

End of year business report 2009/10

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This report summarises overall council performance in 2009/10 as tracked against the current corporate plan, and in line with Southwark 2016, the sustainable community strategy. It describes key activity grouped under each corporate plan theme and outturn information for key performance indicators.

The corporate plan and performance reporting framework will be reviewed and refreshed in 2010/11 to reflect the vision and mission of the new council administration. This was set out in the cabinet report “A fairer future for all in Southwark” on the 15 June 2010.

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Places where people love to live

Achievements 2009/10

1. Southwark's vision for regeneration is encapsulated in the Local Development Framework (LDF) Core Strategy, which was agreed by the Council in November 2009 and will proceed to the 'Examination in Public' in July 2010. The refreshed, borough wide Housing Strategy was formally launched in December 2009 following extensive consultation with key stakeholders through the Housing Partnership. Together, the Core Strategy and the Housing Strategy set out the framework within which plans for housing and regeneration in the borough may be developed.
2. Following a programme of extensive consultation with residents and stakeholders lasting over two years, council agreement was given to the Aylesbury Area Action Plan in January 2010, setting out a clear blueprint for change across the area. The regeneration programme includes the demolition of around 2,700 units and their replacement, over the next 20 years, with a new mixed tenure development comprising around 4200 new homes, high quality parks and open spaces, new schools and health care facilities. Building work has started in the south-west corner of the site. The first site is due to be completed by the end of 2010 and will provide 260 mixed tenure homes and a new Adult Resource Centre for adults with physical, neurological and sensory disabilities. There is some £180m worth of PFI credits available to support the costs of new homes in the remainder of the first phase.
3. Development has continued in Bermondsey Spa with the completion of a further 579 new homes (more than 50% affordable) in 2009-10 making a total of 759 units. The first phase of works to the Churchyard, including a new play area, new paths and link through the Churchyard to St James Road, is complete and was opened in June 2010.
4. The delivery of a new civic heart in Canada Water is well underway with the construction of the new library and surrounding public plaza. The library substructure was completed in March, and the building work is on track for completion in August 2010. Development of new homes has progressed well on a number of sites, with 63 new homes (21 of these are affordable) completed, and 169 (43 affordable) nearing completion. A further 650 homes (170 affordable) are under construction or committed. Planning/outline approval exists for a further 739 homes (244 affordable).
5. Demolition of the 1970s Heygate estate has begun along with transport improvements by Transport for London. This is the first phase of the regeneration project that is intended to deliver new homes, five new open public spaces, and up to 75,000 square metres of new retail space in one of the borough's most deprived areas.
6. A number of housing sites which have for some time remained stalled have been 'unlocked' for development during 2009/10, including Elmington, Wooddene and Silwood. The benefits that will be realised include improvements to the built environment, the release of land for more affordable housing, and an increased

range of housing opportunities for residents and significant capital receipts to support the council's decent homes programme.

7. At least 229 vulnerable private sector households' homes were made decent during the 2009-10 financial year. Homes tend to fail to meet the decency standards due to inadequate thermal comfort. The Coldbusters contract has provided 89 boiler replacements, over 30 loft and cavity wall insulations and a new central heating system to be installed where previously no gas supply existed. The home improvement agency and Handyperson Plus scheme have been major contributors to this.
8. To maximise the housing stock across the borough, the council aims to ensure empty private sector vacant dwellings are returned into occupation or demolished. 139 properties have been brought back into use, which exceeds the target of 130.
9. Southwark has a homelessness action plan in place to prevent and reduce the levels of homelessness in borough. Southwark has been successful in reducing homelessness in the borough, with performance for this target the best in London and 6th across the country. During 2009/10 there were 1,549 homeless preventions, which exceed the Council's target of 1,324. Support to these clients has been provided by the SUSTAIN team, mediation service and the rent deposit scheme. Of the homeless prevention cases, 571 clients have been rehoused into the private rented sector.
10. Southwark has secured community benefits through Section 106 negotiations. The council's second Section 106 report, published in December, identified that £23 million of local projects were delivered via agreements secured by Southwark Council with private developers, representing an £8 million increase on the previous year.
11. The planning service has continued to deliver sustained improvement, with top quartile performance in 2009 for processing 'major' planning applications. All statutory targets for processing planning applications have been exceeded.

Areas of Challenge

12. Southwark is London's largest local authority landlord with some 54,500 properties, of which 39,500 are tenanted and 15,000 homeowners. In 2009/10 the council invested some £78 million in improving homes and regenerating our estates and we are projected to have made 1,866 homes decent.
13. The major fire at Lakanal, on Sceaux Gardens Estate in Camberwell in July 2009 was one of the largest emergency situations that Southwark has dealt with in recent years. All residents required temporarily re-housing and all Lakanal tenants have now accepted an offer to move from emergency accommodation into an alternative permanent home. Households were assisted into new accommodation and the council also offered financial support to residents. Since the tragic fire at Lakanal the Council has responded as quickly as it can and has established a £19m works programme to improve fire safety, of which the first £4m has been delivered during 2009/10.

Outturn data 2009/10

Places where people love to live					
What are we measuring?	How are we measuring it?	2008/9 End Year outturn	2009/10 End Year outturn	What is the 09/10 end of year target?	Comments
LI001 Number of homes made decent	Number	1977	1866	2400	
LI002 No. of non-LA owned dwellings returned to occupation or demolished	Number	142	139	130	
NI001 % of people who believe people from different backgrounds get on well together	Percentage	74.7	N/A	N/A	Place survey, biannual, next due 2010/11
NI155 Number of affordable homes delivered (gross)	Number	479	640	650	Provisional data
NI156 Number of households living in Temporary Accommodation	Number	909	750	714	Provisional data

Everyone achieving their potential

Achievements 2008/09

14. Overall, Southwark's Children's Services is rated by Ofsted as 'performing well' and continues to demonstrate improvement across a range of outcomes. Our local transformation programme of education services through strong challenge, support and collaborative working arrangements with schools and partners continues to demonstrate results.
15. Southwark primary schools have outperformed their national peers, moving the borough from the bottom quartile to the top 25% of local authorities over the past four years. Our results are now on a par with, or better than, national averages in English, maths, science, and English and maths combined. Outcomes at Early Years Foundation Stage (EYFS) have improved. 42.6% of pupils at EYFS reached a good level of overall achievement in 2009. This represents an increase of 2.3% on the previous year. Our robust challenges continue to support improved leadership and management in our schools with nearly two thirds of schools identified as good or better by Ofsted, with one third inspected under the new framework judged as outstanding. Southwark's 19 year olds are also performing better than ever, with above-national rates of improvement representing an improvement rate double the national average. The gap between national figures is now down to just 0.6%.
16. Southwark's secondary school pupils achieved record results in 2009 at key stage 4, with our maintained schools now ahead of national increases. Results show 46% of pupils achieved 5+ A*-C in GCSE or equivalent qualifications including English and maths, a 3.3% increase compared to a 2.4% rise nationally. We have moved from the bottom ten local authorities and are now in the third quartile nationally.
17. We are narrowing the gap between disadvantaged students and their more affluent peers, with improvements across the key stages including strong achievement for white British boys at KS1 and a reversal of the trend for pupils learning English as an additional language (EAL) so that they now outperform their non-EAL peers. The gap in 2009 between KS2 pupils in receipt of a FSM and their more affluent peers is narrower than London and national averages, standing at 12%, compared to 18% and 22% respectively. We are also seeing better educational outcomes for children in care. They are achieving the expected levels at KS2 and outperforming all children at KS4 when compared to their local and national counterparts. Pupils with a learning difficulty or disability continue to make good progress both in special and mainstream provision, and at all key stages this group is performing at or above the national average
18. Sustained management scrutiny and senior leadership from the council and its partners has resulted in a strong reduction in the proportion of local 16-18 year olds who are not in education, employment or training, with the figure falling from 15.3% in 2004 (November 2004 to January 2005) to 8.7% in 2009 (November 2009 to January 2010). We have outperformed our target every year for the past four years, and the gap with the national average is now just 2.3%. We also continue to out

perform our neighbours in providing suitable accommodation for children in care and young offenders.

19. Behaviour in schools continues to improve, with Ofsted judging all our schools as good or better for behaviour, which places us in the top quartile for performance. Primary attendance has improved; there were no permanent exclusions last year and the number of fixed period exclusions fell. There has been a steady upwards trend over recent years in overall secondary attendance, which is now above the national average. In addition, following concerted action to improve early intervention and information sharing activities, the borough's persistent absence fell to 4.3% in the 2008/9 academic year.
20. We established our local education partnership, 4 Futures, in May 2009 to transform all secondary and special educational needs schools in the borough. The quality of the partnership has been recognised nationally, including collecting three Excellence in BSF Awards in 2009 for best change programme, local authority of the year (won jointly with Lambeth) and design advisor of the year.
21. Southwark Works continues to support residents who are most disadvantaged in the labour market to access jobs and training. 346 residents have been supported into employment, with 425 residents accessing training including 178 achieving accredited qualifications. The partnership working between Southwark Works and the South London & Maudsley NHS Trust to support clients with mental health barriers into employment is recognised as good practice. The Foot in the Door programme, operating under the Southwark Works umbrella, has to date assisted 80 young people (aged between 16-18) who are in full time education to undertake work experience placements. Some 68 jobs for 18–24 year olds were created through funding from the Future Jobs Fund in 2009-10.
22. Libraries are at the core of giving everyone the opportunity to succeed. John Harvard Library re-opened in early 2010 following a £1.42m refurbishment. Over 3,000 people have joined the library since its re-opening. In October 2009 the council launched its new mobile library service to complement the 12 permanent libraries in the borough. The mobile library visits over 40 different locations around Southwark every two weeks, offering books, DVDs and audio books.

Areas of Challenge

23. Continuing to raise standards and narrow the gap in educational outcomes, and ensure that young people succeed into adulthood are central priorities in the Children and Young People's Plan. This includes specific commitments to continue to raise the achievement of vulnerable groups, including children and young people in care. We are developing structures to create a virtual school head in the looked after children service, and intend to review the findings of the national pilot evaluation to ensure that we use this role most appropriately and effectively.
24. Although the gap in attainment between high and low-achieving groups continues to narrow, some challenges remain in narrowing the gap between lower performing groups, such as those from black Caribbean and white British backgrounds, and the rest. We are addressing this through strengthened support and challenge to schools with evidence-based programmes that make a difference, and will also

take forward the learning from an equality impact assessment conducted earlier this year. The equality impact assessment focused on the relationship between poverty and attainment by ethnic group for pupils aged three to 19, and assessed the effectiveness of strategies to narrow the gap for the poorest-performing groups of pupils.

Outturn data 2008/09

Everyone achieving their potential					
What are we measuring?	How are we measuring it?	2008/9 End Year outturn	2009/10 End Year outturn	What is the 09/10 end of year target?	Comments
LI009 Number of young people 16/17 spending more than 6 weeks in B&B	Number	0	0 (At 30/09/2009)	0	
LI011 Apprentices achieving full framework qualification	Number	N/A	75 (At 06/2010)	85 (31/08/2011)	Target is cumulative target of full framework qualifications achieved since 2006. The target is for August 2011.
NI072 At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	Percentage*	40.3	42.6	50	
NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Percentage*	70.1	72	75	
NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Percentage*	42.7	46	51.6	
NI082 Inequality gap in the achievement of a Level 2 qualification by the age of 19	Percentage Points*	66.1	66.8	63.0	
NI087 Secondary school persistent absence rate	Percentage*	5.1	4.3	7.0	

Everyone achieving their potential					
What are we measuring?	How are we measuring it?	2008/9 End Year outturn	2009/10 End Year outturn	What is the 09/10 end of year target?	Comments
NI092 Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	Percentage*	35.5	35.2	33	
NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Percentage*	86.3	88	89	
NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Percentage*	79.8	85.0	88.0	
NI099 Children in care reaching level 4 in English at Key Stage 2	Percentage*	31	40	56	
NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	Percentage*	27	45	56	
NI101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	Percentage	N/A	18.8	17.1	Introduced in 2008/09 academic year.
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - White British	Percentage*	38.6	40	58	
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Any Other White Background	Percentage*	42.9	59	51	
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Black African	Percentage*	51	56.1	56	
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Any Other Mixed Background	Percentage*	46.9	56.8	58	

Everyone achieving their potential					
What are we measuring?	How are we measuring it?	2008/9 End Year outturn	2009/10 End Year outturn	What is the 09/10 end of year target?	Comments
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Black Caribbean	Percentage*	27.3	40	35	
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Any Other Black Background	Percentage*	36	38.5	29	
NI108 % KS4 Attaining 5+ A*-C including Eng & Maths - Any Other Ethnic Group	Percentage*	37.3	46.4	48	
NI114 Rate of permanent exclusions from school	Percentage	0.06	0.03	0.08	Indicator source is defined as school census - this has an element of under-reporting, so EMS used in combination with the school census to provide a more accurate picture of exclusions. Note school census figures do not include all academies. Updated data due July 2012.
NI117 16 to 18 year olds who are not in education, employment or training (NEET)	Percentage*	8.8	8.7	9	
NI152 Working age people on out of work benefits	Percentage	14.45	14.8 (30/09/2009)	13.9	Outturn relates to Q4 of 2008/9
* Academic Year data where 2008-9 outturns relate to 2007-8 academic year and 2009-10 outturn data and targets relate to 2008-9 academic year					

Promoting healthy and independent living

Achievements 2009/10

25. A strategy for tackling health inequalities and promoting healthy outcomes was agreed by the council in January 2010. The issues identified supported the partnership development of shared priorities with the children's trust within its new CYPP around improved health for babies, mothers and infants, teenage pregnancy and healthy weight.
26. 2009-10 saw the council and partners take on a refreshed approach to tackling teenage pregnancy, which has supported a fall in local rates of teenage conception. Latest performance outturn shows an overall reduction of 25.6% from the 1998 baseline. The 1998 baseline rate was 87.2 per 1,000. The improvement is above that of London and national averages and a significant improvement on the 12% reduction achieved in 2007.
27. Positive health outcomes continue to be achieved across the borough in 2009-10. For the second year running, Southwark has achieved its target for supporting people to quit smoking, which was 1,306 (a rate of 565 per 100,000 population over 18). Nearly 90% of schools have achieved healthy schools status, seen as key to tackling child obesity levels. We are now moving towards achieving enhanced healthy schools status. 20% of our schools are engaged in the process, and we are working to have another 20% moving towards enhanced status by March 2011. This target and current progress exceed national expectations.
28. The council has a range of programmes to reduce smoking prevalence and preventing the take up of smoking. In 2009/10 the council and its partners were the first London borough to introduce our own Proof of Age card for young people, and around 3,000 cards have been issued to date. This is an important device to assist retailers and has contributed to reducing underage sales from retail outlets and vending machines across the borough. The compliance rate for underage sales has improved from 76% in 2005-6 to 87% in 2009-10; better than the London average of 84%.
29. The council aims to give people more control of what care they receive and how it is provided. The provisional figure for the number of clients receiving services through direct payments or personal budgets has now increased from the 2008/9 outturn of 219 to 511 or 13.7% of community based service users. Whilst below the interim target of 17% the council has undertaken significant groundwork on transforming the approach to personalisation and is now well placed to achieve the 2010/11 target of 30%. Early benchmarking data suggest that the comparative position of Southwark on this PI has improved significantly.
30. Performance has increased across a range of other Adult Social Care National Indicators, addressing many of the areas for improvement identified in the 2009 annual performance assessment by CQC. This includes:

- timeliness of assessments improved to 80% for 2009/10, with performance at above 90% in Quarter 4, reflecting an enhanced focus on addressing backlogs. This remains below target, but the trend remains one of strong improvement.
 - the number of carers' assessments recorded on the system increased substantially to 726 (representing 19% of all community based service users) as a result of corrective action having been taken to resolve issues identified in the previous year.
 - the number of delayed transfers attributable to social care fell, and overall levels of delay remain below average
 - increases in the use of "extra care" accommodation as an alternative to residential care have been secured, together with increases in the use of telecare and intermediate care; this is a key development in helping to avoid care home admissions in the long term.
 - performance on NI125, which measures the effectiveness of intermediate care by focusing on the proportion of people still living at home 3 months after hospital discharge remained strong at 88.5%, although showing a decline on the previous year (93%).
31. Southwark is the first 'Spearhead' PCT to have completely eradicated the inequality gap for female mortality. There was a small increase in the mortality rate for males in 2008, but this is set against a 30% reduction overall since the 1995-7 baseline. Latest data, for 2008, shows the mortality rate (per 100,000 population) for females - the rate is now 2.6% below the national average.
32. In 2008 the council raised the eligibility criteria for adult social care users from moderate to substantial. All service users whose care provision may have been affected by the threshold change were reviewed to determine their current eligibility. 731 service users were re-assessed and of these 572 were found to have a critical or substantial level of need. Changes to care arrangements were implemented in 76 cases with a focus on enabling service users to live independently where possible.
33. We re-launched our substance misuse service in May following consultation, and having identified below average take-up of provision by particular groups. Young people have been involved throughout the needs assessment and tender process. We recognise that further improvements are needed but we are coming into line with statistical neighbours.
34. Improving public health including through cultural and leisure outcomes is core to the borough's regeneration programme. In February 2010 the Surrey Docks Watersports Centre was opened following a long and detailed project management process. Residents will be able to use these new, modern facilities, part of a borough wide £12.3m investment programme to support healthier lifestyle outcomes.
35. A new leisure centre is due to open in Dulwich in the coming months and the council have developed financing options to improve Camberwell Leisure Centre. Leisure centres are seen by Southwark as central to tackling broader health inequalities issues, such as childhood obesity. New initiatives during 2009/10 include 'Silver Gym' to encourage the over 60s to remain physically active. This gained 267 members in its first six months.

36. The latest Active People's Survey shows 23.2% of Southwark's adults are doing at least 3 sessions of physical activity per week of at least 30 minutes compared to 18.4% in 2006. This moves Southwark to almost within the top third of authorities (from bottom quartile in 2006).
37. To date nearly 90% of the boroughs schools have achieved healthy schools status, which is well above national expectations, and many schools are now moving towards achieving enhanced healthy schools status.

Areas of Challenge

38. We continue to prioritise the reduction of teenage conceptions rates. We have plans in place to increase capacity to address the issue within the universal workforce and through targeting particular groups at risk, and geographical hot spots across the borough. Evidence based practice that responds to what young people are telling us they need will be prioritised. We are also setting up an independent commission of key stakeholders, including schools, community representatives and parents to further examine the barriers to reducing conception rates to inform future strategy and actions.
39. Current levels of obesity in the borough are high. There was a slight fall in obesity among reception age pupils, to 14.2%. Southwark has the highest prevalence of obesity for year six pupils, at 26.7%. This is decreasing at a faster rate than our statistical neighbours. We have in place a good range of universal and targeted initiatives to promote healthy lifestyles, which is underpinned by a refreshed borough-wide action plan led by the Director of Public Health.
40. A key priority is to enable pregnant women to access antenatal care early in their pregnancy, and 70% of pregnant women had an initial assessment within 13 weeks of pregnancy in 2009-10 (the target was 65%). Improvement is still required. Plans are in place to enhance midwife capacity and encourage pregnant women to access ante natal care early.

Outturn data 2009/10

Promoting healthy and independent living					
What are we measuring?	How are we measuring it?	2008/9 End year outturn	2009/10 End year outturn	What is the 09/10 end of year target?	Comments
NI040 Number of drug users recorded as being in effective treatment	Number	1554	1455	1902	Indicator now withdrawn from Southwark's LAA.
NI056i Percentage of children in Year 6 with height and weight recorded who are obese	Percentage	26	26.7	28.26	2009/10 data recorded at September 2009.

Promoting healthy and independent living					
What are we measuring?	How are we measuring it?	2008/9 End year outturn	2009/10 End year outturn	What is the 09/10 end of year target?	Comments
NI112 Under 18 conception rate	Percentage	-22	-25.6 (30/06/2009)	-22.4	The indicator reports the % decrease in teenage pregnancy rates against the 1998 baseline. The provisional 12 month rolling quarter average to 30 June 2009 rate is 64.8 per 1,000 15-17 year old females. The data is provisional. The 2009/10 outturn is valid for the Q1 of the 2009/10 financial year.
NI120f All-age all cause mortality rate - female	Rate per 100,000	479.7	479.7 (30/06/2009)	456	
NI120m All-age all cause mortality rate - male	Rate per 100,000	764.9	764.9 (30/06/2009)	701	
NI123 Stopping smoking	Rate per 100,000	567	690	565	1510 smoking quitters
NI126 Early access for women to maternity services	Percentage	59.9	70.2	65	
NI130 Social care clients receiving Self Directed Support	Percentage	3.7	13.7	17	
NI141 Percentage of vulnerable people achieving independent living	Percentage	80.31	77.21	77	Only Quarter 1 and 2 data available to date

Valuing the environment

Achievements 2009/10

41. Some of the key performance highlights for 2009-10 show that the borough recycled 22% of its waste, which was an increase from 2008-9. Southwark streets are now rated as the fourth cleanest in London. Missed bin collection is almost zero. The environmental health and food safety team achieved top quartile performance for inspection and enforcement action.
42. Southwark receives Low Carbon Zone (LCZ) funding from the LDA, which supports a wide range energy efficiency and carbon reduction projects within the LCZ area to a maximum value of £280,000. There are 800 homes in the Low Carbon Zone which is based in Peckham, centred on the Bell's Garden Estate and Oliver Goldsmith Estate. The projects supported by this funding range from support for small businesses in the area to a "Community Chest" scheme where local groups can propose their own carbon reduction projects.
43. Southwark is also negotiating Community Energy Saving Programme (CESP) funding for domestic properties. This is being negotiated with British Gas and it is expected that this will be finalised shortly and is intended to fund a range of energy saving measures. These include insulation (to lofts, cavity walls and solid walls), boiler replacement, solar hot water systems and solar electric systems.
44. Further work to reduce emissions was through a new council initiative, the 200 Club, which focuses on reducing workplace emissions from the 200 biggest emitters in the borough. The club was launched in October 2010 and a range of services are currently being developed for members.
45. Eco schools are an internationally recognised award programme that provides a framework to embed sustainability principles and is being used to respond to the government's Sustainable Schools Framework. The percentage of schools registered to be eco schools in Southwark is the fifth highest in the country.
46. The council's investment in its parks and open spaces has been externally recognised and the borough now has seven green flag parks and open spaces. In 2009 green flags were awarded to Russia Dock Woodland in Rotherhithe and Paterson Park in Bermondsey. A contract has been awarded to the designers of the £6m revamp of Burgess Park in Southwark. This follows the award of £2m from London's Mayor following Southwark's successful bid in the Premier Park programme to unlock funding. Within the park, the council also re-opened Chumleigh Gardens' cafe and conference centre in March 2010 following refurbishment and development, which includes a brand new recreation space and play area and a new entrance to the park.

Areas of Challenge

47. A continued challenge and priority for the council is to improve the level of recycling across the borough. Central to achieving performance outcomes is the building of

an Integrated Waste Management Facility (IWMF) at the former gas works site on Old Kent Road. The council commissioned Veolia Environmental Services to build the site and in 2009/10 planning permission was agreed. The IWMF will help the council realise significant increases in recycling rates but also provide an integrated waste management solution to meet broader sustainability outcomes.

Outturn data 2009/10

CP Valuing the environment					
What are we measuring?	How are we measuring it?	2008/9 End year outturn	2009/10 End year outturn	What is the 09/10 end of year target?	Comments
NI186 Per capita reduction in CO2 emissions in the LA area	Tonnes	5.63	6	6.04	The % target is a 2.83% reduction on the baseline.
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	20.89	22.13	24.2	
NI195a Improved street and environmental cleanliness (litter)	Percentage	5.67	4	8	Smaller figures reflect improving performance.
NI195b Improved street and environmental cleanliness (detritus)	Percentage	11.67	10.33	12	Smaller figures reflect improving performance.
NI197 Improved local biodiversity- proportion local sites with positive conservation management	Percentage	65.5	72.8	66.7	Provisional data

Tackling the crimes which concern people the most

Achievements 2009/10

48. The council and its partners are delivering outcomes in addressing anti-social behaviour and tackling the crimes that concern people the most. Good performance outputs and outcomes are evident in 2009/10:
- Total notifiable offences down by 6%
 - Theft of motor vehicles down by 4%
 - Theft from motor vehicles down by 31%
 - Residential burglaries down by 2%
 - Domestic violence down by 4%
 - 12% reduction in those people who perceived drug use or drug dealing as a problem
 - 89% of nearly 900 respondents to the children and young people's survey felt safe going to school, an increase on previous perception surveys.
49. A Street based team to address anti-social behaviour has been deployed over the last six months on estates in Peckham and the Elephant and Castle, engaging with approximately 400 young people. The street based team engages with youths and has encouraged young people to take part in positive local activities. This includes setting up youth engagement sessions, working in partnership with for example the Rockingham Estate Play Association. 147 acceptable behaviour contracts (ABCs) have been taken out across the borough.
50. In the summer of 2009, a dispersal zone was introduced in Peckham. This followed an increase in violent and anti-social behaviour in the area. Partly as a result of taking action against seven gang members there have been significant reductions in robbery, shop theft and violence against the person incidents in the area.
51. Operation Pathways, a programme that supports those who wish to exit their gang lifestyle, has continued to be delivered with great success. The multi agency partnership has worked with 44 young people involved in gang related violence this year. All of them signed up to the help strand. Any individuals that reoffended after the call in message was delivered were dealt with robustly as part of the consequences strand. The programme was highly commended at the 2010 LGC awards.
52. We have continued to see reductions in overall youth crime in 2009/10 and we are seeing improvements in the rate of first time entrants (FTEs) based on local data. Overseen by our Youth Crime Management Board, we have implemented a triage partnership with the police in September 2009 and closer work with schools, especially around supporting the young person post-triage. This is being reviewed by the board and early indications show it is having a positive impact on rates. We continue to work in partnership through the children's trust and our local crime reduction partnership to use innovative ways of tackling local issues such as serious violent crime and gang activity.

53. We are continuing to participate in Operation Daedalus, which supports young offenders to resettle into the community and sustain law-abiding lifestyles, following evidence that none of the young people entering the programme have so far reoffended. Young prisoners in Feltham youth offending institution, meanwhile, who took part in the Five Borough Alliance Gangs Programme report they have benefited from the programme and prison staff have noted improvements in their attitude and behaviour.
54. In April 2009, Southwark's community wardens became the first local authority officers in London to be accredited by the Metropolitan Police. It means that they have been given powers to tackle issues such as underage drinking and anti social behaviour on the spot without the involvement of police. Street drinking was reduced dramatically following the adoption of these new powers with over 450 separate instances of alcohol being seized in connection to anti-social behaviour.
55. In 2009 the council introduced a new young advisor team of 17 young people aged from 16-21 who live in the borough. The young advisors have been involved in a huge range of projects. These include training on stop and search for the Metropolitan Police, conducting an alcohol survey to assess views of underage drinking in the borough, promoting trading standards issues and managing the junior wardens.
56. Helping victims of domestic violence and their families is a core priority for the council and its partners. MARAC (multi-agency risk assessment conference) was launched in 2008/09 to support domestic violence victims and their families. From May 2009 to April 2010 122 referrals (with 170 children) have been case managed by the MARAC.
57. Crime and the fear of crime, and in particular serious and violent crime, remain a major concern for people. However, evidence that the council's programmes are making good progress is demonstrated through our regular surveys of residents. These indicate that 97% of residents feel safe walking outside alone in the daytime and 64% (compared to 46% in 2008) of residents said that they felt safe walking outside alone after dark.

Areas of Challenge

58. Most areas of crime have demonstrated improvements through 2009/10. However, cases of serious violent crime in the borough have increased (although there have been changes in the way some types of violent crime are defined, making comparison with previous years difficult). Tackling violent crime remains a priority for the council and its partners. Collaborative working will continue in this area through 2010/11.
59. The council and its partners are continuing to work towards reducing the number of people reoffending. In 2008 the re-offending rate stood at 78.5%, a decline compared to 2005 baseline year rate of 74.8%, although quarterly data for 2009/10 is showing an increase in this area. Our performance, however, remains better than the Crime and Disorder Reduction Partnership (CDRP) comparator areas which had an average of 97.4%. In order to support further service improvements in-

depth analysis has been undertaken and we are also reviewing how we better use the Risk Management Panel to address serious crime and multiple offenders.

Outturn data 2009/10

CP Tackling the crimes which concern people the most					
What are we measuring?	How are we measuring it?	2008/9 End year outturn	2009/10 End year outturn	What is the 09/10 end of year target?	Comments
NI015 Serious violent crime rate	Number per 1000 pop	2.56	2.63	2.46	2008/9 was the baseline year.
NI045 Young offenders engagement in suitable education, employment or training	Percentage	70.5	76.0	77.9	Provisional Data
NI143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Percentage	76	81	77.5	
NI144 Offenders under probation supervision in employment at the end of their order or licence	Percentage	30	34	36	

Transforming public services

Achievements 2009/10

60. Performance outcomes across a range of council services have been achieved against a backdrop of rising demands on council services. Spending has been kept within overall budget in a challenging business environment.
61. Satisfaction with One Stop Shops is at 86%. The council has introduced innovative new services to increase customer satisfaction and drive down cost. In December, cashless parking was rolled out across the whole borough following a successful pilot which saw a 276% increase in usage of the cashless option where it was introduced. The pilot saw a dramatic reduction in vandalism and theft from parking meters and the council is projecting a £50,000 annual saving from the reduction of maintenance costs for traditional parking machines.
62. Housing repairs have been consistently identified as the highest priority for our residents and have been a focus for improvement. During 2009/10 customer satisfaction with Southwark's housing repair service was 91%, whilst the number of days taken to complete housing repairs stood at 7.32 days and the number of repairs appointments made and kept was 99.56%.
63. Rent collection rate is 99.9% (April 2009 - March 2010) and rent arrears have decreased this year by over 10% on last year's performance.
64. The council has also made progress in developing more visible and responsive area management within housing. 2009/10 data indicate that:
 - the target of over 5,500 visits to vulnerable tenants was exceeded
 - over 19,000 tenancy checks to identify and recover properties from unauthorised occupants
 - 98% of estate inspections were carried out within the 6 week target and
 - excellent standards of cleanliness on our estates were maintained and over 90% of tenants reported satisfaction with the cleaning service.
65. The council is committed to tackling fraud in innovative ways. The council has entered in to partnership with the Metropolitan Police that has seen a Detective Constable seconded to the Corporate Fraud Team from the economic and specialist crime division. Until now the team had to hand investigations over to the borough's police when either warrants were needed or arrests had to be made. The scheme has seen other boroughs recover hundreds of thousands of pounds.
66. The council is committed to providing equal opportunities for all of the borough's residents and progress continues to be made on equality outcomes and an embedded approach to equalities across all council departments in 2009/10. Thorough impact assessments carried out as part of the development of the Core Strategy resulted in the approach to affordable and family housing being amended to support the maximum amount of affordable housing possible across the whole of the borough. This will have a positive impact by offering affordable housing across the whole of Southwark and helping to provide more homes for everyone. The aim is to develop a mixed community through a balanced provision of housing tenures

which aims to promote community cohesion and good relations between different community groups.

67. Another example of progress was with regards the council's Core Strategy. Consultation was carried out during every stage of development of the council's Core Strategy and steps were taken to reduce barriers to consultation by monitoring participation to check if any particular groups had not been engaged. Actions arising from the Core Strategy impact assessment included the need to provide and protect sites for Travellers and Gypsies in the borough. We have now set out criteria for how we may allocate Traveller and Gypsy sites in the future and are protecting the four existing Traveller and Gypsy sites which will have a positive impact on this group.
68. The outcomes of the Canada Water area action plan impact assessment raised specific actions with regard to transport routes, availability of parking spaces and public realm. The final area action plan will therefore seek to prioritise parking for people with disabilities, including within zones that are otherwise in some cases "car free" developments. Developers will also be required to submit a parking management strategy, which should address safety concerns among other issues. Improving the public realm through design will benefit all equalities groups, and will take into account the specific needs of elderly, young and disabled people as benches and public toilets will be provided. The area action plan also now seeks to ensure that a range of business units are provided so that small and medium enterprises (SMEs) are able to find space within the core area.
69. Partnership working continues to be strengthened across the borough. In 2009-10, a review of strategic partnership (LSP) arrangements resulted in changes to how the local strategic partnership board and other partnership groups operate. As a result of these changes new plans will be developed from the LSP, in particular leading the review of the sustainable communities strategy.
70. Well-established partnership arrangements remain central to our local approach to improving outcomes for children, young people and their families. Our new Children and Young People's Plan (CYPP) for 2010 to 2013 sets out partners' shared commitment, capability and capacity to improve outcomes for children, young people and families. Our children's trust is working towards becoming a strategic commissioning body and, by using the development of the new CYPP, it has led the introduction of outcomes-based commissioning for the children's system.
71. The new CYPP priorities were developed after a system-wide review, which was an extensive programme of work that enabled us to build on best practice models for the needs assessment, stakeholder engagement and identification of strategic commissioning priorities. More than 1,000 children, young people, parents, carers, staff, practitioners and community groups contributed their views to its development. Our innovative story telling approach provided fresh insights into family life and a powerful evidence base for the development of local priorities. A MORI survey of 900 children and young people in their homes was also conducted to help provide further insights and a benchmark for future improvements.
72. Children's services have completed the restructure of services to improve young people's access to support services as well as to remove duplication and create a more coherent, cost-effective service.

73. Parents' and families' participation in local civic life continues to go from strength to strength, for example through the Parent Participation Forum. Alongside the development of the CYPP the council has strengthened its young people's participation model, creating a democratically elected youth council which reflects council decision making structures and links into eight area forums made up of representatives from school councils, youth clubs and other youth provision, enabling young people to influence policy at the highest level.

Areas of Challenge

74. The council is clear that some key services such as council tax collection need to improve. End of year performance, at 91.81%, has seen improvements over the year as a whole however this is still below the 2009/10 target of 92.5%. The council recognises that to ensure it delivers best value services to local residents the level of council tax collection needs to be increased. During 2009/10 the council agreed to terminate the contract with the contractor Liberata and bring the service in house to improve performance. This will take effect from 1st April 2011. Alongside this the council has produced a comprehensive improvement plan that will deliver step change in performance to bring Southwark in line with and above comparator boroughs.

Outturn data 2009/10

CP Transforming public services					
What are we measuring?	How are we measuring it?	2008/9 End Year outturn	2009/10 End year outturn	What is the 09/10 end of year target?	Comments
LI003 Council tax collection rate	Percentage	91.7	91.81	92.5	
LI004 Percentage of housing repairs completed on time	Percentage	96.8	95	95	
NI004 % of people who feel they can influence decisions in their locality	Percentage	39.2	N/A	N/A	Place survey, biannual, next due 2010/11
NI160 Local Authority tenants' satisfaction with landlord services	Percentage	62	N/A	N/A	Collected in a biannual satisfaction survey, next due 2010/11
NI179 Value for money- total net value of on-going cash-releasing gains since start of 2008-9	£k	11,507	25,894	30,869	2009/10 financial data is financial forecast from October 2009

Glossary

National indicators 2009/10

1. The council's final 2009/10 outturns remain subject to audit.
2. The 2009/10 National Indicators targets reflect those agreed with the former Government Office for London as part of the original 3 year LAA in 2008. The majority of those targets are fixed over a 3 year period (2008-11), unless renegotiated by exception. 2010-11 represents the final year of the LAA. The future of the LAA (and national indicators) remains uncertain. It is most likely to be considered as part of the comprehensive spending review in the autumn.

A full list of indicator definitions is available at the department for communities and local government website:

<http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators>

Acronyms used in the report

ACH – Active Citizenship Hub
APA – Annual Performance Assessments, conducted on a yearly basis for both Children's Services and Adult Social Care by Ofsted and the Care Quality Commission respectively
ASB – Anti social behaviour
BAAF – British association for adoption and fostering
BME – Black and minority ethnic
BSF – Building Schools for the Future
CESP – Community Energy Saving Programme
CGS – Cleaner, Greener, Safer
CLG – Department for communities and local government
CO – Carbon monoxide
CO₂ – Carbon dioxide
CYPP – Children's and Young People's Plan
DEFRA – Department for Environment, Food and Rural Affairs
EYFS – Early Years Foundation Stage
FSM – Free School Meals
IDVA – Independent domestic violence advocate
ILRE – Improving local retail environment
JSA – Jobseeker's allowance
KS2 – Key Stage 2 (Pupils aged 7 - 11)
LAA – Local Area Agreement
LDA – London Development Agency
LEP – Local Education Partnership
LFB – London Fire Brigade
MUSCo – Multi-Utility Services Company
NDC – New deal for communities
NEET – Not in education, employment or training
NHS – National Health Service
NHSS – National healthy schools status
NVQ – National Vocational Qualification

OFSTED – Office for Standards in Education, Children’s Services and Skills
PCT – Primary Care Trust
PFI – Private Finance Initiative
S106 – Section 106 (Planning Gain)
SERVE – Southwark’s Emergency Re-housing Victims of Violence Enterprise
SME – Small and medium sized enterprises
UCAS – Universities and Colleges Admissions Service
WNF – Working Neighbourhoods Fund