

WORKING DOCUMENT

**A Community Strategy
for Southwark
2003 - 2006**

Publication target date - April 2003

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This strategy begins on **Page 3** with **THE VISION FOR SOUTHWARK**, which basically describes the Borough in the future and outlines some achievements so far.



On **page 4** there is a description of **WHERE WE ARE NOW**, the key role of the Local Strategic Partnership and the values underpinning what we are trying to achieve.



The detailed action plan begins on **page 5**. Responsibilities for who will do what by when to support achievement of each of the **PRIORITIES FOR SOUTHWARK** is outlined:

- Tackling Poverty, **pages 5-8**
- Making Southwark cleaner and greener, **pages 9-11**
- Cutting crime and the fear of crime, **pages 12-15**
- Raising standards in our schools, **pages 16-19**
- Improving the health of the borough, **pages 20-23**



SOME FACTS ABOUT SOUTHWARK are given on **page 24**.

Finally, the **KEY SUPPORTING STRATEGIES** are listed and briefly explained on **page 26**.



Your comments.....

We hope you find the strategy useful. We will be using it as a means of monitoring the progress of our achievements and each year the Southwark Alliance hope to produce Local Area Action Plans to help you know what's happening in your part of the borough. In the meantime, if you have any comments then please contact us at the Town Hall, Peckham Road, Southwark, SE5 8UB.

THE VISION FOR SOUTHWARK

Our vision for Southwark has been developed following consultation with local people and a wide range of partners. At its heart is the belief that we can make Southwark a better place to live, to learn, to work and to have fun. We have already made significant progress towards this goal, for example by

- transforming many parts of the borough through large-scale regeneration projects
- successfully repositioning north Southwark as a thriving part of Central London
- developing borough-wide Community Councils to encourage wider participation in the day-to-day delivery of Council services
- working with the Police and local communities to tackle crime in identified “hot spots”
- Investing in youth through the development of after school clubs led by local community groups.

However, we still have a long way to go. To help us get there, we have identified five priority areas for action. We have worked with our partners to gain their agreement on the things we will do to achieve our priorities.

The priorities for Southwark

We have developed the following priorities, which help articulate our vision:

- Tackling poverty
- Making Southwark cleaner and greener
- Cutting crime and fear of crime
- Raising standards in our schools
- Improving the health of the borough

WHERE WE ARE NOW - APRIL 2003

Southwark has undergone massive change in recent years to become one of the most, vibrant, exciting and culturally diverse areas of London. Even so, severe inequalities and a growing polarisation between the most and least deprived parts of the borough still exist.

Thanks to Southwark's partner agencies, community organisations, the faith sector, voluntary groups and residents we are clear about our "priorities". This Community Strategy shows how, through the plans and commitments of all partners, we will work together to meet priorities.

The Local Strategic Partnership

The Community Strategy will only be successful and meaningful if we can achieve *shared* commitment. By working together, we can work more efficiently and smarter. In sharing our resources, we can more effectively target local problems.

In February 2002, a new partnership called "The Southwark Alliance", was created to bring together the collective strengths and experience of council and other agencies providing public services, local voluntary and community groups, faith sector, the business sector and community representatives. The Southwark Alliance will be responsible for meeting the targets set in the Community Strategy.

Community Strategy Values

In order to deliver the strategy we have established a number of values to underpin the priorities. These run through each of our five priorities and reflect the principles upon which the Southwark Vision is based. The values are:

- Sustainability – ensuring our actions today benefit future generations.
- Equality and diversity – promoting equality for everyone, and responding to the needs of our many diverse communities.
- Fairness – delivering our priorities in a way that eliminates unfair disadvantages against any one person or group in Southwark.
- Quality – ensuring that quality rather than quantity drives our vision to continuously improve the borough.
- Value for money – using scarce resources efficiently.
- Community involvement and cohesion – engaging with all sections of our communities so that the Southwark Vision is representative, reflects local need and encourages good community spirit and relations.
- Investing in young people – targeting our efforts on those who will provide for the future needs of Southwark.

TACKLING POVERTY

What do we want to achieve?

Our aim is to ensure that everyone has an equal opportunity to share in increasing prosperity within the Borough and that the quality of life for the most disadvantaged is improved.

How will we do it?

- By addressing the causes of poverty
- By addressing the symptoms of poverty
- By alleviating the symptoms of poverty

To drive this forward we will embark on an exciting programme for Southwark, which will put a focus on tackling the different problems of poverty people face during different stages of their lives.

Why is this a priority?

Many parts of the Borough have been transformed over the last few years. The scale of change has been felt in places such as Peckham where £xm has been spent and by thinking the unthinkable we have helped reposition north Southwark as a vibrant part of Central London. New prosperity and opportunity have come to the borough as a result.

That said, the problems of poverty and low income remain very real for many people all over the borough and the challenge remains to ensure that every member of Southwark's community is able to share in this new-found prosperity.

Some communities in Southwark still suffer from high levels of deprivation characterised by high levels of unemployment, benefit dependency, ill health and crime. Consequently there are groups of people who do not have access to employment, adequate income, or affordable and good quality homes.

The current health of the local economy presents us with some real challenges. Southwark is the fourth most deprived London borough in relation to access to employment. Unemployment is currently double the London average, and five times that for Black and Minority Ethnic communities. For those in work, incomes are lower than national average.

Poor housing and health are often symptomatic of poverty. About half of Council housing does not meet the Government's new 'decent home' standards. There is issues regard the incidence of ill health among groups experiencing disadvantage. Problems of poverty also have a negative impact on the future life chances of children and young people and enhance vulnerability of the elderly. There are many groups, particularly in the voluntary and faith sector, who are well placed to support those people who feel excluded.

Important issues identified through consultation included:

- Access to affordable, good quality housing
- The promotion of social cohesion and meeting the needs of disadvantaged groups
- Greater community involvement in decision-making and developing a sense of community responsibility
- Dealing with economic, social and environmental issues holistically
- Ensuring that services are joined up, accessible and of a high quality.

So what are we going to do...

What actions will we take?	By when – milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Addressing causes				
Implement the Neighbourhood Renewal Strategy, which targets the most deprived neighbourhoods of the Borough.	First stage implementation by 2004	Southwark Alliance (Local Strategic Partnership)		<ul style="list-style-type: none"> ▪ Ensure the neighbourhood renewal targets are successfully achieved. ▪ Reduce gap in unemployment between worst ward and Southwark average ▪ Secure tramlink from Elephant&Castle via Aylesbury to Peckham and for rail station at Camberwell ▪ <i>Resident setting up own business, lasting 18+ months</i> ▪ Over 2 years to 2004, and taking into account the economic cycle increase the employment rates in Southwark and reduce the difference in rates between Southwark and the inner London and London-wide region ▪ Over 2 years to 2004, and taking into account the economic cycle increase the employment rates of people with disabilities, lone parent, ethnic minorities and over 50s and narrow the gap between these rates and overall Southwark rate. ▪ <i>Borough job entry rate for young people aged 18-24 is equal to the inner London rate [which is?] by 2005.</i>
Deliver major regeneration programmes for the Aylesbury Estate and the Elephant and Castle	Aylesbury Estate by 2008; <i>Elephant and Castle by 2006</i>	Southwark Council (Accountable Body)	All major partners involved in programme; London Development Agency (LDA)	
Improve the transport links borough-wide	Link to neighbourhood renewal strategy 2002-4	For NRS – Southwark Alliance		
Develop and implement an Enterprise Strategy for the borough to improve the health of the local economy, particularly focusing on attracting new business investment and providing support to business.	Implement over 2002 to 2005	Council, London Business Link and LDA		
Improve access to and take up of employment by local people and use the Employment Strategy to promote and support joined-up working across the agencies	First review of Employment Strategy by 2004.	Council, Job-centre Plus, LDA, Learning & Skills Council (LSC)		

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What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Continue to build the Community Empowerment Network	To 2006	Southwark Alliance	Voluntary sector organisations	
Implement the compact agreed with the voluntary sector	From 2003	Statutory agencies/ voluntary sector		
Addressing symptoms				
Improve the quality of existing Council housing	2004	Council (Housing Department)		<ul style="list-style-type: none"> Achieve 33% reduction across the 5 targeted neighbourhoods in the number of Council homes, which do not meet the Government's decent homes standard by April 2004.
Promote improved quality of private sector housing through working with landlords and home owners	Review home maintenance strategy by April 2004	Council (Housing), Housing Associations and Private Sector		
Develop an Affordable Warmth Action Plan	April 2004	Council (Housing Department)		
Increase the supply of affordable housing in the borough for both renting and home ownership including the establishment of a common shared ownership register.	2005	Council (Housing Department), Private Sector and Housing Associations		<ul style="list-style-type: none"> Provide over 150 affordable homes through the planning system by April 2005. Ensure that any affordable housing that is lost through redevelopment is re-provided in the local area.
Increase housing choice in order to build sustainable communities	2004	Council (Housing Department)	Other partner organisations will be involved	
Improve support to all children and families in the borough and help build stronger communities by joining up services and determining design according to need as well giving families a greater say in shaping services.	To 2005	Council (Social Services)	PCT, Police, Atkins, Voluntary and Faith sectors	<ul style="list-style-type: none"> Detail of the targets in the Children's Services Plan.

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What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Support young people through their teenage years through actions which: <ul style="list-style-type: none"> • Improve the quality of service through the development of personal advisors • Improve facilities for young people • Provide a range of diversionary activities for young people • Give young people a greater say in issues affecting them 	To 2006	Youth and Connexions Service	Youth Voluntary Organisations; Learning and Skills Council; Youth Offending Team	National targets include: <ul style="list-style-type: none"> • Youth Service reach up to 25% of young people in the target 13-19 years age range (currently 12%) by 2006, with 60% of those targeted to undergo personal and social development which results in an accredited outcome. • Achieve 85% or better satisfactory rating from young people engaged with the youth service Local targets include: <ul style="list-style-type: none"> • Have Youth Charter in place by ??? • Provide summer programme to 3000 young people aged 13-19 during 2003/4.
Alleviating symptoms				
Improve the take-up of welfare benefits through a range of targeted initiatives	2006	Council, Job Centre Plus and Community Legal Services Partnership.	Voluntary sector	<ul style="list-style-type: none"> ▪ Halve Council rent debt, to £xm by 2006. ▪ Achieve tax arrears target of £11m by 2006. ▪ Reduce housing debt by 12.5% per annum.
Increase awareness of the direct payments scheme enabling Social Services users to purchase their own care.	?	Council	?	
Establish local learning centres through libraries, college, outreach venues, and voluntary sector projects linked to UK Online, the People's Network and National Grid for Learning	March 2006	Southwark Alliance		

For further information please see....	Available from.....
▪ Neighbourhood Renewal Strategy	▪ Council (Social Inclusion Unit)
▪ Employment Strategy	▪ Council (Regeneration Department)
▪ Enterprise Strategy	▪ Council (Regeneration Department)
▪ Family Support Strategy and Children's Services Plan	▪ Council (Social Services)
▪ Youth Service Plan 2003/4	▪ Council (Education and Culture Department)
▪ Housing Strategy	▪ Council (Housing Strategy and Policy Team)
▪ Southwark Council Corporate Plan	▪ Council (Corporate Strategy)

MAKING SOUTHWARK CLEANER AND GREENER

What do we want to achieve?

Our aim is to make Southwark a place with a high quality and improving local environment.

How will we do it?

- By improving services
- By sustainable land-use and traffic planning
- By raising awareness of the need for residents, visitors and businesses to act in ways to improve the local environment

Why is this a priority?

The quality of the environment affects everyone's lives: a poor quality environment affects the way that a place looks, but it also has a big impact on people's health, feelings of safety and the buoyancy of the local economy. Key issues facing Southwark are transport pollution, waste management, redeveloping brownfield sites and energy management.

Pollution caused by traffic is a particular problem in Southwark. It contributes to ill health by exacerbating or causing respiratory problems. Air pollution and transport improvements are London-wide issues and will depend on joint working with other boroughs, the Greater London Authority and transport providers and haulage operators.

Residents, community and voluntary groups, and partners told us that the quality of the environment is an important issue particularly:

- Cleaner streets
- Better air quality
- Improved recycling facilities and door-to-door collection schemes
- Action taken against people who damage the environment
- Improvements to open spaces and parks
- Innovative but sensitive building design
- Improved public transport and cycle routes

A cleaner environment is seen by residents to be a key priority (MORI 2002 Survey), and satisfaction with the environment is declining. Of those who said that the environment was important, the key issues were improving street cleaning, refuse collection, litter and noise and too much traffic.

So what are we going to do?

What actions will we take?	By when – milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Improving services				
Implement Waste Management Strategy	First consultation complete by Mar 2003	Council	Southwark Community Recycling	<ul style="list-style-type: none"> ▪ Detail of targets in the Waste Management Strategy. ▪ <i>By March 2004, remove 4,500 abandoned vehicles, an increase of 1,500 on the previous year (provisional).</i> ▪ Deliver targets associated with the Air Quality Action Plan. ▪ By March 2004, 80% of the Borough's streets to be cleaned to a 'high'* or 'acceptable'* standard (currently 70%). <p>* = national performance indicator definition.</p> <ul style="list-style-type: none"> ▪ We are developing targets to measure satisfaction with the local parks, open spaces and overall environment.
Develop a neighbourhood approach to service delivery, which encourages people to take pride in their locality. There will be a greater focus on enforcement and better publicity and access for customers.	October 2003	Council	Community organisations such as Groundwork Trust.	
Put measures in place to achieve the expected standards in air quality	2005	Council	Association of London Govt; Vehicle Inspectorate; Public representative groups (called "Cluster" groups)	
Award a new borough-wide cleansing contract, managed on an area basis	May 2003	Council		
Establish an Environmental Call Centre so those customer enquiries can be dealt with quickly and efficiently.	Established January 2003	Council		
Produce "A State of Local Environment" report	Annually from April 2004	Council		
Invest in parks through a mixture of Council and external funding.	?	Council	Local residents; Local organisations such as Bankside Open Spaces Trust; National bodies such as New Opportunities Fund.	

What actions will we take?	By when – milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Build a proper recycling facility in Southwark	April 2006	Council	Partner to be decided	<ul style="list-style-type: none"> Part of a new integrated waste contract, which includes provision for an external partner to bring finance to build a new facility. Scheme to be reviewed as it progresses, with possible link to new Community Council development
Extend kerbside recycling to include other materials in addition to paper.	April 2004	Council		
Establish street leader scheme in 5 priority neighbourhoods	100 street leaders recruited by March 2004	Council	Police, neighbourhood groups	
<i>Sustainable land-use and transport planning</i>				
Ensure, through the Southwark Plan (Southwark's UDP), that land use proposals support more sustainable development.	UDP on second deposit draft during 2003/4 and adopted by 2004.	Council		<ul style="list-style-type: none"> To ensure that new developments promote sustainability in terms of transport provision, use of energy resources and other environmental considerations. All new development applications will be accompanied by a Sustainability Appraisal.
<i>Raising awareness</i>				
Introduce mini recycling centres for blocks of flats.	April 2006	Council		<ul style="list-style-type: none"> Increase the level of recycled household waste to 18% by 2005/06 Implement the targets of the Green Travel Plan including enlarging the pool car scheme for Council staff
Update the Green Travel Plan for Council staff	From April 2003	Council	Transport for London	

For further information please see....	Available from.....
<ul style="list-style-type: none"> Waste Management Strategy 	<ul style="list-style-type: none"> Council (Environment and Leisure Department)
<ul style="list-style-type: none"> Unitary Development Plan (Southwark Plan) 	<ul style="list-style-type: none"> Council (Regeneration Department)
<ul style="list-style-type: none"> Air Quality Improvement Plan 	<ul style="list-style-type: none"> Council (Environment and Leisure Department)

CUTTING CRIME AND THE FEAR OF CRIME

What do we want to achieve?

Our aim is to make Southwark Safer in ways that meet the needs and concerns of all sections of the community.

How will we do it?

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

Our objectives above reflect the priorities of the Crime and Disorder Strategy 2002/5.

Why is this a priority?

Crime is a major issue for Southwark. Between April 2001 and March 2002 there were 45,765 crime incidents reported to the police.

The Safer Southwark Partnership (SSP) brings together the Police, the Council and other partners to tackle crime in the borough. Just as important as tackling crime itself is taking measures to ensure that people feel safe on the street. Fear of crime is linked with perceptions of anti-social behaviour and visible signals of neglect in neighbourhoods, such as poor street cleanliness and high incidences of graffiti.

Southwark is adopting a new approach to policing of neighbourhoods and “hotspots”. The Police, the Council and residents will share information and work closely together. Specific initiatives include CCTV, high visibility policing, and increased support to victims and warden schemes.

The challenge now is to involve communities in the long-term objectives of addressing risk factors and strengthening communities. Key will be cross-departmental and cross-agency work, such as area-based initiatives, that focus on long-term preventative measures. Action to prevent crime requires joined-up solutions such as improved education and access to employment. We also need to learn from the work already undertaken and underway, particularly on youth crime.

We know from residents, community and voluntary groups, and partners that crime, in particular street crime, is a top concern (MORI 2002 Survey). Those we consulted would especially like to see:

- improved relations between the Police and the community, especially young people
- greater community responsibility for tackling crime and community safety
- improved lighting on streets, estates and in parks
- increased use of CCTV
- more visible on-street policing – Southwark is a pilot priority policing area

So what are we going to do?

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Neighbourhood approach and targeting hot spots				
Employ neighbourhood wardens	Two new schemes developed through 2003	Council	Police	<ul style="list-style-type: none"> ▪ By 2005, reduce the overall crime rate to meet and descend below the average crime rate per 1000 population for the Crime Reduction Partnership family. ▪ Increase the feelings of daytime and nighttime safety by 10% respectively. ▪ Reduce rate domestic burglary by 25% by 2005. ▪ Reduce anti-social behaviour by 5% in neighbourhood hotspots by April 2003. ▪ Reduce street crime in hotspot areas by 10% and across the Borough by 5% by April 2003. ▪ Ensure no growth in vehicle crime (baseline target of 34.5 per 1000 by March 2003) ▪ 92% CCTV working that is the Council's responsibility by March 2004. ▪ <i>% street lights working as planned (target being developed)</i>
Ensure police community support officers are deployed throughout the Borough	From April 2003	Police		
Introduce police "hot spot" teams. 30 police officers will be dedicated to combating crime in the designated areas.	From 2003, teams monitored annually	Police	Voluntary sector	
Give borough-wide coverage to Multi-functional Street Action Teams (SAT) to improve local environment and help tackle anti-social behaviour related to environmental crimes (e.g. vehicle crime).	Lifespan of specific SAT dependent on area	Council	Police, Voluntary sector, local business. Will involve other partners as SATs develop	
Improve management of CCTV & related measures throughout the Borough.	CCTV Control Centre in place by May 2003	Council	Police	

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What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Put in place a fully integrated arrest referral programme to work with drug users who cause most harm to communities	Monthly monitoring from 2002/3	Drugs and Alcohol Action Team	Police and Voluntary sector	<ul style="list-style-type: none"> ▪ Deliver relevant targets within Substance Misuse Strategy.
Develop programmes to support reparation to victims and the community, and provide support to victims of crime	By March 2004, Extend existing programmes	Youth Offending Team (YOT); Police		
Undertake intensive rehabilitation work to reduce re-offending, such as providing community service opportunities and expanding employment training and education programmes to offenders.	Roll-out from Jan 2003	Council (Social Inclusion Unit)		
Youth crime				
Implement tailor-made programmes for persistent young offenders and early intervention and prevention	March 2005	Youth Offending Team	Council, Health, Police, Probation Service, Faith	<ul style="list-style-type: none"> ▪ Reduce re-offending by young people 10-17 years from 32% (2001) to 24% by March 2005
Offer support to all the boroughs secondary schools on crime, drug and citizenship education	2004	Youth Offending Team and Police	Agencies Supporting Schools Programme and Junior Citizen Scheme	<ul style="list-style-type: none"> ▪ To improve personal safety on school journeys by 5% by March 2005
Tighten truancy controls and introduce a range of diversionary activities and education and leisure-based projects for young people such as the Karrot Reward Scheme.	To 2006	Safer Southwark Partnership; Youth and Connexions Service	Youth Offending Team	<ul style="list-style-type: none"> ▪ Reduce crime against and repeat victimisation of young people by young people to 10% and increase the clear up rate to 20% by March 2005 ▪ Improve public satisfaction so that public concern about young people is reduced to 10% by 2004. ▪ Provide appropriate education, training and employment provision to reach at least 50% of those young people being supervised by the Youth and Connexions Service

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Hate and serious crime				
Put in place a comprehensive Hate Crime Strategy and establish robust measurement for hate crimes such as race, domestic violence and homophobic crimes	May 2004	Council	Safer Southwark Partnership	<ul style="list-style-type: none"> ▪ Reduce robbery by 5% by March 2003 to 12.7 per 1000 population. ▪ Offensive Weapons/bladed articles: increase judicial disposals by 10% by March 2003. ▪ Reduce supply or intent to supply class A drugs by achieving 100 judicial disposals by March 2003. ▪ Reduce the level of repeat victimisation by 5% for domestic violence ▪ We are currently developing targets for the number of racial incidents recorded and the percentage of racial incidents that resulted in further action.
Implement the Campaign Against Hate Crime which is aimed at tackling the causes and impact of race and other hate crimes on the community	Funded through Single Regeneration Budget to 2006/7	Safer Southwark Partnership	Local Forums and Voluntary Organisations	
Deliver a Youth Involvement Programme in Bermondsey and Rotherhite, which will maximise cross-cultural contact, use peer and positive role models and involve young people in activities to tackle race crime.	Programme currently being set up	Local youth organisations	Statutory agencies and voluntary groups	

For further information please see....	Available from.....
<ul style="list-style-type: none"> ▪ Southwark Crime and Disorder Strategy 2002/5 <p>Please also go to safersouthwark.org.uk for regularly up-to-date information on the work of the Safer Southwark Partnership.</p> <ul style="list-style-type: none"> ▪ Substance Misuse Plan ▪ Annual Police Plan ▪ Youth Service Plan 	<ul style="list-style-type: none"> ▪ Safer Southwark Partnership – copies obtained through the Council's Social Inclusion Unit. ▪ Drugs Action Team ▪ Metropolitan Police ▪ Council (Education and Culture Department)

RAISING STANDARDS IN OUR SCHOOLS

What do we want to achieve?

Our aim to give everyone in Southwark the life chance, through learning and achievement, to make a contribution to the wider community.

How will we do it?

By

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

Why is this a priority?

Educational attainment in Southwark is low – but it is improving. In 2001, 33% of pupils in Southwark schools achieved five or more A*-C grade GCSEs, compared to 29% in 1998.

We know that educational attainment is closely related to deprivation and, because the level of deprivation in the borough is so high, raising standards in education relies upon tackling other issues such as employment, health and housing. However, there is much evidence of widely varying performance between pupils – and schools – suffering equivalent levels of deprivation, so one of our aims must be to lift all to the level of the best.

There are significant numbers of pupils who join school after the actual start date of the school year, with some one in three pupils changing schools at least once during their primary and secondary school career. The resources needed to cope with admissions of new pupils, the varying educational needs that many newcomers have, and the impact on existing pupils already in schools creates extra challenges for us.

Educational attainment is improved by working in partnership, and the voluntary, community and faith sector and local businesses make a significant contribution to the educational opportunities provided in Southwark.

The Council set up a partnership with Atkins Education in April 2001. Atkins is now responsible for the delivery of services to schools and pupils, and the Council has responsibility for effective strategic and performance leadership.

Improving educational attainment and enabling children to reach their full potential through education and work experience is a priority for those we consulted. Important issues were:

- High quality schools and teaching
- Access to a school of choice
- Making education relevant to employment through work experience and employment-related college courses
- Attracting and retaining teachers of a high quality
- Support for parents and developing the role of schools as centres of the community

So what are we going to do?

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Promoting learning				
Increase the number of three year olds who have access to good quality free early years education places	2004	Council (Early Years Partnership)		By 2003 <ul style="list-style-type: none"> Reduce exclusions from all schools to 1.43 per thousand pupils By 2004 <ul style="list-style-type: none"> 90% of three year olds in good quality free early years education places 93% attendance in secondary schools 94.9% attendance in primary schools
Measures to improve attendance and truancy rates	2004	Atkins	Council (Education & Culture Dept)	
Measures to reduce exclusions of boys and Black African and Black Caribbean pupils	2004	Atkins	Council (Education & Culture Dept)	
Open 2 new City Academies	2003	Council		
Implement the Neighbourhood Renewal targeted development programme for primary schools	2004	Southwark Alliance	Primary schools in South Bermondsey/ North Livesey and East Camberwell	
Raising Achievement				
Provide targeted support to primary schools where pupils are critically under-attaining at age 11.	2004	Atkins	Council (Education & Culture Dept)	By 2004: <ul style="list-style-type: none"> 83% of pupils to achieve Level 4 or above at Key Stage 2 in Literacy 80% of pupils to achieve Level 4 or above at Key Stage 2 in Numeracy 42% of pupils to achieve five or more GCSE grade A*-C 60% of children looked-after achieving at least 1 A*-G GCSE/GNVQ equivalent Reduce teacher vacancy rates to 4% Give teachers without DfES recognition the opportunity to gain fully qualified status
Extend opportunities for the identification and dissemination of good practice	2004	Atkins	Council (Education & Culture Dept)	
Develop a joint strategy with EiC and North Southwark EAZ to deliver 'additional' attainment in targeted schools, linking with other priority neighbourhood programmes.	2004	Atkins	Council (Education & Culture Dept)	
Improve the retention rates of teachers in our schools	2004	Atkins	Council (Education & Culture Dept)	

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
<i>Instilling Confidence</i>				
Measures to improve satisfaction of schools with the LEA and of parents and pupils with schools	2004	Atkins	Council (Education & Culture Dept)	<ul style="list-style-type: none"> ▪ Better guidance for parents on making choices ▪ Ensure a school place for all Southwark children ▪ Retain pupils in the borough
Introduce a common admissions system across the boroughs schools	September 2004 for secondary schools and for all schools by May 2006.	Atkins	Council (Education & Culture Dept)	
Implement the Family Support Strategy, which links the promotion of children's education with their health, social and cultural development.	To 2005	Council (Social Services)	Council (Education & Culture Dept) PCT, Police , Atkins, Community and Voluntary sector.	
<i>Developing competence</i>				
Promote the Basic Skills Agency accredited courses among adult learners	2004	Council (Education & Culture Dept)		<p>By 2004</p> <ul style="list-style-type: none"> ▪ Increase the number of adult learners taking basic skills courses by 20% ▪ 77% of pupils remaining in education and training beyond the statutory leaving age
Measures to increase post-16 participation in education and training	2004	Learning and Skills Council (through the 'Southwark Forum')	Atkins Council (Education & Culture Department), Schools and Colleges, Local Training Providers	
Implement the "Southwark Guarantee" – a guarantee for students and parents to make sure that a place is offered in either school or college, with a training provider or a local employer so they can continue their learning.	All schools, colleges and training providers involved in scheme by 2005	Learning and Skills Council (through the 'Southwark Forum')	Council (Education & Culture Department), Schools and Colleges, Local Training Providers	

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Empowering communities				
Target child minding in disadvantaged areas	2004	Council (Early Years Partnership)		By 2004 <ul style="list-style-type: none"> Create an additional 90 child minding places in disadvantaged areas
Implement the citizenship curriculum	2004	Atkins	Council (Early Years Partnership)	
Support young people to participate in society, learning and economy through projects including: <ul style="list-style-type: none"> Working with young mothers (aged 16-19 years) to enable them to get back into education, employment and training Promote youth achievement awards e.g. Duke of Edinburgh Establish placements on the Foundation in Modern Apprenticeship programme (NVQ Level 2 equivalent) 	To 2006	Youth and Connexions Service	Learning and Skills Council, Education Business Alliance, local employers and work based training providers	Targets include: <ul style="list-style-type: none"> Achieve a minimum success rate of 60% of young mothers back into education, work or training Increase numbers of secondary schools involved in youth achievement awards to 90% by 2005 Increase the number of young people achieving a qualification equivalent to NVQ level 2 through the Youth and Connexions Service

For further information please see....	Available from.....
<ul style="list-style-type: none"> Southwark Education Development Plan Early Years Development and Childcare Plan Family Support Strategy Youth Service Plan Southwark 14-19 Strategy 	<ul style="list-style-type: none"> Council (Education and Culture Department) Council (Education and Culture Department) Council (Social Services Department) Council (Education and Culture Department) London Central Learning and Skills Council

IMPROVING THE HEALTH OF THE BOROUGH

What do we want to achieve?

Our aim is to make Southwark a healthier and more caring place by tackling the causes and effects of poor health and health inequalities.

How will we do it?

- By tackling the causes of ill-health
- By improving the quality of service provision
- By focusing on vulnerable groups such as older people and children.
- By improving experience for patients

Why is this a priority?

The recent reorganisation of the NHS has led to the formation of a Primary Care Trust (PCTs) in Southwark, which integrates health and social care services in the borough. PCTs are new free standing, statutory bodies that came into operation in April 2002. They are responsible for improving the health of the local population, commissioning health services, and investing in primary and community care.

Local Delivery Plans (LDPs), produced by PCTs reflect a coherent and integrated approach to strategic planning for health improvement and well being, and healthcare and treatment within the local health economy.

The levels of ill health in Southwark are especially high. Poverty and environmental factors, together with lifestyle and genetic tendencies, predispose the Southwark population to a greater than average burden of ill health. And given the enormous levels of local need and the challenge of improving health, it is essential to focus our efforts in the areas of greatest need and the areas where we can make the biggest difference.

Important health issues include:

- High rates of teenage pregnancy (the second highest in Europe)
- Abortion rates are between two and three times the national rate, depending on the age group.
- Increased prevalence of diabetes
- High rate of stillbirths and early infant deaths
- High incidence of mental illness - it is estimated that around 20% of residents have significant minor depression or anxiety at any given time (compared with a national average of 12%).
- High incidence of tuberculosis, a particular concern amongst minority ethnic communities
- Increasing numbers of residents living with HIV, disproportionately affecting gay men and Black Africans
- Increasing incidences of sexually transmitted infections, especially gonorrhoea and chlamydia

People in the borough would like to see more responsive and accessible health and social care services, more involvement in the planning and provision of services and improved waiting times for GP and hospital appointments

So what are we going to do?

What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Tackling the causes of ill-health				
Work with Smoking Cessation Service to reduce smoking among children, young people and pregnant women	Year on year to 2010	Primary Care Trust		National targets that have been locally adopted include: <ul style="list-style-type: none"> ▪ A one percentage point reduction per year in the proportion of women continuing to smoke throughout pregnancy, focussing especially on smokers from disadvantaged groups (part of the contribution to the national target to reduce by at least 10% the gap in mortality between "routine and manual" groups and the population as a whole by 2010). ▪ Increase breastfeeding by 2% year on year ▪ Contribute to achievement of national targets, such as life expectancy, as stated in the PCT's Local Delivery Plan. ▪ Reduce by at least 10% the gap in infant mortality of children under 1 by 2010. ▪ A reduction in teenage pregnancy of 15% by 2004 and by 60% by 2010 ▪ Reduction in death rates from CHD of at least 25% in people under 75 by 2005 compared to 1995-1997, targeting the 20% of areas with the highest rates of CHD.
Promote breastfeeding, focussing especially on women from disadvantaged groups.	Year on year to 2010	Primary Care Trust	Council (Social Services)	
Enhance understanding of, and share learning across the agencies on, factors contributing to poor life expectancy and intervention work to reduce such factors	Year on year to 2010	Primary Care Trust	Council (Social Services)	
Provide a training and information pack on identifying the 7 risk indicators of low birth weight for frontline staff across the borough	Year on year to 2010	Primary Care Trust	Council (Social Service)	
Initiatives to reduce teenage pregnancy rates including providing access to Emergency Contraception Services, creating drop-in facilities, and better access to information through magazines and Internet.	Milestones at 2004 & 2010	Social Services & PCT	Community & Voluntary Sector	
Reduce death through coronary heart disease through the Local Exercise Action Pilots (LEAP) initiative working with the rangers services to incorporate 'exercise' as part of core activity	2005	PCT, Strategic Health Authority	LB Southwark Park Rangers Service, Sport Action Zone, South Bank University, St Jude's Community Centre.	

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What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Implement strategy to have fewer non-decent homes in the borough	2004	Council (Housing Dept)		<ul style="list-style-type: none"> Achieve a reduction of 33% across 5 targeted neighbourhoods in the number of Council homes, which do not meet the Government's decent home standard by April 2004.
Improving the quality of service provision				
Work to increase the number of those supported intensively to live at home with support from social services	March 2006	Social Services	PCT Voluntary Sector	<ul style="list-style-type: none"> Increase the number of those supported to live at home to 30% of the total being supported by social services at home or in residential care by 2006.
<i>Provide a broader range of preventive, intermediate and rehabilitation services????</i>	?	<i>Council (Social Services)</i>	<i>PCT Voluntary and community sector</i>	
<i>Agree, implement and jointly monitor local improvement plans with Patient Forums.</i>	<i>End of 2003</i>	<i>?</i>	<i>?</i>	
Focusing on vulnerable groups				
Implement the Supporting People framework which aims to help the most vulnerable in terms of housing related support	Develop 5 year strategy in 2003/4	Council (Housing Dept is lead agent)	Probation, Council (Social Services) and PCT.	<ul style="list-style-type: none"> Framework has a number of development priorities including reviews of services to particular client groups such as the elderly and single homeless people, to ensure funding is targeted more effectively. Family Support Strategy will develop targets as well as help deliver the local public service agreement for Southwark. Targets being developed to increase number of respite breaks and take-up of respite breaks
Implement the Family Support Strategy, which links a child's health improvement to education, social and cultural development.	To 2005	Council (Social Services)	PCT, Police, Atkins, Voluntary and Community Sector.	
<i>Increase the support available for carer's to continue caring and providing respite breaks</i>	?	?	?	
Implement schemes to increase the choice of adoption, foster and residential care placements for looked after children	To 2006	Council (Social Services)		

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What actions will we take?	By when - milestones?	Which agency takes main responsibility?	Which other partners is involved?	What is the success measures for this objective?
Implement the Substance Misuse Strategy focussing on enhancing management systems, improving support and treatment services, targeting young people and dealing with effects of misuse on wider community and in work.	2007	Drugs Action Team	Council, PCT, Police, Probation, service user representative agency	<ul style="list-style-type: none"> Ensure targets within the substance misuse strategy are met.
Implement a comprehensive programme of Safe Routes to School	Specific projects will be implemented through 2003/4	Council	Transport for London; Schools	<ul style="list-style-type: none"> Reduce the total number of people killed or seriously injured in road traffic accidents by 23% by 2004/5. Reduce the total number of children killed or seriously injured in road traffic accidents by 16% by 2004/5
Improving experiences for patients				
Strengthening advocacy services for patients	To 2006	Primary Care Trust		<ul style="list-style-type: none"> Contribute to achievement of national targets, such as waiting times, as stated in the PCT's Local Delivery Plan.

For further information please see....	Available from.....
<ul style="list-style-type: none"> Draft Local Delivery Plan 2003/6 	<ul style="list-style-type: none"> Primary Care Trust
<ul style="list-style-type: none"> Substance Misuse Strategy 	<ul style="list-style-type: none"> Drugs Action Team
<ul style="list-style-type: none"> Neighbourhood Renewal Strategy 	<ul style="list-style-type: none"> Council (Social Inclusion Unit)
<ul style="list-style-type: none"> Family Support Strategy 	<ul style="list-style-type: none"> Council (Social Services)
<ul style="list-style-type: none"> Shadow Supporting People Strategy 	<ul style="list-style-type: none"> Council (Housing Department)

SOME FACTS ABOUT SOUTHWARK

Levels of deprivation in Southwark are high. The Index of Multiple Deprivation 2000 establishes Southwark as the 9th most deprived local authority area in the country using the average of ward ranks. At a ward level there is a great disparity in the levels of deprivation. Over 50% of Southwark's wards are ranked within the 10% most deprived wards in the country. A number of areas of high deprivation have been identified across the borough that we will seek to prioritise through Neighbourhood Renewal programmes. This deprivation is apparent across a range of indicators including employment, income, health and education.

Southwark's people

- 244,867 people live in Southwark (source: 2001 Census)
- 33% of the population are from Black and Minority Ethnic communities
- 60% of Southwark's pupils are from ethnic minority backgrounds
- 39% of primary school pupils and 53% of secondary school pupils are eligible for free school meals
- 13% of households in the borough are headed by lone parents

Southwark's education

- There are 41,000 pupils in Southwark schools
- There are 99 maintained schools within the LEA responsibility, and 5 non-LEA maintained schools
- Three secondary schools offer post-16 education
- 43% of pupils in Southwark schools speak a language in addition to English
- 26% of pupils have Special Educational Needs

Southwark's housing

- There is a high proportion of public sector housing (55%) (source: 1991 Census)
- There is a low proportion of privately-owned dwellings (32%) (source: 1991 Census)
- The supply of affordable housing is decreasing and subject to increasing demand whilst house prices continue to rise at a rapid rate.

Southwark's economy

- The Index of Multiple Deprivation 2000 puts Southwark as the fourth most deprived London borough in relation to access to employment and the fifth most deprived in terms of dependency on means tested benefits.
- The unemployment rate is over 8%.
- 45,000 persons of working age are economically inactive (30%)
- The Southwark average income is approximately £12,000 compared with the national average of between £16,500 - £18,000 (source: Housing Requirements Study 1999)
- Almost half of Southwark's wards (12 out of 25) have over 50% of children and young people in families claiming means tested benefits.
- There are approximately 10,500 businesses in the borough
- The Real Estate sector accounts for the largest number of businesses in the borough, 36% as measured by VAT registrations. The next largest sector is wholesale and retail, which accounts for 21% of businesses in the borough.

Southwark's health

- Residents of Southwark experience higher rates of premature death and greater ill health from hypertensive disease, lung cancer and chronic liver disease compared to the averages for England and Wales.
- The major causes of death for both men and women are circulatory, cancers and respiratory diseases.
- Southwark has high levels of teenage pregnancy (twice the national average and the second highest in Europe).
- There are high levels of sexually transmitted diseases in Southwark compared to the national picture with high rates of HIV particularly among black Africans.
- In Southwark, average infant mortality rates over the period 1999-2001 were 7.6 per 1000 live births, compared to 5.8 for London and 5.7 for England and Wales
- There are about 925 people with moderate, severe or profound learning disabilities in Southwark
- It is estimated that there are 9,700 adults with physical and sensory disabilities in Southwark.

Southwark's environment

- The amount of rubbish that is being generated in the borough is increasing at a rate of 3 per cent per annum.
- The Council recycled 3 per cent of its waste in 2001/02.
- 20% of the borough is green space.

Southwark's leisure and cultural facilities

- There are 7 leisure centres in the borough and all are operated under contract by Fusion.
- Total visits (not visitors) for 2000/01 was 900,000, of which over 40 per cent were to the Peckham Pulse.
- In 2000/01, 11-19 year olds accounted for just 1 per cent of the visits to Leisure Centres.
- In the same year black and ethnic minorities accounted for one seventh of total Leisure Centre visits.
- There are many national attractions cited within the borough, including the Tate Gallery at Bankside, The Globe Theatre and the Southbank arts attractions.
- There are also local centres of excellence in the borough such as the Camberwell College of Art, the South London Gallery and the Dulwich Picture Gallery.
- Southwark has 13 branch libraries, as well as specialist libraries.

Southwark's community safety

- Southwark experiences the 8th highest rate of crime in Inner London.
- Risk factors for high levels of crime remain high - unemployment, low incomes, low school achievement, poor parenting skills and anti-social behaviour.
- Southwark's performance against the Crime and Disorder Reduction Partnership family of 11 comparable London boroughs (CDRP) has shifted from worst in 1998 to 5th best in 2001.
- From 1998 to 2001 residential burglaries in Southwark decreased by 30% and vehicle crime decreased by 8.5%. This reflects national trends, but is the best performance in the CDRP family.
- From 1998 to 2001 violence against the person increased by 28% (this is 18% of crime in Southwark) and street crime increased by 60% (this is 7% of crime in Southwark).

- The proportion of those who say they feel very or fairly safe after dark fell from 48% to 39% between 1998 and 2001, and rose to 44% in 2002.
- Domestic violence is 10% of all crime.
- Over 70% of crime are against property of which 26% is against vehicles.
- Young people fewer than 20 years commit one in four crimes.
- One third of the victims of street crime are aged between 10-17 years.

Southwark's Voluntary and Community Sector

- There are approximately 650 different organisations that make up the voluntary sector in Southwark.
- There are approximately 250 tenant and resident associations in the borough.
- SAVO (Southwark Association of Voluntary Organisations) is the umbrella for voluntary sector organisations in the borough, and is represented on the Local Strategic Partnership.
- The voluntary and community sector in Southwark employs 18,000 paid staff and volunteers.
- Volunteer effort in Southwark is worth over £26 million.

Key Supporting Strategies

The Community Strategy is supported by numerous statutory and local plans. Below are those that are considered particularly important:

Southwark's Neighbourhood Renewal Strategy

Neighbourhood renewal refocuses the attention of the Council and partner agencies on the needs of the most disadvantaged communities and the need to reduce the disparity between these priority neighbourhoods and borough and national averages, as evidenced across a range of indicators. There are 16 priority neighbourhoods in Southwark.

Neighbourhood renewal is a holistic approach, requiring agencies to reassess how mainstream budgets can be used more effectively to reduce disparities. A Neighbourhood Renewal Fund has been established (with a further two years funding likely) and this will provide Southwark with £15 million over three years, concluding in 2004. The Neighbourhood Renewal Strategy was agreed by the Southwark Alliance (the Local Strategic Partnership) in September 2002.

Crime and Disorder Strategy

The Crime and Disorder Act 1998 requires the Council jointly with the police to establish a partnership to tackle crime and disorder in the borough. The Act requires the Safer Southwark Partnership (SSP) to undertake an audit of crime and disorder and to develop and implement a local three-year strategy to address the findings of the audit. The current strategy, agreed in July 2002, is for 2002 to 2005.

Local Delivery Plan for Health

The Local Delivery Plan reflects a coherent, integrated approach to planning for health improvement and well being, and healthcare and treatment within the local health economy. The Local Delivery Plan covers the area of, and is produced by, Southwark Primary Care Trust.

Southwark's Unitary Development Plan

The Southwark Plan – the name for Southwark's UDP - sets out the Council's policies relating to the use and development of land in the borough over the next 10 years. It describes the role of development policy in meeting wider community objectives as set out in the Community Strategy.

Equalities Strategy

The government has introduced national guidelines with respect to equality and diversity. The Race Relations Amendment Act has given public authorities a statutory duty to promote race equality. Southwark Council published a Race Equality Scheme in May 2002 and will produce a Corporate Equality Plan in March 2003. Other groups represented on the LSP are also taking actions to promote equalities.

Enterprise Strategy and Employment Strategy

The Southwark Enterprise Strategy aims to sustain and enhance the economic performance of the Borough. This will be achieved through several measures. Measure include focusing on the role of the Council and it's relationship with business, creating and sustaining viable business districts, promoting inward investment, instilling an entrepreneurial culture and providing opportunities for business creation.

The goal of the Southwark Alliance Employment Strategy is to improve employment outcomes for the Borough's residents. This will be achieved through improving access by removing the barriers to employment, supporting new entrants in the labour market to sustain their employment, ensure people progress in employment by building the skills base of the local workforce and preventative action to stop residents becoming long-term unemployed.

Southwark Council Corporate Plan

The Corporate Plan articulates the Council's priority actions. It also explains how the Council, as an organisation through its most important activities, supports the Community Strategy priorities.