work. Our voluntary sector contributes as key partners in all these arenas.

Our citizens tell us they have noticed the difference. MORI surveys show that people are more satisfied now than in the past with Southwark as a place to live. Confidence is increasing in services like education and street cleaning. The challenge for the future is to maintain progress and tackle the remaining areas of weakness. People remain concerned about crime and about facilities for young people. Public transport and utilities do not always deliver a timely service. Despite our best endeavours, we have some way to go for our services to fully adapt to the borough's changing diversity. Although we are very successful in bringing in additional public and private sector funds, our resources are constrained. We expect public expenditure to get tougher in the years ahead.

Our citizens deserve and expect more and better. Our goals and ambitions for Southwark 2016 mean we have to think ahead about what sort of services will be needed and how they should be delivered. We have to plan how future technologies might affect us, and what skills our workforces will need. As our population changes, we need to constantly check that services respond to changing diversity. We need to ensure that our more vulnerable citizens get the support they need. Some services are becoming more co-ordinated across London. At the same time the trend is to bring decision-making and delivery closer to people at a local level.

In Southwark we already have a clear idea of how public services will develop over the next few years to meet our Southwark 2016 priorities for people and place. We have identified three priorities that will help shape those future arrangements.

Delivering quality public services that are:

- Accessible and integrated
- Customer-focused
- Efficient and modern

Services are accessible and integrated

We know that public services, and the bureaucracy that goes with them, can feel complex and remote to citizens and service users. The last few years have seen many steps to bring both decision-making and service delivery closer to customers, and to join up our services. We will continue this trend, seeking decision-making and delivery arrangements that are appropriate to the users, and that offer them greater involvement. **We will develop our area approach to decision-making and service delivery for those issues and resources that are best determined locally. We will continue to integrate services across providers where this makes sense, and offer one stop solutions for users.**

Our key actions are to:

- **Strengthen decision-making and accountability at a local level**, building on the success of Community Councils and area partnerships
- **Align the way different services and agencies are organised, so where it makes sense they focus on the eight Community Council areas**, making sure that information and access points are relevant to each area
- **Appoint a dedicated area manager** for each area, with the specific role of supporting local councillors and local communities to co-ordinate services to tackle cross-cutting issues
- **Develop a network of extended schools and children's centres in each area** that offer a range of formal and leisure related activities to the whole community
- **Consolidate the joint working in areas to deliver our integrated approach to cleaner, greener and safer issues**, with joint working by police, community wardens and environmental enforcement, enhancing visibility to offer reassurance and reduce fear of crime
- **Complete our network of first stop access points across the borough**, where users can get information on a wide range of services, get advice on welfare benefits and other entitlements, and report community concerns.
- **Further integrate our specialist services or services targeted at a particular client group**, bringing together health, education and social care services for children and adults, and improving the interface between employment and training services, libraries and other public sector providers

Services are customer focused

Everyone needs their streets cleaned, the buses to run and the police to tackle crime. At some stage of their lives, the majority of people are users of universal services like primary care, schools and colleges. For people on lower incomes, and those with particular needs, public services are even more significant. For most citizens, going elsewhere for these services is not an option nor do we believe it should need to be. Yet Southwark's 256,000 residents and 11,300 businesses do not necessarily want exactly the same service, at the same time, delivered in the same way. Over the next ten years, our aim is to **make our services more sensitive to individual user needs, and provide choice where we can.**

Our key actions are to:

- **Design services that start from the individual**, identifying what they need, and developing programmes and packages of support that meet their needs, particularly in personal services like health, education, and social care
- **Involve local people in the design and scrutiny of public services**, by encouraging user feedback, and ensuring that the voices of all our communities, including children and young people, are actively canvassed and listened to
- **Utilise the skills and community focus of social enterprises and voluntary sector service providers**, commissioning them to deliver user-led services tailored to particular community needs
- **Meet our statutory duties to deliver services that are appropriate to the cultural, faith and ethnic diversity of our community** and which enhance everyone's life chances, drawing on the expertise of people from all our communities to help inform what we do
- **Meet our statutory duties to deliver services that are appropriate to men and women of all ages and lifestyles, including those who have learning, sensory or physical disabilities**, and which enhance their life chances
- **Identify where we can offer choice and flexibility in public services, and ensure that those choices are delivered with fairness and transparency**, and being honest about where choice is not an option
- **Adapt public services to the 24/7 economy and to new forms of technology**, so that people have choices about when and how they access information and receive a service.

Services are efficient and modern

Delivering this Southwark 2016 Plan and the changes it demands, while public funding is constrained will require us to be creative in delivering efficiencies alongside quality. We have to plan across the whole partnership of public and voluntary sector agencies, and seek innovative partnerships with private sector partners who have an interest in and an understanding of Southwark's needs. It will involve pooling budgets and premises across agencies, investing in IT and new types of facilities, and making the best use of our skilled workforces.

Our key actions are to:

- **Strengthen the capacity of Southwark Alliance**, as the local strategic partnership, to lead and review the strategies and plans that will deliver our Southwark 2016 ambitions and priorities
- **Consolidate the partnership and governance of our Children's Trust**, and implement our Children's Workforce Strategy
- Further develop the partnership arrangements to deliver our **priorities for older people and people of working age**
- **Use the Local Area Agreement 2007-2010 to innovate and take forward our service improvement priorities**, setting medium term performance targets to monitor our progress
- **Improve our engagement with the regional and sub-regional public agencies that impact on people's lives**, including the transport and utility companies, the training and development agencies, and work with neighbouring boroughs to tackle issues of shared concern, like crime, housing and waste management.
- **Extend our use of technology to improve services**, both for backroom functions through data sharing and for direct contact with users so their dealings with public agencies can be quicker and more accurate
- **Aim for everyone in Southwark to have access to the Internet** either at home or through locally accessible community venues
- **Seek creative partnerships that bring investment in the 'bricks and mortar' of our rich heritage of public buildings**, conserving the best of the past whilst creating modern user-friendly environments for learning, culture, leisure and sports.
- **Create new types of public facilities**, adaptable to a multiplicity of uses and users, and available 24 hours seven days a week.
- **Invest in the local public and voluntary sector workforce** of more than 36,000 people, enhancing skills to work across sectors and in new types of services
- **Seek to train and recruit local residents into the public sector** ensuring that our workforces reflect Southwark's diverse communities including more recently arrived communities