

# Southwark Alliance 2008/09 End of Year Report

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## 1. Chair's Introduction

1.1. The last 12 months have been particularly challenging for Southwark. As well as continuing to work hard to deal with the issues that are most important to residents, like reducing crime and improving the health and wellbeing of people in the Borough, we have also had to cope with the impact of the global recession.

1.2. Despite this, I feel that the Southwark Alliance has continued to make real progress against the priorities we set out in 'Southwark 2016' to improve people's life chances and Southwark as a place. We have also been working hard to support residents and local businesses in the face of the difficult financial situation.

These are some of the key issues that the Alliance and its thematic partnerships have focused on and some of its main achievements:

- Reducing worklessness and supporting residents through the recession - the **Employment and Skills** and **Enterprise partnerships** have supported more residents into employment and worked hard to improve the qualifications of Southwark's working age population.
- Improving life chances - the **Healthy Southwark partnership**, **Young Southwark** and the **Safeguarding Children Board** have worked to better support vulnerable children and young people. They have carried out work to reduce bullying and to raise awareness of gang and youth crime. **Young Southwark** has also helped the Borough's children attain better education results and worked to provide more for young people to do.
- Reducing crime, and the fear of crime - the **Safer Southwark partnership** has played an important role in reducing gun, knife and youth crime. Residents have also told us that they feel safer on our streets than ever before.
- The **Stronger Communities partnership** has been accredited with Beacon status for its work with the Active Citizenship Hub and has also secured 'Take part' funding to encourage participation among marginalised groups.

1.3. In the coming year, the Alliance has to continue working together to mitigate the worst impact of the recession on our communities and support local businesses through these challenging times. We must also address the broader issues of reducing crime, safeguarding our young people, delivering on our new health inequalities strategy and achieving a more sustainable borough through our work on reducing CO<sub>2</sub> emissions and delivering the climate change strategy.

1.4. In the face of growing pressure on our collective resources, we will continue to seek the views of residents and communities and feedback on our progress so that we can keep working on the things that matter most to the people of Southwark.

1.5. This report details how the Southwark Alliance Board and its thematic partnerships have delivered improvements in 2008/09 against the Southwark 2016 priorities: improving life chances, making the borough a better place and delivering quality public services. The report also goes into detail about the Alliance's and the Thematic Partnerships' plans for the future, outlining what they plan to achieve in 2009/10.

1.6. To demonstrate delivery against the outcomes above, the report is split into three sections.

**Section one** outlines the work the Alliance has undertaken in the past year, focussing on how it identified priorities and co-ordinated progress against them through the thematic partnerships, as well as the progress of Alliance led initiatives such as the LAA refresh.

**Section two** looks at each thematic partnership in turn and details how they have delivered against priority outcomes in 2008/09. It also indicates what their prospects for future improvement are.

**Section three** lists performance outturns against Southwark's LAA indicators for 2008/09, giving direction of improvement (where applicable) as well as targets for the next two years.

**Appendix 1:** gives more detail about Southwark's LAA indicators, detailing why each is a priority, end of year performance, what we are doing to effect change and what the overall outcome will be.

## Section 1

### The Work of the Southwark Alliance Board in 2008/09

#### **1. Background**

- 1.1. The Southwark Alliance has remained prominent in securing improvements to the area despite its changing role, from that of a commissioning body under the Neighbourhood Renewal Fund (NRF) to a local priority setter as evidenced in its work with Government Office for London around agreeing a Local Area Agreement (LAA).
- 1.2. In order to meet the new challenges as set out in Local Government and Public Involvement in Health Act 2007, and to meet the expectations of the Comprehensive Area Assessment, the Southwark Alliance Board was restructured in 2008 and a number of new thematic partnerships were established with the aim of putting the borough in a strong position to deliver improvements against the Southwark 2016 priorities of improving life chances, making the borough a better place and delivering quality public services.
- 1.3. To ensure that the Alliance and thematic partnerships remain flexible and in touch with demands in Southwark, a new performance management framework, which includes the production of improvement plans for all indicators within the LAA and in-depth consideration of a number of areas of concern within the LAA, was agreed. This has allowed for careful scrutiny of, in particular, LAA indicators by The Alliance and partnerships throughout the year.
- 1.4. Related to this, the refresh of the LAA involved the whole partnership system and resulted in baselines and targets being developed for a number of indicators and negotiated with the Government Office for London.

#### **2. Review of 2008/09**

- 2.1. In the summer of 2008, the Southwark Alliance agreed a new Local Area Agreement for Southwark. This was in line with government requirements and reflected how the Alliance would deliver the broader priorities of Southwark 2016.
- 2.2. In September 2008, the Southwark Alliance agreed that it would focus primarily on facilitating cross partnership discussion on areas that required collective focus as well as establishing protocols for 'signing off' an annual 'high-level' improvement plan for each LAA indicator. Thematic partnerships take responsibility for ensuring ongoing progress with relevant LAA indicators, reporting to the alliance on an ad hoc basis should significant problems or lack of progress arise.

2.3. The Southwark Alliance and the thematic partnerships have continued to make real progress towards the priorities set in 2016 to improve people's life chances and Southwark as an area despite the impact of the recession. We have also focused on continuing to support our residents and local businesses at this challenging time. During 2008/09 The partnership has focussed on:

- **Combating worklessness**
- **Helping to improve life chances for the people of Southwark**
- **Working to reduce carbon emissions**
- **Taking forward strategies on tackling and reducing crime, particularly youth crime**
- **Developing new strategies to address health inequality issues in the borough.**

Collectively this work has contributed to the delivery of the partnership's priority of improving life chances for the people of Southwark.

2.4. The following table highlights areas where we have performed well and secured improvement but also areas where challenges on delivery remain.

2016 Priorities	Relevant LAA National Indicators (NI) and Local Indicators	How we are performing
Achieve economic well-being	NI 152, 163, (Local) Working age people on out of work benefits, (Local) % of working age people with no qualifications, (Local) ESOL (English as a second language) qualifications	<p><b>Key Achievements:</b> The latest figures show a decline in the number of people claiming out of work benefit in Southwark. The percentage of working age population qualified to at least level 2 has increased by 7.14% of working age residents to 73.79%, surpassing London and England figures</p> <p><b>Requiring Focus in the year ahead:</b> To continue to monitor the impacts of the economic downturn and to ensure there are still pathways into employment and education for the people of Southwark.</p>
Achieve educational potential	NI 108, 114, 117, 82, 45, 148	<p><b>Key Achievements:</b> Southwark's pupils achieved the best ever results at key stage 2 with results for English, maths and science improving at a greater rate than the national average.</p> <p><b>Requiring Focus in the year ahead:</b> Sustained progress in performance improvement.</p>

2016 Priorities	Relevant LAA National Indicators (NI) and Local Indicators	How we are performing
Be healthy	NI 112, 123, 56, 120, 126, 130, 141	<p><b>Key Achievements:</b> We met our smoking cessation target, with 1,277 people recorded as quitting smoking, against a target of 1,225. The number of women given early access to maternity services ended the year significantly ahead of target. Good progress has also been made around exceeding life expectancy targets for both men and women.</p> <p><b>Requiring Focus in the year ahead:</b> The broader health inequalities agenda will be a focus for the Alliance going forward. Teenage pregnancy remains challenging at a local and national level. We met our LAA target for year 6 primary school children to be a healthy weight, but maintaining and improving the rate of children who are a healthy weight remains a key challenge for Southwark. Progress will be monitored, however the challenge must be placed in context and we must be aware that change will be seen in the medium to long term.</p>
Stay safe	NI 15, 19, 11, 32, 143, 144, 40, Local Personal Robbery	<p><b>Key Achievements:</b> There have been reductions in most categories of offending over the past year. Personal robbery, knife and gun crime all show good reductions compared to 2007/08. We have also seen an improvement on our overall serious acquisitive crime, with burglary, robbery and theft of motor vehicle all showing reductions on last year.</p> <p><b>Requiring Focus in the year ahead:</b> The impact the recession has on crime rates will continue to be monitored. Additionally with the domestic violence rate increasing this year, innovative initiatives to tackle this problem will be sought.</p>
Enjoy cultural and leisure opportunities	Linked indicators within Be Healthy	<p><b>Key Achievements:</b> Leisure centre usage has continued to rise throughout the year and there have been a number of successful community based activities around staying active and healthy.</p> <p><b>Requiring Focus in the year ahead:</b> To support the development of a refreshed cultural strategy as well as ensuring the investment strategy delivers our leisure investment programme.</p>
Value diversity and be active citizens	NI 1, 4	<p><b>Key Achievements:</b> The percentage of people in Southwark who get on well together remained high at 75%, continuing the high trend rate in this area.</p> <p><b>Requiring Focus in the year ahead:</b> Building on the successful community cohesion bid the Alliance and thematic partnerships will continue to look at new and innovative ways to involve people in its decision making processes.</p>

2016 Priorities	Relevant LAA National Indicators (NI) and Local Indicators	How we are performing
Localities of mixed communities	Linked indicators within more and better homes and vibrant economy.	<p><b>Key Achievements:</b> The council's major regeneration schemes remain on target, for example Southwark Schools for the Future programme remains on track and in budget.</p> <p><b>Requiring Focus in the year ahead:</b> To continue to monitor the impact of recession on the regeneration and development market.</p>
Sustainable Use of Resources	NI 186, 197	<p><b>Key Achievements:</b> Furthered the sustainability agenda by improving local biodiversity and significant progress with partners around reducing the CO2 emissions target. In addition a "big emitters club" has also been established.</p> <p><b>Requiring Focus in the year ahead:</b> To carry forward the Climate Change Strategy and ensure that sustainability continues to be embedded across all partnership activity.</p>
More and better homes	NI 154, 155, 156, (Local) 16/17 yr olds in temporary accommodation, (Local) number of non local authority owned vacant dwellings returned to occupation.	<p><b>Key Achievements:</b> Helped by a successful programme of homelessness prevention and the successful re-housing of households already living in temporary accommodation (TA) the number of families living in TA continued to fall in 2008/09 to 909 households by the end of the financial year, against a target of 990. Additionally there were no 16-17 year olds in bed and breakfast who had been there in excess of 6 weeks.</p> <p>During the year 130 empty non local authority owned vacant homes were returned to occupation as a direct result of action within the Alliance.</p> <p><b>Requiring Focus in the year ahead:</b> The economic downturn has had an impact on achieving target against the number of affordable homes. Notwithstanding this the number of homes developed fell just 21 short of the target, with 479 new homes being made available to the community by the end of the financial year. Increasing the supply of affordable homes remains a priority for the Alliance and will be monitored closely throughout 2009/10.</p>
A vibrant economy	(Local) The number of active enterprises in Southwark	<p><b>Key Achievements:</b> Having a sustained focus on supporting businesses during the recession through a number of initiatives and programmes, including combating worklessness, and reducing bureaucracy for local businesses.</p> <p><b>Requiring Focus in the year ahead:</b> To continue to monitor the impacts of the economic downturn and to ensure that support is provided to existing businesses as well as people who want to start their own businesses.</p>

2016 Priorities	Relevant LAA National Indicators (NI) and Local Indicators	How we are performing
A liveable public realm	NI, 192, 195, 198, 197	<p><b>Key Achievements:</b> Southwark has London's 4<sup>th</sup> cleanest streets and the recycling rates have increased for the 7<sup>th</sup> straight year, now standing at 21%.</p> <p><b>Requiring Focus in the year ahead:</b> To maintain progress and delivery to ensure we meet the boroughs target of 30% recycling by 2010/11.</p>
Accessible and integrated, Customer focussed, and Efficient and Modern Services	N/A	<p><b>Key Achievements:</b> Partnerships continue to place residents and communities at the heart of what we do, for example Southwark Council has taken forward an innovative One Touch project that minimises the need for customers to contact the council more than once.</p> <p><b>Requiring Focus in the year ahead:</b> As part of the tightening resource environment, a review will take place of partnership arrangements in Southwark, to keep a tight focus on efficiency and value for money.</p>

### 3. What we are planning in 2009/10

3.1. The Alliance considered several new initiatives in 2008/09, including innovative approaches to improving people's life chances and options for proposals under the Stronger Communities Act and the Migration Impacts Fund. The Alliance will continue to consider innovative projects in the year ahead with future sessions planned on:

- 16-18 year olds not in education employment and training, ex-offenders and leaving care
- the impact of alcohol on policy priorities, such as domestic violence and mortality rates.
- core strategy

The work plan will be reviewed in light of the partnership review on the Comprehensive Area Assessment (CAA) and Local Area Agreement (LAA) outcomes.

3.2. The Southwark Alliance will continue to work with Thematic Partnerships to ensure progress against the LAA and to advance the collective ambitions of improving life chances, making the borough a better place and to delivering quality public services.

3.3. Also, with the public sector resource environment likely to become increasingly demanding, a full review of Southwark's partnership arrangement will take place in order to ensure that the Alliance is well placed to continue to shape Southwark's future and to improve outcomes for its people.

## Section 2

### Outcomes of our Thematic Partnerships:

#### I) Young Southwark:

<b>Relevant LAA Indicators: NI 45, 82, 108, 112, 114, 117, 148, 198</b>
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##### 1. *Purpose:*

- 1.1. Young Southwark is our local Children's Trust Board, and is responsible for improving outcomes for local children. Our vision and local priorities for children, young people and their families are strongly underpinned by our ambition for our local community.
- 1.2. The priorities within our current Children and Young People's Plan (CYPP) are based on a robust and comprehensive needs assessment. We consulted extensively with key stakeholders, including children, young people and families, and analysed our existing data to create a rich and detailed picture of the borough's needs. We looked at Community Council areas, wards, estates, children looked after, young offenders, individual schools, poorer families and the ethnography of the borough. This information allowed us to identify groups and localities with distinctive needs and allocate the right resources to them, directing services such as sexual health clinics in "hotspot schools" for teenage conceptions, personalising support and family support to raise the attainment of our children and young people. All CYPP priorities are owned borough wide, with a commitment to integrated outcomes and are reflected in our corporate plan, community strategy and are now part of our Local Area Agreement.
- 1.3. Our current CYPP priorities were informed by an Ipsos MORI led Children and Young People's Survey conducted as part of the three yearly CYPP cycle and a wide reaching consultation programme: we are particularly proud that the voice of young people has been central to our CYPP. Young people's main priority identified through this process, more for children and young people to do, is one of our top five CYPP outcome priorities and remains a priority for the Children's Trust, parents, Members and the community as a whole. We review our CYPP annually by self-assessing our performance across the five Every Child Matters (ECM) outcomes, assessing needs and listening to the views of children and young people. We have an annual Pupil Voice Survey, and a "Your Talk, Our Take" event where young people give their view on our progress against priorities, things we need to do better and specific service or issue based consultations as required.

##### 2. *What we have achieved in 2008/09:*

- 2.1. The Children's Trust meets regularly with the Southwark Youth Council to inform local priorities and facilitate joint problem solving between young people and decision makers. Examples of work from these include input into our refresh of the teenage pregnancy strategy and joint work between the police and young people on 'stop and search', including training of police officers by young people. There are also dedicated mechanisms for participating in decision making and policy for vulnerable groups such as Speakerbox (children looked after) and FastForward (Learning Difficulties),

examples include joint meetings between Speakerbox and our Corporate Parenting Committee.

- 2.2. In response to our Youth Inspection recommendation, we are making good progress around implementing our participation model for young people that will formalise links and enhance young people's involvement in Executive and community decision making processes. This will bring together school councils, community youth councils and Southwark Youth Council with the Community Council and Council Executive structure. This is part of our move to improving participatory use of budgets and meeting new duties around community empowerment, with outcomes also monitored through our Scrutiny process.
- 2.3. The Children's Trust is developing ways of engaging more formally with parents on a regularly basis at both board and service level, building on some of our existing models such as Parent Peer Evaluators and Parent Partnership.
- 2.4. We continue to see improvements in outcomes underpinned by a strong culture of partnership working with commitment to integrated outcomes as recognised by our Joint Area Review (JAR) and Annual Performance Assessment (APA) 2008. Partnership working and working across partners to ensure joined up support for families and across communities is a central feature of our approach to local priorities, and integral to our successes of:
  - Increased health promotion, access to support, and reducing health inequalities
  - Working in partnership to improve general safety and wellbeing of children such as reducing perceptions of bullying, and road safety.
  - Continuous improvement across all key stages 2-4 and above national rates of improvement, with results for this year once again showing marked improvement.
  - Continuous improvement of overall performance for Children Looked After (CLA). This year some 67.5% of CLA sat one GCSE or more, in line with our target.
  - Pupils with learning difficulties and disabilities (LDD) making good progress both in special and mainstream provision. At all Key Stages this group is performing at or above the national average.
  - Successful establishment of Local Educational Partnership with Balfour Beatty and Research Machines that will oversee the rebuilding of 11 local secondary schools by 2014
  - Strong partnership arrangements and comprehensive support to ensure our most vulnerable children are safe and meeting their potential across all ECM outcomes, such as those at risk of harm, those looked after and those with learning difficulties and disabilities
  - Increasingly effective partnerships and collaborative working arrangements with schools and early years settings raising standards and leading to improved educational and other ECM outcomes through targeted, multi disciplinary provision delivered within universal settings
  - Improvements in positive opportunities for youth and a wide range of coordinated support delivered across a wide range of partners for those young people at risk such as diversionary programmes and peer mentoring
  - Improving outcomes and opportunities for learning at 14-19, including reducing numbers of those Not in Education Training or Employment (NEET) and raising standards of teaching across the borough in schools, academies and the college

- A wide range of support for families through universal and targeted services such as children's centres, parenting support and extended schools provision.
- 2.5. Details and examples can be found in our CYPP Review 2008, we plan to undertake our CYPP 2009 Review in the summer. This will set out our achievements across the five ECM outcomes for 2008/09.

### **3. What we are planning for 2009/10**

- 3.1 We will continue to work in partnership to secure improved outcomes across the Young Southwark priorities of reducing teenage pregnancy, reducing unhealthy weight, more for children and young people to do, improved numeracy and literacy, crime by and against young people.
- 3.2 We will continue to work in partnerships to address health inequalities.
- 3.3 We will ensure children and young people feel safe by redressing fear of crime.
- 3.4 Continuing to support CLA meet their potential including strengthening the stability of placements, improving attainment and reducing NEET.
- 3.5 Strengthening our safeguarding arrangements for children in Southwark, in line with new Government requirements around child protection.
- 3.6 Continue to work collaboratively with schools to raise attainment and ensure partnership approaches to reduce barriers to learning.
- 3.7 Continue to maintain progress against improvements in Youth provision in light of outcomes from inspection, including the continued implementation of our Integrated Youth Support Service (IYSS) and improving performance of substance misuse provision for young people.
- 3.8 Support national and regional changes around post 16 education, including raising standards at levels two and three and transition of Learning Skills Council (LSC) responsibilities.
- 3.9 Continue to focus on reducing NEETs, particularly at risk groups such as care leavers and young offenders.
- 3.10 In response to national policy changes regarding the children's trust and CYPP, our local children's trust has rolled over its current CYPP (three years, due to end March 2009) for another year. We are currently reviewing our CYPP for 2009 and working towards our CYPP 2010-13. We are approaching our new CYPP using an Outcome Based Accountability model and have divided its development into 10 strands to ensure that we have comprehensive, needs led commissioning intentions across the five ECM domains.
- 3.11 We are in the process of undertaking our Joint Strategic Needs Assessment underpinned by the principles of narrowing the gap. We are also using the CYPP process 2010-13 to mainstream our Equality, Diversity and Human Rights programme

in terms of how we use data, equality impact and plan provision. We are planning a comprehensive and wide ranging consultation programme with key stakeholders including frontline staff, children, young people and families, teachers and governors, community and vulnerable groups such as looked after children, those receiving safeguarding services and those with learning difficulties and disabilities. This programme of work is being delivered jointly with the National Commissioning Support Unit and as part of Children's Trust move to a commissioning body, and is enabling us to use cutting edge and best practice models around needs assessment and stakeholder engagement to drive our next phase of service improvement.

## **II) Southwark Safeguarding Children Board**

<b>Relevant LAA Indicators:</b> See Young Southwark
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### **1. Purpose**

1.1. The Safeguarding Children Board provides strategic leadership to local statutory, independent and voluntary organisations in multi-disciplinary and inter-agency child protection and safeguarding. It works closely with the Children's Trust.

### **2. What we have achieved in 2008/09**

2.1 We played a prominent role in improving safety and wellbeing of children by reducing bullying and perceptions of bullying.

2.2 Our Annual Safeguarding Stakeholders' Conference in 2009 was attended by over 150 representatives of the statutory, voluntary and community sector, including residents and young people. The conference raised awareness of gang and street youth crime and how it can be tackled.

2.3 We published a parenting guide for families with children aged 4 – 10 years.

2.4 We continued to maintain our strong statutory and voluntary sector partnership arrangements, providing comprehensive child protection guidance, joint protocols and training to ensure our most vulnerable children are safe and meeting their potential across all ECM outcomes, particularly those at risk of harm or neglect and those who are looked after.

2.5 The Board and partner agencies successfully introduced the new statutory requirement to review every child death and worked jointly with Lambeth Safeguarding Children Board to achieve this.

### **3. What we are planning for 2009/10**

3.1 We will ensure that the lessons from national and local child death reviews are learned and implemented in inter-agency practice.

- 3.2 We will review the governance of the Southwark Safeguarding Children Board in response to the national review of the effectiveness of Local Safeguarding Children Boards (LSCB) following the report by Lord Laming: The Protection of Children in England and the Government response and action plan published in May 2009.
- 3.3 To appoint an independent chair of the Safeguarding Children Board and to appoint two community representatives to sit on the board.
- 3.4 In line with recent inspection advice, we will set up an inter-agency sub group to monitor the performance and quality of interagency work to protect children.
- 3.5 We will review and continue to provide and monitor training for all professional staff and volunteers in child protection.
- 3.6 We will re-issue local procedures in child protection, domestic violence, parental mental health, and parental substance misuse and their impact on children in light of the national changes resulting from the government review of safeguarding children.
- 3.7 We will undertake a communications campaign to raise public awareness of child abuse and neglect and how to seek help for children who may be affected.
- 3.8 We will pilot London-wide and national procedures for the protection of children from trafficking and exploitation.
- 3.9 We will produce guidance for professionals, parents and young people on the risk of abuse from the use of the internet and mobile technology.

### III) Safer Southwark

**Relevant LAA Indicators: NI 15, 19, 32, 40, 111, 143, 144, (Local) Personal Robbery**

#### 1. Purpose:

- 1.1. The Safer Southwark Partnership (SSP) is Southwark's combined crime and disorder reduction partnership (CDRP) and drug and alcohol action team (DAAT) with responsibility for reducing crime, fear of crime, enviro-crime, anti-social behaviour and substance misuse in the borough.
- 1.2. Our role is to jointly provide a net of partnership services that will capture and address the issues of crime and anti social behaviour that affect people the most. To achieve this we:
  - Provide opportunities and interventions for individuals that will reduce the impact of crime and substance misuse on people's daily lives
  - Work in partnership with our communities to deliver local solutions for neighbourhoods
  - Make the most effective use of our joint service provision for the benefit of Southwark

## **2. What we have achieved in 2008/09:**

- 2.1. Residents tell us that they feel safer in Southwark and that we have made good progress against our crime targets:
  - 6% increase in day time feelings of safety
  - 8% increase in night time feelings of safety
  - 25% reduction in gun crime
  - 13% reduction in knife crime
  - 9% reduction in serious youth crime
  - 15% reduction in robbery of personal property
- 2.2. We are making direct personal contact with young people already involved or at risk of becoming involved in gang activity identified through partnership work with the police and other agencies – a pioneering approach. The home visits take place in the young person's family residence with parents or guardians present. We talk in an open manner about the serious risks in becoming involved in gang activity. The aim is to get them out of the situation they are involved in. So far 34 young people have been visited and we have had many successes, including 18 acceptable behaviour contracts signed.
- 2.3. We revised our approach and took the lead in organising events aimed at families, parents and young people. We work with partners and the community gangs forum to make sure events are successful. The aim is to engage with residents and to raise awareness of the work the council and its partners are doing to prevent violent crime and gang involvement -enabling them to take an active role and become leaders in their families and communities. The use of "talkaoke" sessions in a variety of public locations allows the partnership to further understand the needs of communities and to feed these views into service design.
- 2.4. Southwark Anti Social Behaviour Unit (SASBU) and the Metropolitan Police Service were lauded for their work on youth anti social behaviour on the Kingswood Estate. A survey following the event showed that 60% of respondents thought there had been either a good or very good reduction in youth crime and anti social behaviour.
- 2.5. We launched the SERVE (Southwark's Emergency Re-Housing Victims of Violence Enterprise) scheme. SERVE is provided in partnership with registered social landlords and a temporary refuge and on going advocacy support for residents who face serious risk of violence due to their association with a suspect or victim of gang related violence. This scheme has been recognised as best practice by the department for Communities and Local Government (CLG).
- 2.6. Operation Pathways was launched, this programme supports those who wish to exit their gang lifestyle while using robust enforcement techniques against those who continue to engage in serious violence.
- 2.7. We launched the multi agency Diamond District Programme, which targets re-offenders leaving custody following short term sentences and those who have been given unpaid work orders with support to aid their exit from crime.

- 2.8. Our priority and prolific offenders (PPO) team is now fully integrated with the police and the drug interventions programme, has new shared premises and added police resources.
- 2.9. We have established a comprehensive independent domestic violence advocate (IDVA) service providing victims with services at court, hospital, housing offices and children's centres. IDVAs have proved their effectiveness with a local evaluation showing that 72% of victims became safe as a result of the IDVA intervention.
- 2.10. Southwark's community warden's service continues to provide an effective service for local residents. During 2008/09 Southwark's community wardens became the first local authority officers in Greater London to be accredited by the Metropolitan Police. The accreditation gives wardens power to tackle issues, such as underage drinking and anti-social behaviour, on the spot without the involvement of the police.
- 2.11. 38 crack houses were closed in 2008/09 and Southwark continues to perform above the national average in terms of getting crack users into effective treatment. In fact we have been so successful in closing crack houses quickly we are now seeing far fewer set up in the borough.

### **3. *What we are planning for 2009/10:***

- 3.1 We will develop a community advocacy scheme as part of our three tier advocacy model to reduce serious violence.
- 3.2 We will continue to tackle the peak times and locations of youth crime, focusing our resources after school and key routes journey home for our students.
- 3.3 Following the restructuring of youth support and prevention services we will work with Children's Services to implement targeted youth support and integrated youth support services to coordinate provision and reduce first time entrants to the youth justice system.
- 3.4 We will work with Supporting People and substance misuse services to ensure we can provide effective services for women with complex needs suffering domestic violence.
- 3.5 We will increase the number of serious drug users entering and remaining in effective treatment.
- 3.6 Develop and resource a partnership "reducing re-offending" strategy, to include a clear outcome based commissioning framework.
- 3.7 The partnership will look into impacts caused by the economic downturn, increased migration, London 2012 as well as crime and safety issues caused by the expansion of London's transport infrastructure.

## **IV) Southwark Housing Strategic Partnership**

**Relevant LAA Indicators: NI 155, 154, 156, (Local) Number of young people spending more than 6 weeks in B&B accommodation, (Local) Number of non local authority owned vacant dwellings returned to occupation or demolished**

### **1. Purpose**

- 1.1. The Southwark Housing Strategic Partnership was set up in May 2008. Its role is to improve the lives of residents through developing and effectively responding to a sound and shared understanding of the housing needs of residents across all tenures, making the best use of resources.

### **2. What we have achieved in 2008/09:**

- 2.1 We undertook a Housing Requirements study to ensure we were aware of residents' housing needs, interviewing 1763 interviews with individual households. This comprehensive study help to give the council and the partnership an up to date view of housing needs in the borough and helped shape the development of the new 2009-16 Housing Strategy.
- 2.2 We conducted a comprehensive consultation on the new strategy. We advertised for responses in the local media, we wrote to residents who had expressed an interest in the strategy in the past five years, and our officers attended high profile community meetings to collect opinions of residents.
- 2.3 We aligned development of the Housing Strategy with development of the Core Strategy, sharing the results of both consultations and checking that they contribute towards the aims and objectives of the Sustainable Communities Strategy.
- 2.4 We have agreed a high level action plan and performance monitoring framework for the partnerships LAA targets.

### **3. What we are planning for 2009/10**

- 3.1 We refreshed the Partnership's Forward Plan for the next two years in May 2009 to ensure that it is more closely integrated with the objectives of Southwark 2016, and ensures regular monitoring of LAA, and other key housing targets. This framework also enables the group to consider and respond to key issues from other thematic partnerships.
- 3.2 The 2009-16 Housing Strategy will be agreed by the Partnership in autumn 2009 prior to going to Southwark Council's Executive. The Partnership will agree high level targets for the monitoring of the implementation of the strategy, which it will then monitor and contribute to their delivery.

3.3 The Housing Strategy will give a blueprint for how the authority and partners will meet housing needs, and improve the condition, quality, and management, of the housing stock across all tenures until 2016. When it is published, we will also provide a consultation feedback document to reflect comments made by residents and how they contributed to the strategy and its objectives.

## V) Southwark Sustainable Environment Partnership

<b>Relevant LAA Indicators: NI 186, 192, 195, 197, 198</b>
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### 1. Purpose:

1.1 The Southwark Sustainable Environment Partnership (SSEP) is a new strategic partnership set up in September 2008 to oversee partner delivery of the sustainability components of the Local Area Agreement. The Sustainable Environment Partnership exists to promote the importance of a quality, liveable, sustainable environment for all who live in, work in and visit Southwark. Members are drawn from a mix of key delivery and other representative organisations including the Council, Southbank University, Business Improvement Districts, Primary Care Trust, Transport for London, Groundwork, Community Action Southwark. Community input is provided by two representatives of the Southwark Environment Forum (SEF). SEF membership comprises a wide range of neighbourhood based voluntary action groups and local members of environmental Non-Governmental Organisations (NGOs).

### 2. What we have achieved in 2008/09:

2.1 Since November 2008, the Partnership has met four times to discuss its remit, which is the five strategic sustainability targets (which relate to CO2 reduction, municipal waste and recycling, street cleaning, biodiversity and travel to school). To date, much of the partnership's work and focus has been around carbon management and meeting the borough's four carbon indicators. However, it will be formulating its wider sustainability priorities and agenda as the partnership develops.

2.2 The domestic sector is responsible for 28% of CO2 emissions in Southwark, and 35% of the borough's dwellings are council managed. Activity this year has focussed on reducing emissions and fuel poverty and activity has focussed on continued investment on council dwellings to improve insulation and heating systems. The Council secured £1.2 million from the London Development Agency (LDA) to upgrade district heating infrastructure and boilers. To further promote the energy efficiency agenda the partnership has promoted reflecting radiator panels that are free to tenants and at a reduced price for leaseholders as well as providing energy efficiency advice to tenants.

2.3 The Council has also engaged residents in private homes with energy efficiency initiatives, promoting the solar reward scheme (where the Council provide grants for owner occupiers to install solar thermal systems). It has also promoted a "Green Homes Concierge" which provides a free home energy audit and assistance for making energy saving work.

- 2.4 London South Bank University, in association with the Carbon Trust, have developed an action plan to reduce CO<sub>2</sub> emissions by 15% by 2016 (baseline figures from 06/07). This includes initiatives to reduce carbon emissions through reducing direct energy use, water consumption, waste generation and business travel. The programme will be supported by policies on energy, waste, procurement and travel as well as awareness campaigns to staff and students.
- 2.5 A number of carbon reduction schemes for non-domestic sector have been developed and expanded including by the Council: eco-schools and the Environmental Business Awards (aimed at small to medium sized enterprises and micro-businesses).
- 2.6 Travel to School work has focussed on developing a 'Sustainable Modes of Travel Strategy. This sets out the council's vision for improving accessibility to schools and colleges and promoting sustainable travel for children and young people. It aims to help parents and carers find safe and sustainable routes, ensure infrastructure improvements address young people's needs and develop, implement and monitor travel plans for all schools. 44% of schools now have signed off travel plans (representing 46% of total schools) and 60% of the borough is now covered by 20mph zones.
- 2.7 Some excellent biodiversity projects were developed during 2008/09. 32 out of 58 of our Sites of Importance for Nature Conservation (SINC) sites under are now under positive management. Ten new stag beetle loggeries were installed and Surrey Square nature garden was restored in association with BBC Springwatch. In addition, 0.88 hectares of wildflower meadow were created in Southwark.

### ***What we are planning for 2009/10***

- 3.1 In order to contribute to reducing borough wide CO<sub>2</sub> emissions, the partnership engaged the business and public sector to establish a "club" of the highest non-domestic emitters. It was agreed that the club would share CO<sub>2</sub> footprints and examples of best practice in energy reduction in order to make inroads into our target reduction. And with that in mind a "big switch off" event has been organised with larger businesses and organisations in the north of the borough for October 2009 to promote energy conservation. All members of the partnership have agreed to commit themselves to achieving shared targets across the club.
- 3.2 The partnership are planning a "big switch off" event in October that will highlight the potential impact of the money savings that can be achieved through reducing energy consumption.
- 3.3 A new Centre for Efficient and Renewable Energy in Buildings (CEREB) is being constructed in the new Keyworth Centre at London Southbank University. Students, researchers, the construction industry and others will be able to use CEREB as a teaching and research facility through monitoring the workings of the sustainable energy features within the Keyworth II building.
- 3.4 The "Better Bankside" Business Improvement District (BID) is working with the LDA on a feasibility study for district heating and combined heat and power in the Bankside area. The partnership has helped facilitate communication with all sectors as regards this project and will look to take this forward in the year ahead.

- 3.5 During 2010 Southwark will be piloting innovative approaches to area based domestic CO2 reduction in its role as the joint lead for the regional London Collaborative project which is a mass loft insulation scheme and further promoting Southwark Warmer homes.
- 3.6 In 2009/10, Southwark Schools for the Future will be commencing a number of school development schemes, which all have high BRE environmental assessment method (BREEAM) aspirations. This includes: three rebuild and a range of redevelopments for the primary sector; two brand new secondary schools, seven school rebuilds and four building refurbishments for secondary schools and two rebuilds and one major refurbishment for the academies.
- 3.7 School travel work in 2009/10 will concentrate on implementing the new strategy. Progress will be monitored and evaluated using school census data, 'hands up' survey results, travel plan monitoring and road casualty data.
- 3.8 With regards to recycling, the focus for this year is on increasing the number of residents participating in our recycling schemes, and broadening the amount of material those residents are setting out each week for recycling. Our key objectives are to have between 45-50% "committed recyclers" (as defined by WRAP), to increase the percentage of residents that claim to be fairly or very well informed about their recycling services to between 72-75%, and to reduce the percentage of residents stating that they don't recycle to below 9%. To help achieve this we are planning an overarching communications, to be launched later in the year, with the objective of getting relevant groups of residents to either start recycling, recycle more, or recycle more materials. In addition, Veolia are undertaking, on our behalf, an inventory of all estate based recycling facilities, with a view to providing new or improved facilities wherever applicable.
- 3.9 Work will be undertaken on three parks during 2009/10. Surrey Gardens will be enhanced for wildlife through native planting and habitat creation. A review of Benchley Gardens will be undertaken with a management plan produced that will deliver conservation action as identified. The habitats of Lucas Gardens will be enhanced with a focus on meadow and stag beetle habitats.
- 3.10 A number of key activities are planned for meeting the NI195 targets during 2009/10. This include:
- Reviewing the results from internal and external (Capital Standards) monitoring, to identify locations and work practises where improvements are possible, and to implement changes.
  - Liaising with Encams (including Capital Standards) to examine alternative work methods, to receive advice and information about Best Practise and similar, and to learn of any innovations in the provision of the service.
  - To liaise with other Local Authorities to exchange information regarding the provision of the service and related issues.
  - To continue with the in-house training programme for front-line staff, and to continue to encourage the take-up of NVQ courses for all staff. 5) To review continually the performance of the service through monthly Team Management meetings.

## VI) Healthy Southwark

<b>Relevant LAA Indicators: NI 56, 120, 123, 126</b>
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### 1. *Purpose:*

- 1.1. The Healthy Southwark Partnership Board delivers Southwark's [Health Improvement Strategy \(HIS\) 2007-2012](#) and the Health Inequalities Strategy which is under development currently. Healthy Southwark is responsible for delivering the Department of Health's 'Choosing Health' and related programmes in Southwark. Healthy Southwark and Young Southwark jointly lead the implementation of the 'Be Healthy' aspect of Every Child Matters.

### 2. *What we have achieved in 2008/09:*

- 2.1 A key achievement for the year was the achievement of the centrally set smoking cessation target for the first time in the programme, prioritised and driven by the Healthy Southwark Partnership. Southwark met its smoking cessation target, with 1,277 people recorded as quitting smoking, against a target of 1,225.
- 2.2 We worked to improve levels of participation in physical activity in the borough to tackle heart related problems and diabetes. We focused much effort on community based physical activity sessions (outside of traditional centres) and training local people to provide sessions and obtain grants to help sustain activity. We are developing a disability sports and physical activity strategy to increase uptake from people at greater risk of ill health from inactivity.
- 2.3 We secured funding for a Working Neighbourhood Health programme. This supports local people to train and secure experience and employment as health trainers and exercise facilitators which will include MOT health checks (in pubs, job centres, hostels, local markets etc).
- 2.4 To reduce health inequalities in Southwark we led on tackling the wider determinants of poor health (worklessness, poverty, housing, crime etc), ensuring health interfaces with the developing core strategy, housing strategy, and worklessness agenda. We made good progress, exceeding Life expectancy targets for both males and females as set by the Department of Health. Mortality rates in the big killers such as Cardiovascular Disease have declined steeply over recent years with the help of focused interventions with our partners. Recent survey data indicates that people report experiencing higher levels of good health than in many comparator areas with lower levels of deprivation indices.
- 2.5 We improved our early Access to maternity services. Over 60% of pregnant women in Southwark had completed a full assessment by a midwife or a maternity healthcare professional, against a target of 50%. This service is key to giving women the full benefit of personalised maternity care and therefore improves outcomes and experiences for both mother and baby. Other positive trends include mortality rates from suicide. Local mental health services have been recognised as excellent by the

Healthcare Commission in 2008 ratings, and comparatively high numbers of people are in effective treatment for substance misuse problems.

- 2.6 Healthy Southwark partners across the community, education and leisure sector worked together to provide family weight programmes, healthy schools initiatives, and the community games. We achieved a slight decrease in rates of year 6 obesity in 2007/08. Work on tackling childhood obesity remains a top priority for the partnership.
- 2.7 We improved outreach to new and longstanding communities, examples of which include recruiting qualified refugees as part of the MOT health check service so that we can fully understand and respond to patients needs.
- 2.8 We engaged local communities around addressing health inequalities, holding “Transforming Southwark” consultation events took place to identify the priorities for our World Class Commissioning themes and stakeholder workshops and consultation events for emerging strategies such as Health Inequalities; Healthy Weight; Disability Sports; Sport and Physical Activity).

### **3. What we are planning for 2009/10**

- 3.1 We will tackle teenage pregnancy issues by developing, a new strategy with Young Southwark which will look to improve communications around this subject, further improve provision and access to sexual health services and will see greater work with groups at risk.
- 3.2 We will launch the refreshed Healthy Weight strategy launched later this year with a clearer and more streamlined approach that involves wider key agencies more strategically.
- 3.3 The partnership will continue to lead work around tackling all age, all cause mortality, obesity in year 6 children and increasing the number of smokers quitting.
- 3.4 Southwark’s new Health Inequalities Strategy will be launched over the summer and we will strengthen the community engagement systems used by to support the success of this strategy.

## **VII) Safeguarding Adults Partnership Board**

<b>Relevant LAA Indicators: NI 130, 141</b>
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### **1. Purpose**

- 1.1. The Safeguarding Adults Partnership Board (SAPB) was established in response to the “No Secrets” statutory guidance (Department of Health and Home Office 2000) and follows the best practice guidance of “Safeguarding Adults – A National Framework of Standards for good practice and outcomes in adult protection work” (Association of Directors of Adult Social Services 2005). It is a partnership that

promotes the prevention of vulnerable adult abuse through the coordination and integration of safeguarding work within and across local organisations. Vulnerable adults are people who need assistance from health or social care services and are over 18 years of age.

## **2. What we have achieved in 2008/09**

- 2.1 In 2008/09 the partnership worked on promoting public awareness including who to report to about suspected abuse. This was delivered via a step check winter campaign consisting of leaflet distribution to all our partners, poster placements and articles within the local press and council publications. Independent surveys before and after the campaign indicated significant increase in the public's awareness of the types of abuse and who this should be reported to. The annual Conference in November had as its themes Equalities and Human Rights and Commissioning. This raised understanding of the relationship between commissioning of services and the quality of care provision. The link between abuse and people's human rights gave another perspective on the importance of safeguarding.
- 2.2 Developing and implementing audit processes. Audit processes have been developed to ensure the comprehensive policies and procedures are fully understood and followed by operational staff across the partnership. Learning from audits is gathered and shared across the partnership.
- 2.3 Developing and implementing a guide for commissioners to ensure that safeguarding requirements are specified and monitored within contracts.
- 2.4 Developing a set of safeguarding competencies to ensure people working within the partnership are clear about expectations of them and others to safeguard vulnerable adults. The competencies are linked to the safeguarding adults learning and development programme.
- 2.5 The issuing of a multi-agency safeguarding adult information sharing protocol covering people who may be eligible for community care services and whose independence and wellbeing is at risk of abuse or neglect.

## **3. What we are planning for 2009/10**

- 3.1 We will consider and implement recommendations made about local Safeguarding arrangements following the Care Quality Commission's Independence, Wellbeing and Choice Inspection that took place in April / May 2009.
- 3.2 We will develop guidance to ensure the Partnership adheres to implementation of the forthcoming Safeguarding Vulnerable Groups Act.
- 3.3 We will provide the Safeguarding Executive and Partnership Board with quarterly reports on safeguarding adult performance for scrutiny and in-year actions.
- 3.4 We will continue public awareness raising campaigns via the annual stakeholder conference and wider partnership activities.

- 3.5 We will continue the audit programme within operations and expand to include audit of commissioning and contract monitoring processes.
- 3.6 We will strengthen prevention of and management of financial abuse by delivering awareness raising campaigns with this focus.
- 3.7 We will work closely with the development of Self Directed Care (Personalisation) to ensure that potential risks to vulnerable people are identified and addressed.

## VIII) Independence and Wellbeing for Life Strategic Board

<b>Relevant LAA Indicators: NI 120, 130, 141</b>
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### **1. Purpose**

- 1.1. The Independence and Wellbeing for Life Strategic Board oversees the implementation of 'Independence and Wellbeing for Life: living a fuller life in Southwark 2006–10', Southwark's strategy to improve the quality of life for older people.

### **2. What we have achieved in 2008/09**

- 2.1 We increased the number of social care service users receiving self directed support overall by 20% during the year, including a 40% increase in the number of older people choosing to direct their own care arrangements. This was significant progress towards our LAA stretch target.
- 2.2 We updated our service directory outlining the services available for older people, to ensure that older people in Southwark have accessible information to increase take up of services and promote equitable access.

### **3. What we are planning for 2009/10**

- 3.1 The action plan will be refreshed to take full account of achievements during the first three years, current priorities, the implications of the concordat "Putting People First: a shared vision and commitment to the transformation of Adult Social Care" and recommendations following the recent Care Quality Commission's inspection of Adult Social Care Services.

## ix) Employment and Skills Partnership

**Relevant LAA Indicators: NI 152, 163 , (Local) Working age people on out of work benefits, (Local) % of working age population with no qualifications, (Local) ESOL qualifications and part qualifications**

### 1. Purpose:

1.1. The Employment and Skills Partnership oversees the monitoring and implementation of the Southwark Employment Strategy, using the Local Area Agreement (LAA) to set priorities and monitor activities and outcomes towards meeting key employment and skills targets in the borough. The Partnership is currently chaired by Jobcentre Plus, other members include the local authority, Southwark Further Education College, the Learning and Skills Council, LDA, Government Office for London, local Employment Zone and Pathways to Work providers and elected voluntary and community sector representatives. Southwark's LAA includes borough-wide and area-based targets to reduce working age benefits claimants, increase level 2 qualifications and English for Speakers of Other Languages (ESOL) attainment and continue to reduce the proportion of residents with no qualifications at all.

### 2. *What we have achieved in 2008/09:*

2.1 2008/2009 has been a transitional year for the Employment and Skills Partnership as well as for the Southwark Alliance. Neighbourhood Renewal funding finished and we set new LAA targets to develop and implement welfare reform during a recession. We focused on ensuring we are well placed to tackle key employment and skills priorities, developing improvement plans for each of our 4 LAA indicators and improving partnership working to deliver these. And in 2009 our employment rate has risen from 63.7% in 2006 to 66%, meaning that an estimated additional 4,501 residents have secured employment. The gap between the Southwark and London employment rate has reduced from 5.1% to 4%.

2.2 We continued to develop our inter-referral relationships. This gave us better service knowledge amongst providers and better signposting within organisations to the most appropriate service for the individual service user. **Southwark Works** and **Work Directions Pathways to Work** services regularly refer customers to each other in order to best serve the needs of a particular customer. Innovative approaches to partnership working have been encouraged, including conducting Jobcentre Plus interviews from Work Directions Pathways premises.

2.3 We have worked to reduce the impact of the recession on the borough's residents and held a joint meeting with the Enterprise Partnership on this subject. Through the LAA target refresh process and dialogue with Government Office for London we carried out a detailed 'state of the borough' analysis with respect to the likely impact of the recession on benefits claimant numbers. Jobseekers' allowance claimants data shows a 43.5% increase in the borough's stock of claimants between April 2008 and April 2009, bringing the total stock to 8,974. This was the 9th smallest increase among the 33 London Boroughs. It compares well to London's 61% increase and Great Britain's 86.4% rise

- 2.4 We vastly improved our Education and Skills according to the Indices of Multiple Deprivation (IMD) 2007. No areas of the borough were found in the 10% most deprived band for England, and fewer areas were in the 0-30% most deprived for this domain in comparison to any other domain. The working age population qualified to at least level 2 has increased by 7.14% of working age residents to 73.79% (NI 163), surpassing London and England figures. Those qualified to at least level 3 and 4 in the borough are also higher than regional and national figures at 59.85% and 44.38% respectively.
- 2.5 We began discussions with Voluntary and Community Sector (VCS) members and organisations to understand their role in the delivery of welfare to work programmes. This will support further discussions with Community Action Southwark about the potential development of a providers forum.
- 2.6 We worked with Safer Southwark, Young Southwark and Healthy Southwark to develop LAA Improvement Plans where our shared goal is to improve individual life chances through increased economic well-being. These partnerships have also selected LAA targets to reduce worklessness for key client groups for 2008/2009 and beyond and this has led to an increased number of joined up interventions tackling worklessness in partnership across key themes like health, community safety and children's services. Examples of this include working with the PCT and South London and Maudsley NHS Foundation Trust to integrate the Increased Access to Psychological Therapies (IAPT) service and Community Mental Health teams with employment support through the Southwark Works programme and working with the Housing Partnership's Trailblazer programme to provide Southwark Works employment advisers in the Housing Options centre.
- 2.7 Our research into extended schools and Children's Centres in tackling worklessness supported the development of the Adult Advancement and Careers Services prototype which will deliver employment and skills IAG to low-income parents through schools and Children's Centres in 2009/2010.
- 2.8 We continue to build on our research and evidence base to prepare for the review of the 2006-2009 Southwark Employment Strategy and ensure lessons learnt through NRF are taking forward into new programmes and pilots.

### **3. *What we are planning for 2009/10***

- 3.1 We will use the LAA Improvement Plans to bring together Jobcentre Plus, the Learning and Skills Council, Southwark Council and other key partners' investment to improve delivery of employment and skills outcomes.
- 3.2 We will continue to lead work to reduce working age benefits claimants, increase level 2 qualifications and ESOL attainment. We will continue to reduce the proportion of residents with no qualifications at all, through mainstream and Working Neighbourhood Funds and other discretionary funded programmes.
- 3.3 We will review the 2006-2009 Southwark Employment Strategy, which brings strategic, funding and delivery partners together to provide the framework for all employment and skills support activity delivered through the council and the Southwark Alliance. We are

conducting another three-year review of the strategy in 2009, which will include widespread consultation with:

- Businesses
- Residents
- Voluntary and Community Sector
- Other local authorities
- Government departments and agencies
- Service users
- Other thematic partnerships within the Southwark Alliance
- Other internal departments within Southwark Council

3.4 We will further extend cross-theme working to support the embedding of actions to tackle worklessness across wider themes including Health, Community Safety, Young People and Housing and contribute to other key economic strategy reviews including the Employment Land review, and Core Strategy.

3.5 We will deliver the Department for Innovation, Universities and Skills (DIUS) 'New Approach to English for Speakers of Other Languages', for which Southwark is a pathfinder borough. We will work within the Partnership to identify local priorities for ESOL provision and funding, drawing on the success of the NRF supported ESOL programme in Southwark.

3.6 We will develop a programme of employment support and work placement for younger people through the Future Jobs Fund.

3.7 We will support the local implementation of Flexible New Deal from October 2009.

3.8 We will contribute to the local authority and Southwark Alliance responses to the impact of the recession and recovery on Southwark.

3.9 We will work with Community Action Southwark to explore the development of an employment and training provider's forum in Southwark.

## **X) Enterprise Partnership**

<b>Relevant LAA Indicators: The number of active enterprises in Southwark (to be reported 09/10)</b>
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### **1. Purpose:**

- 1.1. The Enterprise Partnership supports the demand side of the worklessness agenda and is closely aligned to the Employment and Skills partnership. We lead on the Southwark 2016 objective to create a vibrant economy and support priorities around the use of sustainable resources and improving the public realm.

## **2. What we have achieved in 2008/09:**

- 2.1 We improved joint working between Business Link in London and the Local Authority to identify micro-businesses with the potential to grow so we could better target existing support, and promoted the benefits of VAT registration with HMRC. In 2007 there were 12,485 active enterprises in Southwark in 2007 (defined as those businesses registered for either VAT or PAYE) but as yet there is no time series available with which to monitor trends. However between 2004 and 2007 the number of VAT registered businesses has increased by an average of 4.3% or 475 additional businesses. Southwark's business stock as measured by number of workplaces has also shown positive growth levels illustrating increases year on year since 2002 with no sign of slow down since 2006.
- 2.2 We created an area focused approach for the Enterprise Partnership work plan; we held meetings in key centres in the borough; built a socio economic profile of the areas, learnt about existing local networks and invited local business people to present their experiences of developing businesses in these areas.
- 2.3 We launched the Supply Southwark Group to open up public sector procurement. We developed a local procurement action plan to improve advertising of Local Authority contract opportunities and embed wider economic benefit clauses in the contracting process and planning agreements.
- 2.4 We supported the delivery of a one year London Development Agency funded project to support 3 elements of enterprise development; outreach, networking and youth enterprise. Key partners in this project included Black Business Initiative, Greater London Enterprise, Better Bankside BID and the Southwark Chamber of Commerce. Key outcomes of the project were:
  - Increased access to information and support to start a business in the more deprived areas of the borough
  - More young people engaging in enterprise activity; developing business ideas and accessing funds to take their idea further
  - The design and development of an Enterprise Partnership e-news letter to improve correspondence between business networks
  - A successful networking event, attended by over 200 Southwark businesses.
- 2.5 Southwark's new business registration rate has experienced fluctuations since 2004, but overall has experienced growth particularly between 2006 to 2007 when there was an increase of 20% mirroring similar leaps in other boroughs. Southwark's self-employment rate also increased by almost 1% between 2008 and 2009 after a 2.2% decline in the previous three years.
- 2.6 The Gross Domestic Product (GDP) index for Southwark is performing well evaluated against national and regional values, although there has been a slight downturn in 2008 with a negative change of -2.10 compared to a London reduction of -2.30. Southwark has maintained a higher survival rate than London since 2002, as well as against many other London boroughs except Westminster.

- 2.7 Using the Working Neighbourhoods Fund to support a number of projects to develop and sustain Businesses in Southwark (including the Youth Enterprise Programme 2009/2010).
- 2.8 Contributed to the Core Strategy consultation process providing a business perspective supporting the conservation of employment land.
- 2.9 Developed a comprehensive performance management framework to monitor and evaluate enterprise performance in the borough using national indicator data, local information and key programme outcomes/outputs.
- 2.10 Worked with the Employment and Skills Partnership to analyse the impact of the recession in Southwark and developed a response to the key issues raised.
- 2.11 Worked with Business Link in London to support the implementation of the LDA's 'Solutions for Business' business support products.
- 2.12 Supported the review of the 2006-2009 Southwark Enterprise Strategy; providing information, developing a review timetable, recruiting consultants to start the full review process in July 2009.

### **3. *What we are planning for 2009/10***

- 3.1. In the year ahead we will support the 'active enterprises' LAA target through focusing on supporting those businesses most vulnerable to failure in the economic downturn to keep trading and to target support to businesses looking to grow their way out of recession.
- 3.2 We will support Business Link in London and other key business support organisations to target specific business support; for development, innovation; sustainability and survival during the recession.
- 3.3 We will continue to monitor key enterprise indicators, building a database of intelligence, particularly at a local level and determine the true impact of the recession.
- 3.4 We will open up the potential for local procurement to support the local economy through the Supply Southwark Group and the Supply Cross River programme.
- 3.5 We will continue to target support to micro businesses with the potential to grow through collaboration with Business Link in London and other key business support members.
- 3.6 We will ease cash flow pressures on businesses by promoting the small businesses relief scheme.
- 3.7 We will continue to map the business support offer in Southwark working with Business Link in London to improve referrals at a local level and ensure support is matched to the 'Solutions for Business' products where possible.
- 3.8 We will encourage commercial landlords to support businesses through a difficult economic period, the Local Authority will permit all tenants of 'low and medium value

shops' with a rent payable level at or below £50,000 per annum to from quarterly to monthly payments on application.

- 3.9 We will increase Working Neighbourhoods Funded business support provision to businesses most in need of assistance to keep trading through the recession and target GLE One London lead funds in deprived areas of Southwark.
- 3.10 We will complete the area focused work plan and review this approach ; using information collected about the local area and business issues to contribute to the Enterprise Strategy review.
- 3.11 We will continue to input into the boroughs' Core Strategy and Area Action Plans to ensure that economic objectives are embedded in the Local Development Framework.
- 3.12 We will review of the Southwark Enterprise Strategy which brings regional and local partners objectives together to ensure there is a coherent forward strategy for enterprise development, regeneration and inward investment delivered through the Council and LSP partners including across other thematic partnerships such as the Employment and Skills Partnership and the Sustainability Partnership. The review will consult widely with:
  - Businesses and business networks
  - Residents
  - Government departments and agencies
  - Other Southwark alliance thematic partnerships particularly the Employment and Skills and Sustainability Partnerships
  - Internal departments within Southwark Council
  - The local planning authority
- 3.13 We will continue to roll-out £4.5m of Local Authority capital investment delivered through the Improving Local Retail Environment Programme.

## **XI) Stronger Communities Partnership**

<b>Relevant LAA Indicators: NI 1, 4</b>
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### **1. Purpose:**

- 1.1. The Stronger Communities Partnership is comprised of key community, voluntary and statutory sector stakeholder organisations, and leads on the stronger communities agenda across the borough.
- 1.2. It is responsible for developing and facilitating a partnership approach to community engagement, community cohesion and active citizenship. The work of the partnership is underpinned by a robust architecture of engagement.

## **2. What we have achieved in 2008/09:**

- 2.1 The Council was awarded Beacon status for Cohesive and Resilient Communities on behalf of the partnership, for excellence in work taking place across the borough on community cohesion. The Partnership has supported active citizenship through working alongside the Active Citizenship Hub (ACH) to develop and fund programmes that help residents become more active in their area of interest, whether as a school governor, magistrate, tenants activist, or getting involved in council decision making. The ACH has been awarded "Take Part" funding from government to encourage participation amongst marginalised groups such as travellers and refugees.
- 2.2 We facilitated meetings between groups like our Latin American and Sierra Leonean communities to engage these new and emerging communities with mainstream service providers in order to gain a better understand of need and expectation and create safer and stronger communities.
- 2.3 We researched the needs and barriers experienced by Eritreans in partnership with Eritrean communities and Lambeth Council and worked with Muslim communities looking at diversity and similarities, exploring barriers to integration and interaction with non-Muslim society.
- 2.4 In addition the Community Support grants programme funds local community organisations. We supported disadvantaged communities, locality based resources for tackling social exclusion and specialist capacity building for the sector through the Community Support grants programme.
- 2.5 We funded organisations offering advice and legal services, providing a safety net to individuals and to reduce the effects of financial exclusion and income poverty. This helps to maintain community resilience.
- 2.6 We held cohesion workshops across the partnership with over 300 participants sharing good practice and discussing our vision. Further to this, cohesion and engagement training for the youth council was co-ordinated with community safety and the police.
- 2.7 Our commitment to effective cross partnership working was demonstrated by delivering cohesion training for teachers and governors in over 20 schools, focusing on sharing good practice and working with Children's services. In addition we added a cohesion session to the Metropolitan police's regular diversity training and worked with communities of interest forums on specific issues, holding workshops and seminars on issues like employment and training opportunities. Events were also facilitated with local community forums on Southwark's future, looking at the Sustainable Communities Act, Southwark Housing Strategy and Health Inequalities Strategy.
- 2.8 We worked with the Safer Southwark Partnership to deliver the Preventing Extremism programme of work, locally called Safer Communities. This included:

- The 'Peace By Piece' exhibition capturing the sight and sound of Islam in Southwark to confront stereotypes and misconceptions while also posing some challenging questions for local Muslim communities
- The 'Face to Faith' interfaith dialogue event across faith communities
- A peer research project with Muslim youths to explore heritage, social interaction and integration
- A youth engagement programme creating platform for dialogue through radio, video and on line media

### **3. What we are planning for 2009/10**

- 3.1 As a Beacon council and as National Empowering Authority for our cohesion and engagement work we will be sharing our experiences with national audiences at conferences and events as part of learning dissemination programme.
- 3.2 We will build a stronger relationship with local universities Islamic Societies to deal with extremism and radicalisation together.
- 3.3 We will develop a leadership training programme for Muslim women.
- 3.4 We will co-ordinate the community engagement strategies of each of the statutory partners and will be monitoring how each of the partners will implement the guidance around the duty to involve.

### Section 3

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Children and Young People</b>								
108	Key Stage 4 attainment for Black and minority ethnic groups	%	BAFR: 51.0% BCRB: 27.3% BOTH: 36.0% MOTH: 46.9% MWBC: 40.6% OOTH: 37.3% WBRI: 38.6% WOTH: 42.9%	BAFR: 44% BCRB: 34% BOTH: 29% MOTH: 58% MWBC: 40% OOTH: 51% WBRI: 39% WOTH: 51%	BAFR: 56% BCRB: 35% BOTH: 29% MOTH: 58% MWBC: N/A OOTH: 48% WBRI: 58% WOTH: 51%	BCRB: 39% MWBC: 50% BAFR & MWBA combined: 60% Gypsy/Roma and Traveller of Irish Heritage combined: 33% BOTH: 35% WOTH: 58%	New indicator for 2008/09	
112	Under 18 conception rate	%		67.6	49.1	TBC	Data available for 2007/8 outturn: - 12.6%. Rate actual 76.2 per 1,000 15-17 year old females. Calendar year 2008 data, used to calculate 2008/9 outturn will be available February 2010. 2008/9 target expressed as a rate is 67.6 per 1,000 15-17 year old females.	↓
114	Rate of permanent exclusions from school	%	0.06	0.08	0.08	0.07	(08/09 outturn - 05/06 academic year). Method for collecting NI information new to 2008/09.	
117	16 to 18 year olds who are not in education, employment or training (NEET)	%	8.80	10.00	9.00	8.00		↓

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Employment - Skills Agenda</b>								
82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	%	67.76	63.00	65.00	68.00	Method for collecting NI information new to 2008/09.	
163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	%	Not available	65.83	66.17	66.50	Data expected October 2009.	
Local	% of working age population with no qualifications	%	Not available	20.17	19.84	19.50	Data expected August 2009.	
Local	ESOL qualifications and part qualifications achieved in Southwark	No.	Not available	1764.00	1817.00	1872.00	Data expected March 2010.	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Employment - Into Employment</b>								
45	Young offenders' engagement in suitable education, training and employment	%	70.50	73.50	77.90	77.90		↓
144	Offenders under probation supervision in employment at the end of their order or licence	%	36.00	32.00	36.00	40.00	Indicator provided by NOMS - new in 2008/09	
146	Adults with learning disabilities in employment	%	17.30	N/A	N/A	N/A	2008/9 is the baseline year.	
148	Care leavers in education, employment or training	%	61.90	68.00	71.00	75.00		↑
150	Adults in contact with secondary mental health services in employment		2.70	N/A	N/A	N/A		
152	Working age people on out of work benefits	%	Not available	14.7	13.9	13.1	Data expected October 2009.	
Local	Working age people on out of work benefits - in the worst areas	%	Not available	25.30	24.51	23.72	Data expected October 2009.	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Reduction in Health Inequalities</b>								
56	Obesity in primary school age children in Year 6	%	26.0	27.47	28.26	28.61	2007/8 academic year (data and target).	↔
120	All-age all cause mortality rate	Rate per 100,000 population	764.98	727	701	676	Male	
			479.71	472	456	441	Female	
123	Stopping smoking	Rate per 100,000 population	567.0	564	565	566		
126	Early Access for Women to Maternity Services	%	59.9	50	65	90		↑
130	Social Care clients receiving Self Directed Support per 100,000 population	No. per 100,000 population	137.13	199			2008/9 is the baseline year.	
141	Percentage of vulnerable people achieving independent living	%	80.31	75	77	80		↑

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Cleaner Greener Environment</b>								
186	Per capita reduction in CO2 emissions in the LA area	Tonnes	5.63	6.90				
192	Percentage of household waste sent for reuse, recycling and composting	%	20.89	20.3	24.2	30.0		↑
195	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting)	%	5.67 Litter	9	8	8		↔
			11.67 (Detritus)	13	12	11		↔
198	Children travelling to school - mode of transport usually used	%	15.50	18	17	16	2007/8 academic year, primary, secondary and academy schools.	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Safer Environment</b>								
1	% of people who believe people from different backgrounds get on well together in their local area	%	74.70	N/A	No Survey	77.9	2008/9 is the baseline year.	
4	% of people who feel they can influence decisions in their locality	%	39.20	N/A	No Survey	42.6	2008/9 is the baseline year.	
15	Serious violent crime	per 1,000 pop	2.50	N/A	(-3%)	(-5%)	Updated counting rules for 2008/09.	
19	Rate of proven re-offending by young offenders	Offences per 100 offenders	78.50	73.00	72	70	Measure revised for 2008/09.	
32	Repeat incidents of domestic violence	%	Not applicable	N/A	N/A	27	To commence in 2009/10.	
40	Number of drug users recorded as being in effective treatment	%	1554.00	1698.00			Baseline data revised after target set. Target not revised to reflect change.	
111	First time entrants to the Youth Justice System aged 10 – 17	Number per 100,000	1736.00	1863.00			Provisional: Data source is internal Youth Offending Service. Police National Computer data expected November 2009.	
143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	%	75.00	75.00	77.5	80	Indicator provided by NOMS. 2008/9 is the baseline year.	
Local	Personal Robbery	Number	1712.00	1994.00	1,974	1,954		↑

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Improved Parks and Open Spaces</b>								
197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	%	66.1	61.7	66.7	71.7	2008/9 is the baseline year.	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Housing</b>								
154	Net additional homes provided	Number	<b>Not available</b>	1,630 Average over the 3 years of the LAA	1,630 Average over the 3 years of the LAA	1,630 Average over the 3 years of the LAA	Annual survey started July 2009 to assess the number of homes provided. Final outturn for this indicator will be available in the Annual monitoring report in December 2009.	
155	Number of affordable homes delivered (gross)	Number	<b>479.00</b>	500	900	815		↑
156	Number of households living in temporary accommodation	Number	<b>909.00</b>	990	714	458		↑
Local	The number of young people (aged 16/17 spending more than 6 weeks in B&B provided under the homelessness legislation (including self contained and non-self contained annexes)	Number	<b>0</b>	0	0	0	New local indicator under 2008-11 LAA	
Local	Number of non-local authority owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	Number	<b>142</b>	120	130	135	New local indicator under 2008-11 LAA	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Enterprise</b>								
Local	The number of active enterprises in Southwark	Number	<b>Not available</b>	12,485	12,485	12,485	Data expected November 2009.	

NI	Brief description	Unit of Measure	2008/09 End Year Outturn	LAA Improvement Target			Notes	Direction of Improvement
				2008/09	2009/10	2010/11		
<b>Early Years and Education</b>								
72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy	%	<b>40.30</b>	50.00	N/A	N/A	Direction of improvement against 2006/7 baseline. 2007/8 academic year data.	↑
73	Achievement at level 4 or above in both English and Maths at Key Stage 2	%	<b>70.10</b>	75.00	N/A	N/A	Direction of improvement against 2006/7 baseline. 2007/8 academic year data. 2007/8 is the baseline year.	↑
75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	%	<b>42.70</b>	44.00	N/A	N/A	Direction of improvement against 2006/7 baseline. Academic year 2007/8 data.	↑
87	Attendance - to reduce persistent absentee behaviour in secondary schools	%	<b>6.30</b>	7.00	5		Targets quoted are for academic years 2008/9 and 2009/10. Academic year 2007/8 is reported as the 2008/9 outturn as it is the latest available figure.	↑
92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	% difference	<b>35.50</b>	33.00	N/A	N/A	Direction of improvement against 2006/7 baseline.	↑
93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	%	<b>86.30</b>	89.00	N/A	N/A	Direction of improvement against 2006/7 baseline.	↔
94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	%	<b>79.80</b>	88.00	N/A	N/A	Direction of improvement against 2006/7 baseline. 2007/8 academic year. 2007/8 is the baseline year.	↑
99	Looked after children reaching level 4 in English at Key Stage 2	%	<b>31.00</b>	50.00	N/A	N/A		
100	Looked after children reaching level 4 in mathematics at Key Stage 2	%	<b>27.00</b>	50.00	N/A	N/A	2007/8 academic year.	
101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	%	<b>Not applicable</b>	N/A	N/A	N/A	To commence in 2009/10.	