

**Southwark's Corporate Plan**

**People Place Services**

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# Message from the Leader

Southwark is a borough with a proud history and an exciting future as a world class quarter of a world class city. For years Southwark has been a hub for innovation and creativity and at the same time the spirit within our communities has remained strong and cohesive.

Southwark Council's progress is one of significant improvement. The Audit Commission rate us as a 3 star authority that is improving well. The 2006 residents' survey shows that satisfaction with the council and the services we provide continues to grow. Overall satisfaction with the council is 65% and 76% of residents are satisfied with the area as a place to live.

In December 2006, the council agreed with its partners a new Community Strategy, *Southwark 2016*. This sets out our long term vision for improving outcomes for people and place and delivering quality services. In February 2007, the council agreed a ten year programme of £339m capital investment to help achieve that vision. A medium term financial strategy was also agreed. This Corporate Plan explains what the council is planning to do with the finances we have to support the *2016* vision and how we intend to track our progress. Alongside the priorities of *Southwark 2016*, the new joint administration has agreed six specific pledges:

- Keeping council tax rises at or below the rate of inflation over the lifetime of the joint administration and below the London average
- Getting more powers for wardens to crack down on crime
- Doubling the vastly improved rate of recycling
- Opening three new secondary schools and improve primary school provision in the borough
- Replacing or upgrading our leisure centres
- Building 3,000 affordable homes for local people to rent or buy

Southwark's people are its assets. We want to make Southwark a place where people can aspire to succeed and stay. Our children are performing better in schools, with half of all Southwark's pupils achieving 5 or more GCSEs at grades A\*-C. We have three of the best performing primary schools in the country for value-added schools and we have one of the top performing schools for English, Maths and Science at age 11. We will see three new secondary schools open in the borough in the next few years and we are investing almost £200m over the next ten years to make sure that every secondary school building is a fit and proper place for our children to learn.

Some of the best social care services in the country are provided here in Southwark and this has been recognised with a maximum four stars in the Government's ratings system. The council, health services and local community groups are working to promote healthier choices for all people. The streets are safer with falling crime with an 8% reduction in crime across the borough year on year. Challenges remain and we are working with the local community and the police to tackle crime and keep Southwark safe.

Southwark as a place is changing. Local leisure centres are being improved and more people are visiting local libraries and museums. Plans are underway for new libraries at Elephant & Castle and Canada Water. Investment in the South Bank and Peckham has boosted local economies. As London grows through opportunities like the 2012 Olympics, Southwark will take its place as one of the fastest emerging quarters in the world class city. Long term benefits will come from the transformation of the Aylesbury Estate and Elephant & Castle.

Southwark's environment is getting cleaner and the streets are the fifth cleanest in London. In December 2006, the council agreed a new climate change strategy recognising long term challenges ahead. People are recycling more than before but we, like London, still fall some way behind the rest of the country. In October 2007, the council will sign a long term deal to manage waste in a better way helping us to recycle even more. We will become a Fairtrade borough in June 2007.

Housing remains a key issue. From February 2007, the council embarked on a 100 days transformation and renewal programme, delivering tomorrow's housing services today. We are responding to tenant and leaseholder issues. Our improvement plans range from sorting leaking taps through to demolition of estates like Wood Dene in Peckham and a £15m renewal of the Friary estate in Peckham.

We want people to enjoy thriving economies in their local town centres and we will support local businesses through initiatives like Business Improvement Districts. At the same time, residents value their local parks and open spaces and we will continue to invest to improve and retain high quality parks, such as Dulwich and Southwark.

Delivering quality services is key. More people are contacting our customer service centre and visiting our three one stop shops in Bermondsey, Walworth and Peckham. Southwark is leading the way in the opportunities to deliver higher quality efficient services in partnership through better customer service, improved technology and training for staff on the frontline. A new office accommodation strategy will help us achieve further improvement. Furthermore, people will have an opportunity to have their say on and contribute to tackling the issues faced in their streets, parks and town centres through the development of area plans.

### **Delivering throughout the borough**

Southwark is made up of many different areas. Each has its own distinctive charm and appeal. In each community council area we have plans in place, with some of the key highlights including:

- In Bermondsey we have already built a brand new one stop shop serving Southwark residents and we will deliver 477 new homes for people as part of this key regeneration scheme in the borough.
- In Borough and Bankside we are delivering projects throughout the area including improvements to Tabard Square creating a vibrant open space for local office workers, residents and the community. We will invest £2m in sports facilities in Geraldine Mary Harmsworth Park and complete the construction of the new Globe Academy.
- In Camberwell we have agreed a £23m regeneration of the East Dulwich estate in the south of Camberwell and will work up plans as part of a newly agreed community regeneration scheme targeting town centres throughout the borough. We will also develop the leisure centre as a community hub.
- In Dulwich we will invest £5m to refurbish and renew the leisure centre creating improvements so that people enjoy a better experience throughout this, neighbouring areas and the borough as a whole.
- In Nunhead and Peckham Rye we will implement improvements to housing and street scene through our renewal programme and we will build a new Children's Centre as part of Rye Oak Primary School, giving young people a better start in life.
- In Peckham, building on the success of the Peckham Square and award winning Library, we will set about demolishing the Wood Dene estate to create development space for new homes for people.
- In Rotherhithe we will regenerate the Surrey Docks Water Sports Centre, creating a 21<sup>st</sup> leisure centre giving improved facilities to local schools, residents and community groups. As part of the regeneration of Canada Water people will be able to visit a new library and new public square by December 2009.
- In Walworth we are making major improvements along the Walworth Road. This includes creating a better street environment and improving traffic management, re-opening the Cuming Museum and opening a new one stop shop to improve access to council services in the area. The regeneration of the Elephant & Castle and the Aylesbury Estate are amongst the ambitious urban regeneration projects in this country. Life chances for young people will be transformed by completing the construction of Michael Faraday Primary School and Walworth Academy.

*Councillor Nick Stanton, Leader.*

# CHAPTER 1

# PEOPLE

## Improving life chances in Southwark

**Southwark's people are its assets.** People from many cultures and faiths with different histories and global connections live and work in our borough, all of whom make a contribution to what Southwark is and will be in the future. Our desire to celebrate the strengths of Southwark's people and acknowledge everyone's achievements is driving our plans to improve life chances for all people. This includes improving life chances for families who have been here for generations or who are recently arrived, for people who have their home here or come in because of business or are visiting. Improving life chances for our children and young people, our working-age population and our older people. Improving life chances for people with and without disabilities and for those across our diverse community of cultures, faiths and ethnic origins and our community who are lesbian, gay, bisexual or transgender.

### Our outcomes for people

- Achieve economic wellbeing
- Achieve educational potential
- Be healthy
- Stay safe
- Enjoy cultural and leisure opportunities
- Value diversity and be active citizens

## Achieve economic well-being

We will work to strengthen the pathways to prosperity for all our citizens. We will work in partnership to develop and implement programmes aimed at helping enhance peoples' skills and access to employment. Benefits for local people and businesses are at the heart of our actions, including employment and contract and procurement opportunities.

Action	Completion date	Member lead	Strategic lead
<p>Work in partnership through programmes like Southwark Works to reduce the gap in the employment rate including:</p> <ul style="list-style-type: none"> <li>• Provide client focused pre-employment advice and guidance, work experience and job brokerage to residents, targeting those in most need</li> <li>• Promote sustainable employment, in-work mentoring and work force development programmes</li> <li>• Work with businesses in Southwark to advise on and promote diversity of the work force</li> <li>• Provide information and guidance on training opportunities for hard-to-reach groups suffering worklessness</li> </ul>	Mar 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Provide pre-entry English for Speakers of Other Languages (ESOL) training and provide residents with the employment focused ESOL skills essential to finding jobs	Mar 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Implement measures to reduce numbers of young people not in education, employment or training (NEET), including: careers guidance; apprenticeship schemes; and inter-agency working to support vulnerable young people and work experience	Mar 2008	Executive Member for Children's Services and Education	Strategic Director (Children's Services)
Contract, manage and monitor workplace co-ordinator projects and ensure there are 150 workplace co-ordinator participants	Mar 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Increase benefits take up by those entitled to claim, including Pension Credit opportunities	Mar 2008	Executive Member for Regeneration, Executive Member for Resources	Strategic Director (Customer and Corporate Services)

## Keeping track

<b>Performance indicator</b>	<b>2005/06 Performance</b>	<b>2006/07 Yr End Est.</b>	<b>2007/08 target</b>	<b>2008/09 target</b>	<b>2009/10 target</b>
Increase overall employment rate of working age population*	63.8%	1% annual increase	1% annual increase	1% annual increase	1% annual increase
Percentage of people aged 19+ taking foundation (basic education/ESOL) courses as a percentage of all adult learners (EAL 4)	40%	35%	40%	50%	55%
Percentage of young people aged 16-18 who are NEET	14.4%	12.3%	10.2%	10%	9%

\* There are separately determined targets for reducing the gap between the overall employment rate and that of key disadvantaged groups, including lone parents, those aged over 50, ethnic minorities, and those with the lowest qualifications

### For further information see:

- **Southwark Employment Strategy**
- **Southwark Enterprise Strategy**

## Achieve educational potential

We will work to develop a child centred community where all children and young people aspire, learn and achieve. The needs of learners will be at the centre of our plans. We will invest almost £200m providing schools of the future and support new academies. We will support and challenge schools to raise standards and improve achievement for all, focusing on attainment for underachieving groups.

Action	Completion date	Member lead	Strategic lead
Develop a child centred community including: <ul style="list-style-type: none"> <li>• Develop a 10 year investment programme encompassing all Secondary schools in Southwark, including two new secondary schools</li> <li>• Commence procurement for Building Schools for the Future including scoping additional primary provision in North Dulwich</li> <li>• Begin Local Education Partnership building programme</li> <li>• Complete construction of Michael Faraday Primary School and Walworth Academy</li> <li>• Complete construction of Globe Academy</li> <li>• Develop a network of extended schools and children's centres in each area that offer a range of activities to the whole community</li> </ul>	Apr 2007 Aug 2007 Jan 2009 Sep 2009 July 2010 Sep 2010	Executive Member for Children's Services and Education	Strategic Director (Children's Services), Strategic Director (Regeneration Projects)
Raise standards and overall attainment of pupils across all key stages including: <ul style="list-style-type: none"> <li>• Raise the quality of teaching and learning through training and school support</li> <li>• Develop and implement specific phase and core subject strategies</li> <li>• Review the impact of Senior School Leaders Team as an indicator of the effectiveness of our challenge to low achieving schools/settings</li> <li>• Implement the new national admissions code of practice</li> <li>• Support schools to ensure that they are able to implement pupil attainment tracking to analyse individual strengths and weaknesses to provide individual support</li> </ul>	Mar 2010	Executive Member for Children's Services and Education	Strategic Director (Children's Services)



<p>Implement strategies to improve the attainment of looked after children (LAC), including:</p> <ul style="list-style-type: none"> <li>Tracking of new admissions policy to prioritise and fast track LAC into Southwark schools</li> <li>Provision of improved home tutors contract for LAC in years 10 and 11 sitting GCSE core subject support</li> <li>Expansion of homework club provision to target LAC at key stage three</li> </ul>	Mar 2009	Executive Member for Children's Services and Education	Strategic Director (Children's Services)
<p>Raise attainment and inclusion of underachieving groups by:</p> <ul style="list-style-type: none"> <li>Delivering the Raising Attainment project which works specifically with Black Caribbean boys</li> <li>Develop a revised Attendance Action Plan and provide guidance to all schools on strategies for attendance</li> <li>Implement the Inclusion and Special Educational Needs Strategy</li> <li>Enhance provision for excluded pupils</li> </ul>	Mar 2009	Executive Member for Children's Services and Education	Strategic Director (Children's Services)

### Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of pupils achieving level 4 or above KS2 English (BV 41)	72%	74%	74%	75%	76%
Percentage of pupils achieving level 4 or above KS2 Maths (BV 40)	67%	69%	71%	73%	75%
Proportion of pupils in schools maintained by the authority in the previous summer achieving five or more A* to C grade GCSEs, including English and Maths (BV 39)	32%	34%	39%	42%	44%
Percentage of young people leaving care with at least 1 GCSE at grades A*- G, or GNVQ (BV 50)	44.3%	51%	62.5%	65%	67.5%
Percentage of Southwark's Year 11 students who have completed vocational qualifications at levels 1 and 2 (PSA 7) *	6% (summer 2005)	2.5%	4.4%	7.9%	No target, PSA
The percentage of pupils attending a Southwark primary school requesting a Southwark secondary school at first application deadline	92.5%	94%	95%	96%	97%

\*The targets were set before the baseline data was available, we have outperformed in the first year

**For further information see:**

- **Children and Young People's Plan 2006-07 to 2008-09**

## Be healthy

We will work to improve the health and wellbeing of Southwark's residents, narrowing the gap in life expectancy between different groups and improving the life chances of vulnerable children and adults. We will work in partnership with the Primary Care Trust to improve the health of children and young people by helping to promote healthier lifestyle choices. We will meet the care needs of adults and older people in a way that promotes their independence and wellbeing. We will reduce homelessness and improve housing choices for those most at risk.

Action	Completion date	Member lead	Strategic lead
<p>Encourage children and young people to participate in physical activity to prevent childhood obesity, including:</p> <ul style="list-style-type: none"> <li>• Slow down the rate of increase in childhood obesity by implementing national standards for nutrition in all nurseries, young children play groups and through the Healthy Schools Programme</li> <li>• Expand opportunities to encourage walking and cycling to schools</li> <li>• Develop an early years play strategy</li> </ul>	Mar 2008	Executive Member for Children's Services and Education	Strategic Director (Children's Services), Strategic Director (Health and Community Services)
<p>Work with our partners to improve young people's awareness of sexual health and reduce rates of teenage pregnancy, including:</p> <ul style="list-style-type: none"> <li>• Launch Sex and Relationships Education guidelines and training for all staff working with young people</li> <li>• Increase use of youth services as access points for information, advice and signposting on sexual health and teenage pregnancy</li> </ul>	Mar 2008	Executive Member for Children's Services and Education	Strategic Director (Children's Services)
<p>Encourage healthier lifestyle choices among adults including:</p> <ul style="list-style-type: none"> <li>• Support the implementation of the smoke-free legislation</li> <li>• Promote physical activity through increasing the use of Leisure Centres, parks and sports facilities in Southwark</li> </ul>	Mar 2008	Executive Member for Health and Adult Care, Executive Member for Culture, Leisure and Sport	Strategic Director (Health and Community Services), Strategic Director (Environment and Housing)
<p>Pilot the government's parent support programme targeting women who are at risk with intensive parenting support from pre-birth to first two years of a child's life, including father engagement, improved health and preparation for school</p>	Mar 2008	Executive Member for Health and Adult Care	Strategic Director (Health and Community Services)

<p>Provide the necessary support for those more vulnerable than most to live independently including:</p> <ul style="list-style-type: none"> <li>• Implement actions under Independence and Wellbeing for Life, Southwark's plan for older people</li> <li>• Deliver over 50s healthy living classes on food and exercise to prevent falls and poor health</li> <li>• Target specific grant funding to focus preventative services on those older people most vulnerable to hospital admission/residential care</li> <li>• Use new technology to prevent vulnerable people suffering from falls and accidents in the home, by extending the telecare pilots</li> <li>• Roll out the Supporting People project to provide flexible home care support for older people that are managed within community mental health teams</li> <li>• Build a purpose built day care centre for adults with disabilities on the new Aylesbury Estate (the Aylesbury Resource Centre)</li> </ul>	Mar 2010	Executive Member for Health and Adult Care, Executive Member for Housing Management (Deputy Leader)	Strategic Director (Health and Community Services), Deputy Chief Executive (interim arrangements)
<p>Reduce homelessness and improve housing choices for those most at risk including:</p> <ul style="list-style-type: none"> <li>• Halve the number of households in temporary accommodation</li> <li>• Minimise Youth homelessness, with no use of B&amp;B for 16/17 year olds in excess of six weeks</li> </ul>	Mar 2010	Executive Member for Health and Adult Care	Deputy Chief Executive (interim arrangements)

### Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of schools meeting national healthy schools status (PSA 2i)	34%	50%	68%	78.75%	No target, PSA
The rate of teenage conceptions amongst per 1000 women aged 18 or under (BV197)	85.2 (2004)	76.8 (2005)	68.4 (2006)	60 (2007)	51.6 (2008)
The number of older adults helped to live at home per 1000 population aged 65 or over (BV 54)	114.25	120	120	120	120
Number of adults receiving direct payments per 100,000 population aged 18 or over (BV 201)	78	100	125	150	175
The number of households receiving intensive homecare per 1000 population aged 65 or over (BV53)	27.96	29	30	31	32

Percentage of items of equipment/ adaptation delivered within 7 working days (BV 56)	74.5%	90%	95%	95%	95%
% change of average number of families in temporary accommodation (BV 203)	23.42%	37%	13%	- 35%	- 25%
Average stay in B&B - families/ unintentionally homeless/ priority need (weeks) (BV 183a)	0.46	0.33	0.25	0.20	0.20*
Average stay in hostels - families/ unintentionally homeless/ priority need (weeks) (BV 183b)	15.84	15	10	8	8*
Number of homeless approaches resolved by casework intervention (per 1000 h/holds in LA area) (BV 213)	6.59	7.37	7.5	7.75	8

\* The objective is to sustain high performance.

**For further information see:**

- **Southwark Local Delivery Plan 2005–2008 (PCT)**
- **Southwark Housing Strategy 2005–2010**
- **Supporting People Strategy 2005–2010**
- **Independence and wellbeing for life, Southwark’s older people strategy 2006–2010**

## Be safe

We will work to make Southwark safer. We will increase safety by taking a four tier approach to tackling violent crime through: early identification of people, place and issues; early intervention particularly with vulnerable young people; medium term intervention; and enforcement. We will reduce the fear of crime and address anti-social behaviour and its impact on communities across Southwark.

Action	Completion date	Member lead	Strategic lead
Tackle violent crime, including: <ul style="list-style-type: none"> <li>Evaluate and mainstream the Priority and Prolific Offender programme</li> <li>Develop an Independent Domestic Violence Advocate service</li> <li>Reduce the involvement of young people in crime and anti-social behaviour</li> <li>Increase gang prevention and intervention activities at specific locations across the borough</li> <li>Deliver positive behaviour programmes in schools, including anti knife and gun programmes</li> </ul>	Mar 2008 Mar 2008 Dec 2008 Dec 2008 Mar 2009	Executive Member for Community Safety, Executive Member for Children's Services and Education	Strategic Director (Environment and Housing), Strategic Director (Children's Services)
Early intervention and creating a safer environment, including: <ul style="list-style-type: none"> <li>Implement school travel plans to incorporate road safety into the school curriculum through provision of cycle and road safety training</li> <li>Ensure all schools have robust anti-bullying policies, in line with the council's behaviour policy</li> <li>Review road safety around more than 100 schools in the borough</li> <li>Ensure effective use of capital allocation to improve 20 mph zones</li> </ul>	Mar 2008 Mar 2008 Mar 2009 Mar 2010	Executive Member for Children's Services and Education, Executive Member for Community Safety	Strategic Director (Children's Services), Strategic Director (Environment and Housing), Strategic Director Regeneration and Neighbourhoods
Early intervention for vulnerable young people including: <ul style="list-style-type: none"> <li>Develop the role and influence of the Southwark Children's Safeguarding Board, ensuring compliance with Section 11 of the Children Act 2004 and safe recruitment practices</li> <li>Improving the systems for pupil tracking of children moving between schools</li> <li>Establishing a forum of key decision makers within the child care and social care systems to ensure that referrals are being made appropriately</li> </ul>	Mar 2010	Executive Member for Children's Services and Education	Strategic Director (Children's Services)

<p>Through medium term intervention develop new approaches to supporting vulnerable young people to stay safe, including:</p> <ul style="list-style-type: none"> <li>• Monitor the effectiveness of the new single referral and assessment service to ensure continuing improvements in the number of assessments completed with timescales</li> <li>• Provide better continuity, stability and integration of support for looked after children through support systems for foster carers, effective tracking of children placed outside of the borough and making use of extended family</li> </ul>	Mar 2010	Executive Member for Children's Services and Education	Strategic Director (Children's Services)
<p>Increase enforcement by:</p> <ul style="list-style-type: none"> <li>• Through the new powers to community wardens ensure they are the first port of call for residents in relation to environmental anti-social behaviour and low level crimes. This includes dog fouling, littering and fly-tipping as well as localised crimes as determined by the community council, such as street drinking.</li> <li>• Improve partnership working between community wardens and Safer Neighbourhood Teams including joint deployment of wardens and police</li> <li>• Develop and implement the Community Payback scheme</li> <li>• Improve reporting of crime at community councils</li> </ul>	Mar 2008	Executive Member for Community Safety	Strategic Director (Environment and Housing)

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Reduce British Crime Survey comparator crime by 20% by 2007-08 (PSA1)	23,936	22,799	22,061	21,399	N/A
Increase in numbers of perpetrators cautioned, charged or summoned for domestic violence as a percentage of domestic violence incidents recorded by the police (LPSA 3)	28.3%	29%	30%	33%	PSA, no target
Reduced number of road casualties killed/seriously injured (BV 99a)	117	132*	129	120	112
Percentage of core child protection assessments completed within 35 working days of commencement	75.2%	81%	82%	83%	84%
The proportion of looked after children aged under 16 who have been looked after for 2.5 or more years and have been living in the same placement for at least 2 years, or who are placed for adoption (PSA)	55.7%	60%	80%	80%	80%
Increase residents feeling safe/very safe at night time	45%	46% (2006 actual)	Biannual survey	50%	Biannual survey
Reduction in the percentage of Anti Social Behaviour Orders (ASBOs) and Acceptable Behaviour Contracts (ABCs) breached (LPSA 1)	42%	29%	27%	27%	PSA, no target
	0%	39%	35%	30%	

\* actual performance

### For further information see:

- **Crime and Drugs Strategy 2005–2008 (Safer Southwark Partnership)**
- **Violent Crime Action Plan**



## Citizens enjoy cultural and leisure opportunities

We will work to widen participation in sporting, leisure, libraries, learning and cultural opportunities for all to improve health and wellbeing. We will encourage active participation in local arts, heritage and cultural events, utilising our local arts communities, fostering cohesion through culturally specific and cross cultural events and festivals.

Action	Completion date	Member lead	Strategic lead
Increase participation in sports and leisure including: <ul style="list-style-type: none"> <li>• Re-open the Peckham Pulse swimming pool</li> <li>• Deliver the Southwark Community Games</li> <li>• Launch Southwark Youth Offer</li> <li>• Progress delivery of a ten programme of upgrade and renewal for the borough's leisure centres</li> </ul>	Apr 2007 July 2007 Mar 2008 Ongoing	Executive Member for Culture, Leisure and Sport, Executive Member for Children's Services and Education	Strategic Director (Environment and Housing), Strategic Director (Children's Services)
Develop plans to build a new library at the Elephant & Castle and Canada Water  Implement the national improvement model for libraries and young people	Dec 2007  Mar 2008	Executive Member for Culture, Leisure and Sport, Executive Member for Regeneration	Strategic Director (Environment and Housing), Strategic Director (Major Projects)

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
No of visits per 1000 population to:					
– Leisure centres (LL01)	3143	3261	3383	3510	TBC
– Libraries (PLSS6)	7009	7268	7650	8032	
– Museums (BV170b)	276	230	241	253	
Resident satisfaction with (BV 119):	Triennial survey		Triennial survey	Triennial survey	TBC
– Leisure centres		57%			
– Libraries		65%			
– Museums		30%			
Compliance against the Public Library Service Standards (PLSS) (BV 220)	2	3	4	4	4
Percentage of children and young people who said they thought there were enough things for children and young people to do in this area. (Children and Youngs People's survey)	n/a	32%	Biennial Survey	40%	Biennial Survey

### For further information see:

- Southwark at the Centre, the cultural strategy
- Children and Young People's Plan 2006-07 to 2008-09

## Citizens value diversity and are active

We will work to increase cohesion around our changing population building a borough based on mutual respect and understanding within and between our diverse communities. We will work in partnership to strengthen the capacity of voluntary sector organisations to deliver citizen-led services and solutions and support self help and community-led activities that contribute to creating safer and stronger communities, improved quality of life and community cohesion. We want to continue to make Southwark a place where people from different backgrounds get on well together.

Action	Completion date	Member lead	Strategic lead
Through the Active Citizenship Hub develop a database of volunteering and active citizenship opportunities in Southwark and a series of training initiatives for local volunteers and active citizens	Mar 2008	Executive Member for Citizenship, Equalities and Communities	Strategic Director (Regeneration and Neighbourhoods)
Complete and implement the Voluntary and Community Sector Review	Mar 2008	Executive Member for Citizenship, Equalities and Communities	Strategic Director (Regeneration and Neighbourhoods)
Review and develop the opportunities to engage young people by promoting the awareness of volunteering for young people, integrating consultation and engagement forums for young people into feedback arrangements with Young Southwark and implementing the multi-agency participation framework to encourage children and young people to participate in service design	Mar 2009	Executive Member for Children's Services and Education, Executive Member for Citizenship, Equalities and Communities	Strategic Director (Children's Services), Strategic Director (Regeneration and Neighbourhoods)
Develop plans for a network of Community Hubs	Dec 2007	Executive Member for Citizenship, Equalities and Communities	Strategic Director (Regeneration and Neighbourhoods)
Develop joint arrangements for improving knowledge and work with new communities	Mar 2008	Executive Member for Citizenship, Equalities and Communities	Strategic Director (Regeneration and Neighbourhoods)

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of residents who have given 2 or more hours unpaid help to one or more groups, organisations or clubs in the last year	35%	33%	Biennial survey	34%	Biennial survey
Percentage of residents who feel they can influence decisions in their area	44%	44%	Biennial survey	46%	Biennial survey
Percentage of residents who think the council keeps them informed about its services and benefits	54%	54%	Biennial survey	60%	Biennial survey
Percentage of young people who feel they have a say in decisions affecting their local area	n/a	25%	Biennial survey	30%	Biennial survey
Percentage of residents who say that people from different backgrounds get on well together	83%	86%	Biennial survey	89%	Biennial survey

## CHAPTER 2

# PLACE

### Making the borough a better place for people

**Southwark is one of the fastest emerging quarters of London.** We know that life chances are interwoven with how Southwark as place develops, driving our plans to make Southwark a better place for people. To do this we plan to take advantage of the borough's key strategic location and by building its relationship with central London. This presents us with a unique opportunity to develop Southwark as a place and to become one of the best boroughs in the country, building on recent success in regeneration and development. Southwark is a young borough and our plans are based on developing a child centred community through large scale investment in schools and learning centres of the future. At the same time we want to use resources in a sustainable way to be a leading borough in tackling climate change and creating a sustainable urban environment. Improving quality of life is central to making Southwark a place where people can aspire to succeed and stay

#### Our outcomes for place

- Localities of mixed communities
- The sustainable use of resources
- More and better homes
- A vibrant and mixed economy
- A 'liveable' public realm

## Localities of mixed communities

We will work to make Southwark a place with a network of localities, focused around the eight community council areas. We will accelerate the regeneration plans for Bermondsey Spa and Canada Water and continue our successes in transforming Peckham. We will progress strategic physical regeneration projects in the borough by transforming the Elephant & Castle and the Aylesbury Estate. Achieving sustainability will be central to our regeneration plans. We will also deliver community regeneration giving attention to the centre and south of the borough and targeting town centres outside of the major regeneration zones such as Camberwell, to help address the gap in life chances across the borough.

Action	Completion date	Member lead	Strategic lead
Regenerate Elephant & Castle, including: <ul style="list-style-type: none"> <li>• Appoint commercial development partner</li> <li>• Select MUSCO partner</li> <li>• Commence construction on first round of housing</li> <li>• Begin removal of southern roundabout (in partnership with Transport for London)</li> <li>• Commence demolition of the Heygate Estate</li> <li>• Commence demolition of shopping centre</li> </ul>	Jun 2007 Dec 2007 Dec 2007 Jan 2008 Mar 2010 Oct 2010	Executive Member for Regeneration	Strategic Director (Major Projects)
Regenerate the Aylesbury Estate, including: <ul style="list-style-type: none"> <li>• Commence construction of the Information Shop that will provide details of the regeneration</li> <li>• Submit draft Area Action Plan for statutory approval for the whole Aylesbury Estate</li> <li>• Commence construction of the first new homes</li> <li>• Commence rehousing of Aylesbury Estate tenants</li> <li>• Open new Aylesbury Resource Centre</li> </ul>	July 2007 Apr 2008 Sep 2008 Jun 2009 Sep 2010	Executive Member for Regeneration	Strategic Director (Major Projects)
Regenerate Canada Water, including: <ul style="list-style-type: none"> <li>• Agree strategies and programmes whilst ensuring access to employment opportunities are provided by the regeneration</li> <li>• Complete new library and facilities</li> <li>• Complete new public square</li> </ul>	Sep 2007 Dec 2009 Dec 2009	Executive Member for Regeneration, Executive Member for Culture, Leisure and Sport	Strategic Director (Major Projects), Strategic Director (Environment and Housing)

<p>Regenerate Bermondsey Spa, including:</p> <ul style="list-style-type: none"> <li>• Deliver 477 new homes on various sites</li> <li>• Complete the re-housing of 148 tenancies (to include leaseholders) from existing poor quality Council housing</li> <li>• Dispose of a further 7,500 m2 of land for regeneration</li> </ul>	<p>Oct 2009 Nov 2009 Dec 2009</p>	<p>Executive Member for Regeneration</p>	<p>Strategic Director (Major Projects)</p>
<p>Regenerate Peckham, including:</p> <ul style="list-style-type: none"> <li>• Commencing the demolition of buildings on Wood Dene estate, creating space for new homes</li> <li>• Progress the environmental and community safety improvements around Peckham Rye station</li> <li>• Complete the programme of key environmental improvements, including improvements to street lighting, shopping areas and open spaces</li> </ul>	<p>Apr 2007 Sep 2007 Dec 2010</p>	<p>Executive Member for Regeneration, Executive Member for Environment, Executive Member for Community Safety</p>	<p>Strategic Director (Environment and Housing), Strategic Director (Regeneration and Neighbourhoods)</p>
<p>Implement the UDP and supplementary planning guidance documents</p>	<p>Jun 2007</p>	<p>Executive Member for Regeneration</p>	<p>Strategic Director (Regeneration and Neighbourhoods)</p>
<p>Delivery a high quality planning service, including planning enforcement and strategic transport development</p>	<p>Ongoing</p>	<p>Executive Member for Regeneration</p>	<p>Strategic Director (Regeneration and Neighbourhoods)</p>

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of residents who say they are satisfied with their area as a place to live	75%	76%	Biennial Survey	80%	Biennial survey
No. of private vacant dwellings demolished/ returned to occupation (BVPI 64)	137	145	150	155	160
BV109a Percentage of planning applications determined within					
– 13 weeks for major applications	58%	46%(YTD)	60%	62%	65%
– 8 weeks for minor applications	69%	67%(YTD)	71%	75%	75%
– 8 weeks for other applications	75.4%	78%(YTD)	82%	85%	85%

(YTD) – Year to date

### For further information see:

- The Southwark Plan 2006



## The sustainable use of resources

We will work transform the way Southwark's waste is managed through joint public and private investment in a major new waste management facility. We will make it easier for residents and businesses to become more sustainable through information and education and ensuring our services are geared towards efficient collection, disposal of waste and recycling. We will improve sustainability by ensuring new developments are above the national building regulation basic standard. We will implement the Green Action Plan. We will work with partners to influence the reduction in carbon dioxide emissions, improve air quality and reduce the use and waste of water, including implementing the council's climate change strategy.

Action	Completion date	Member lead	Strategic lead
Transform the way Southwark's waste is managed, including: <ul style="list-style-type: none"> <li>• Signing a long term plan to manage waste in the borough</li> <li>• Undertaking remediation of Old Kent Road site and progress works</li> <li>• Preparing the Old Kent Road site and traffic junction onto site completed</li> <li>• Completing construction of waste management facility construction on the Old Kent Road site</li> </ul>	Oct 2007 Oct 2008 Dec 2008 Sep 2011	Executive Member for Environment	Strategic Director (Environment and Housing)
Ensure our services are geared towards efficient collection, disposal of waste and recycling, including: <ul style="list-style-type: none"> <li>• Extending incentive schemes, such as the 'tag it bag it' pilot to encourage every home to recycle</li> <li>• Increasing the coverage of door-to-door recycling collections on our housing estates</li> <li>• Expanding the recycling pilot to all schools in the borough</li> <li>• Doubling recycling rates by increasing the provision and promotion of recycling sites and opportunities, including improving kerbside recycling service through usage of existing facilities</li> </ul>	Mar 2008 Mar 2008 Mar 2009 May 2010	Executive Member for Environment	Strategic Director (Environment and Housing)
Make homes more efficient, including: <ul style="list-style-type: none"> <li>• Encouraging initiatives for people to improve their homes energy efficiency, such as upgrading heating and installation systems</li> <li>• Aim for all new homes procured by the council to achieve level 4 of the code for sustainable homes and meeting the Home Energy Conservation Act 1995 target of improving the energy efficiency of housing by 30% by 2011</li> </ul>	Mar 2008 Mar 2011	Executive Member for Environment, Executive Member for Housing Management (Deputy Leader)	Strategic Director (Environment and Housing)

<p>Implement the Green Action Plan alongside other key initiatives, including:</p> <ul style="list-style-type: none"> <li>• Greening the organisation including greening the Council's buildings and expanding the council's bio-diesel fleet</li> <li>• Promote the expansion of the Eco Schools programme focusing on both greening the school and embedding within the curriculum</li> <li>• Progressing implementation of the Council's climate change strategy and support major energy projects and the London low emission zone</li> </ul>	Mar 2008	Executive Member for Environment, Executive Member for Children's Services and Education	Strategic Director (Environment and Housing)
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### Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of household waste being recycled or composted (BV 82+b)	14.96%	18.05%	20%	23.75%	30%
Missed recycling collections (LW 20a)	275	141	150	150	150*
Missed refuse collections (LW 20)	490	426	500	500	500*
Energy efficiency – the average SAP rating of local authority owned dwellings (BV 63)	64	65	66	66.5	67
Percentage of residents satisfied with recycling (Residents Survey)	77%	81%	Biennial Survey	85%	Biennial Survey

\*The objective is to sustain high performance.

### For further information see:

- **Southwark Green Action Plan**
- **Southwark Climate Change Strategy**

## More and better homes

We will work to improve residents' lives by providing high quality decent homes, delivering high quality housing services and securing a sufficient range of affordable housing to promote successful and inclusive communities. We will also work with home-owners and landlords to improve the quality of private sector housing, with a particular focus on vulnerable households.

Action	Completion date	Member lead	Strategic lead
Improve our existing stock to the decent homes standard, ensuring that homes for disabled people meet the lifetime homes standard	Mar 2011	Executive Member for Housing Management (Deputy Leader)	Strategic Director (Regeneration and Neighbourhoods)
Strive for excellence in delivering housing management services by improving repairs and maintenance, improving satisfaction, resident involvement, services to homeowners and communications; we will develop a suite of new performance indicators to track progress.	Mar 2008	Executive Member for Housing Management (Deputy Leader)	Strategic Director (Environment and Housing)
Secure the increase in housing available through planning of 1500 homes per annum, of which 750 will be affordable	Per annum	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Pilot the Social Homebuy scheme Launch a new Housing Options centre	Mar 2008 Mar 2008	Executive Member for Housing Management (Deputy Leader)	Deputy Chief Executive (interim arrangements)
Work with private home owners to implement a programme of community regeneration and housing renewal, including: <ul style="list-style-type: none"> <li>Commence the council's first major Street Renewal scheme in the new renewal areas of East Peckham and Nunhead</li> <li>Complete environmental improvements to Meeting House Lane</li> </ul>	Sep 2007 Sep 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
% of local authority units non-decent at start of year (BV184a)	41.59%	N/A	33.85%	32.10%	20.58%
Percentage urgent repairs (RTR) completed on time (CPA H4)	98.49%	98.5%	98.55%*	98.6%*	TBC*
Average time taken to complete non-urgent repairs (days) (CPA H5)	5.21	5	5*	5*	TBC
Average re-let times for council dwellings (BV212)	37.22	28	26*	24*	24*
Increased number of affordable homes (LHPI5a)	541	600	625	625	625
Tenants satisfaction (BV 74)	Triennial survey	64%	Triennial survey	Triennial survey	69%

\* = subject to the development of a new suite of housing management performance indicators, in line with our improvement plans.

### For further information see:

- **Southwark Housing Strategy 2005–2010**

## Infrastructure for a vibrant economy

We will promote an infrastructure that offers a safe, high quality and accessible environment for business and use regeneration and other opportunities to increase the number of business 'incubators' units for start-ups. We will promote Southwark as an ideal location to start a business, move a business and grow a business and provide protection for commercial and industrial uses of sites designated in the Southwark Plan. Through lobbying and working in partnership we will improve public transport connections to central London and across the borough. We will support town centres outside of the major regeneration zones through community regeneration schemes.

Action	Completion date	Member lead	Strategic lead
Implement actions resulting from the review of the council's engagement with Business Improvement Districts (BIDs) and continue to actively engage with the existing BIDs as well as support any areas in the borough looking to develop a BID	Mar 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Increase the number of local businesses engaging with the local procurement process and who are capable of bidding for council and other large or public funded contracts	Mar 2008	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Deliver a medium term transport plan and support TfL in implementing Cross River Tram whilst protecting local amenities and press TfL to set out a detailed plan for delivery of the tram	Timescale subject to TfL delivery	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)
Plan the development of three town centres in line with area plans	Mar 2009	Executive Member for Regeneration	Strategic Director (Regeneration and Neighbourhoods)

## Keeping track

<b>Performance indicator</b>	<b>2005/06 Performance</b>	<b>2006/07 Yr End est.</b>	<b>2007/08 target</b>	<b>2008/09 target</b>	<b>2009/10 target</b>
Number of new VAT registrations	1080 (2004)	N/A	1088	1113	TBC
Number of VAT de-registrations	920 (2004)	N/A	1026	1001	TBC

## For further information see:

- **Southwark Plan 2006**
- **Enterprise Strategy**
- **Local Implementation Plan for Transport**

## A liveable public realm

We will deliver a clean, green and safe Southwark that engages with communities and individuals to create and maintain streets and open spaces that enhance the character of our localities.

Action	Completion date	Member lead	Strategic lead
Continue to deliver and improve Action Areas and extend the publicity campaign to raise awareness of enviro-crime	Mar 2008	Executive Member for Community Safety	Strategic Director (Environment and Housing)
Transfer Burgess Park to a Community Development Trust	Dec 2007	Executive Member for Environment	Strategic Director (Environment and Housing)
Deliver the Cleaner, Greener, Safer programme by continuing to manage the delivery and completion of community council sponsored projects	Mar 2009	Executive Member for Environment	Strategic Director (Environment and Housing)

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of land and highways with unacceptable levels of litter and detritus (BV 199a)	20%	20%	19%	18%	17%
Increase usage of parks as a percentage of residents as measured by biennial residents survey* (PSA 11)	Biennial Survey	66%	Biennial Survey	66%	Biennial Survey
Percentage of residents satisfied with street cleaning (residents survey)	72%	72%	Biennial Survey	79%	Biennial Survey

\* Southwark also monitors usage of parks from under-represented groups

## CHAPTER 3

# SERVICES

### Delivering high quality public services

**Southwark is a 3 star modern council that is improving well** with surveys showing that people are more satisfied now with Southwark as a place to live. We want to continue to be recognised as a modern authority that excels in customer care and is focused on quality. We plan to deliver on our commitment to improving life chances and a making a better place for people by making the most from our complex network of public, voluntary and private sector providers who are all delivering essential services. We plan to effectively engage with communities and put the user experience first by empowering staff to deliver. We also plan to deliver on how people have told us they want to use services with new channels such as customer-service centres, the internet, one-stop-shops and extended schools.

#### **Our outcomes for services**

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



## Services are accessible and integrated in localities

We will develop our area approach to decision-making (covering each community council area) and service delivery so that issues and resources can be determined locally. We will strengthen decision-making and accountability at a local level, building on the experience of community councils and area partnerships. Throughout we will aim to improve public satisfaction with services across areas.

Action	Completion date	Member lead	Strategic lead
Strengthen local accountability through community councils by developing a strategy to increase representation of hard-to-reach groups Develop and implement area plans for each community council area Establish a community council Information point in each area	Dec 2008	Executive Member for Citizenship, Equalities and Communities	Strategic Director (Regeneration and Neighbourhoods)
Offer a range of activities to the whole community through the network of extended schools and children's centres	Sep 2010	Executive Member for Children's Services and Education	Strategic Director (Children's Services)

### Keeping Track

In this section we have grouped the key performance indicators against all three outcomes on page 36 of the plan.

## Services are customer focused

We will continue on our path to being a modern authority recognised as best in class that excels in customer care and effectively engages with our community. We will design services that start from the individual, identifying what they need and developing programmes and packages of support that meet individual user needs. This will involve the voluntary sector and other providers for example through commissioning. We will increase visitors to the website by offering an improved customer service environment with 24/7 access to information and services. We want to further improve resident satisfaction, benchmarking against national standards.

Action	Completion date	Member lead	Strategic lead
Improve access to the Customer Service Centre and one stop shops by implementing a single booking system so all bookings can be done by the front office Deliver a 'one touch' application process to improve the speed of processing applications	Sep 2007  Apr 2008	Leader	Strategic Director (Customer and Corporate Services)
Ensure all customers have an opportunity to access council services by delivering and improving customer focused ICT	Mar 2009	Executive Member for Resources	Strategic Director (Customer and Corporate Services)
Increase customer transactions and information retrieval via the website	Dec 2008	Leader; Executive Member for Resources	Deputy Chief Executive

## Keeping Track

In this section we have grouped the key performance indicators against all three outcomes on page 36 of the plan.

## Services are efficient and modern

We will continue to be an efficient organisation that is achieving service improvement for all of the community through the delivery of modern services in partnership. We will adapt and strengthen the capacity of the Southwark Alliance to implement Southwark's first Local Area Agreement and meet the challenges of the Local Government White Paper. We will assess our progress through external inspection and accreditation. Through effective partnership working and in line with the medium term financial strategy we will set challenging efficiency targets to redirect resources to frontline service provision.

Action	Completion date	Member lead	Strategic lead
<p>Improve the representation of BME staff, women and disabled staff among the Council's managers through schemes like the Accelerated Development Programme</p> <p>Undertake biannual staff survey to test progress on improving staff perception of the council as an employer</p>	Mar 2008	Leader, Executive Member for Resources	Strategic Director (Customer and Corporate Services)
Review current Human Resources policies and strategies, and produce a new Human Resources Strategy	Mar 2008	Executive Member for Resources	Strategic Director (Customer and Corporate Services)
Progress the office accommodation strategy	Jun 2007	Executive Member for Resources	Strategic Director (Customer and Corporate Services), Deputy Chief Executive

## Keeping track

Performance indicator	2005/06 Performance	2006/07 Yr End est.	2007/08 target	2008/09 target	2009/10 target
Percentage of residents satisfied with the way the council is running the borough	62%	65%	Biennial Survey	70%	Biennial Survey
Percentage of residents who were satisfied with the outcome of their last contact with the council	58%	57%	Biennial Survey	60%	Biennial Survey
Percentage of council tax collected (BV 9)	92.96%	91%	93%	94.5%	96%
Percentage of rent collected (BV 66a)	91.02%	91.6%	93.13%	93.74%	94%
Number of top earners from target groups: (BV 11)					
– BME:	16.3%	16.5%	18.5%	20.5%	22.5%
– Women:	38.89%	42%	44%	46.7%	48%
– Disabled people:	1.48%	2.22%	2.75%	3.5%	4%
The number of working days/shifts lost to sickness/absence per full time equivalent employees (BV 12)	8.02	8	7.9	7.8	7.7

### For further information see:

- **Southwark's Local Area Agreement**
- **Medium Term Financial Strategy**
- **Office Accommodation Strategy**