

Item No. 8.	Classification: Open	Date: 26 June 2018	Meeting Name: Cabinet
Report title:		Council Plan 2018-19 – 2021-22	
Ward(s) or groups affected:		All	
From:		Councillor Peter John, Leader of the Council	

FOREWORD - COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

Eight years ago we set out our vision to create a fairer future for all in Southwark.

Since 2010 we have delivered on our commitments to residents to make Southwark clean, green and safe, and given young people in the borough the best start in life. Now over 95% of our homes are decent, school standards are rising and we are building more quality affordable homes. Southwark has the largest council house building programme in the country and we are making it easier to lead healthy and active lives.

Southwark is leading the way not just in London, but across the country. Over the last four years the council has helped residents to be healthy by introducing free swim and gyms; with nearly half a million visits to our leisure centres since 2016. We have supported over 5,000 local people into jobs and created 2,000 apprenticeships, changing lives for the better. We are ensuring that more residents benefit from the opportunities that regeneration creates, building more homes of every kind and investing in libraries, leisure centres and parks. We have driven up the quality of homecare and supported carers through our Ethical Care Charter and we have encouraged more businesses in Southwark to pay the London Living Wage. Our schools are now amongst the best in the country, with over 90% rated 'good' or 'outstanding', and we've made Southwark an age friendly borough, so whatever your age you can get the best from life.

We are proud of our record and all that we have achieved, particularly as we have delivered these commitments at a time of huge financial pressure. We know that the challenges of 2010 and 2014 are not the same as the challenges of 2018 and so the solutions we offer now have to reflect these changing times. This Council Plan builds on our record of delivery over the last eight years, but offers a fresh approach, fit for the future, to move Southwark forward and make our borough fairer.

We will never stop being ambitious for the future. Southwark is an amazing place and this plan sets out how we will ensure everyone can benefit from all that the borough has to offer. I'm proud that I will be supported by an excellent new Cabinet who reflect the diversity and talent of the borough and a team of council officers who represent the best that local government has to offer. Together we will deliver on our commitments set out in this plan. The council can only deliver on our ambitions for Southwark with the work, help and support of the many people and organisations across the borough who contribute so much to making Southwark what it is. I would like to thank all of our partners, faith groups, volunteers, community leaders, sports clubs, businesses and all organisations who give time, energy and talents to making Southwark the great

borough that it is. We look forward to working with many of you to achieve our ambitions as we continue to deliver a fairer future for all in Southwark.

RECOMMENDATIONS

That cabinet:

1. Agrees to the proposed Council Plan 2018-19 – 2021-22.
2. Agrees that the Leader, in consultation with Cabinet, approves the final format of the Council Plan 2018-19 – 2021-22 for agreement by Council Assembly on 28 November 2018, following a period of consultation.
3. Instruct officers to work with Cabinet members to develop detailed performance schedules for the Council Plan based on eight priority themes.
4. Agrees to the proposed arrangements for monitoring and reporting on progress against the Council Plan 2018-19 – 2021-22, as noted in paragraphs 14 to 16.

BACKGROUND INFORMATION

5. The Council Plan is Southwark Council's (the council's) overarching business plan setting out the programme of work that the council will achieve over the period 2018-19 to 2021-22. It is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will continue to deliver a fairer future for all in Southwark.
6. This Council Plan covering the period from 2018-19 – 2021-22 builds on the achievements of the organisation's previous Council Plan, which included key commitments such as delivering free swim and gym, delivering new affordable homes, making council homes warm, dry and safe and supporting over 5,000 residents into employment.
7. Our continued vision is for a fairer future for all in Southwark. This is expressed through a set of seven "vision statements" that are at the heart of what we want to achieve for Southwark over the next four years.
8. This Council Plan has been developed in the context of further substantial reductions in funding from central government. This funding, along with council tax and other income, makes up the resources to fund the services that we deliver to residents and businesses of Southwark. Despite these funding reductions from central government the council will continue to prioritise how it spends its money, keep council tax low and ensure we provide value for money, quality services.
9. Since May 2010, in light of unprecedented reductions in resources from government, the council has had to make very tough decisions about the allocation of our spending, whilst still being committed to delivery of the fairer future programme of business. The council will continue to listen to the community to protect valued frontline services and to innovate and modernise the way the council works, retaining the focus on being more efficient and a more effective partner with other organisations to ensure a fairer future for all.

KEY ISSUES FOR CONSIDERATION

The Council Plan

10. The Council Plan 2018-19 – 2021-22 includes:
 - A vision for a fairer future for all in Southwark, including the seven key principles that underpin that vision;
 - A set of fairer future themes and commitments around which future delivery will be based;
 - An outline of the financial context in which the plan will be delivered.

11. The Council Plan is structured around eight priority themes. These reflect the things that the people of Southwark said were most important to them. These priority themes are:
 - A place to call home
 - A place to belong
 - A greener borough
 - A full employment borough
 - A healthier life
 - A great start in life
 - A safer community
 - A vibrant Southwark

12. These themes will guide our future budget planning and how we organise the way we monitor and report on the progress of the plan. Each theme will include a set of commitments underpinned by a series of “measures” and “milestones” that show in a clear and transparent way, how our performance will be judged. These measures and milestones will be developed in conjunction with the budget setting process.

Our Vision for a Fairer Future

13. The council kept the ten promises it made to the residents and businesses of Southwark in 2014. This plan now sets out seven new vision statements to ensure a fairer future for all:
 - The best start in life: clean air, great schools and an opportunity to thrive.
 - The quality homes that you and your family need.
 - Fighting for you, on your side in challenging and uncertain times.
 - A great place to live with clean, green and safe communities.
 - A healthy borough where your background doesn't determine your life chances.
 - Full employment, where everyone has the skills to play a full part in our economy.
 - A modern efficient council: working with the community, listening to residents and open to you.

Monitoring, reporting and communicating on progress

14. The Council Plan contains a range of promises and commitments which the council will work towards over the coming four years. More detailed

performance schedules will be developed for each Council Plan theme with responsibility for each commitment apportioned across the cabinet portfolios.

15. Starting with cabinet and working through to individual members of staff, we will ensure that the whole organisation is working towards delivering our Council Plan. We will identify a lead cabinet member and chief officer for each commitment set out in the plan for transparency and accountability purposes.
16. To ensure that this plan has real impact, the measures and milestones that will underpin it will be monitored every three months to assess progress. The cabinet will receive quarterly monitoring reports on progress against the measures and milestones that will be set out in a performance schedule for each Council Plan theme. The Leader will present an annual performance report on progress to council assembly in July each year. The council's website will be the primary channel of communication, with updates also provided through our Southwark Life magazine.

Consultation

17. The Southwark Conversation, running from 19 October to 24 December 2017, was a conversation with communities about wellbeing and the future of the borough. The conversation drew on a range of engagement methods to generate 2,923 individual responses, representing the largest borough wide response of its type. Initial findings were presented to Cabinet in March 2018 and further, more detailed analysis is being undertaken which has fed into the development of the new Council Plan, meaning the feedback from the Southwark Conversation has directly shaped priorities.
18. In accordance with the council's constitution, upon the recommendations in the attached Council Plan 2018-19 – 2021-22 being agreed, these proposals will be subject to a period of consultation.
19. It will include engagement with the chairs of the overview and scrutiny committee and its sub committees and engagement with other stakeholders as appropriate. If the consultation leads to any significant changes to the Council Plan, the revised plan will be brought to cabinet on 30 October 2018 for consideration. The final format of the Council Plan will be presented to council assembly in November 2018, having given regard to the outcomes of the consultation.

Community impact statement

20. The council has a vision to create a fairer future for all by promoting social and economic equality in an economically vibrant borough. The Council Plan describes how we'll deliver our fairer future vision through the commitments made to the people of Southwark. The council's commitment to equality and fairness runs throughout this plan, in line with our equality and diversity policies.
21. The proposed commitments may have an impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics. In line with the council's approach to equality, as the performance schedules are developed over 2018-19, more detailed equality analysis will be undertaken.
22. The Forum for Equalities and Human Rights in Southwark (FEHRS) will be

consulted, including on the development of the equality analysis that will support the Council Plan 2018-19 – 2021-22.

23. We will give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to consider the promotion of equality throughout the work of the Council Plan and implementation process. We will also publish information on our website to show how we implement the PSED in our work and performance.

Policy implications

24. The Council Plan is Southwark Council's (the council's) overarching business plan setting the overall policy direction for the period 2018-19 – 2021-22. The plan will guide the development and delivery of, and align with, other key council strategies and plans, over that period.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

25. It was previously a requirement for local authorities to publish a best value performance plan. The Local Government and Public Involvement in Health Act 2007 removed the powers of the Secretary of State to specify performance indicators and standards for local authorities, the duty on authorities to meet such standards and to publish best value performance plans. However, a local authority is still required by the Local Government Act 1999 to achieve "best value", in other words, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council Plan is one of the ways the council can demonstrate that it is achieving this requirement.
26. In deciding how to fulfil the best value duty, the council consults representatives from a wide range of local people, including representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in the local area. Consultation should also include local voluntary and community organisations and small businesses.
27. The report refers to consultation already undertaken as part of the "Southwark Conversation", and that the new proposed plan will be subject to a further period of consultation. In order to ensure any consultation is fair, the following fundamental principles of sound consultation should be followed: consultation should happen when the proposals are still at a formative stage; sufficient information should be given to enable the proposal to be intelligently considered; adequate time for responses should be given; and decision makers must conscientiously take into account responses to a consultation before finalising any proposal (see the Supreme Court decision in *R (Moseley) v Haringey London Borough Council* (2014)).
28. The report recognizes the possibility that there will be an impact on residents who possess one or more of the protected characteristics as defined by the Equality Act 2010, and notes that further equalities analysis will be undertaken. Cabinet is reminded that the council, in the exercise of all its functions, must have due regard (section 149 Equality Act 2010) to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons

who share a relevant protected characteristic and those who do not share it. Any future equalities analysis will need to be considered in consideration of this duty.

Strategic Director of Finance and Governance

29. This report seeks cabinet agreement to the proposed Council Plan 2018-19 – 2021-22 and to agree a period of consultation prior to final agreement by Council Assembly on 28 November 2018.
30. The strategic director of finance and governance notes that there are no new immediate financial implications arising from this report.
31. Staffing and any other costs connected with any consultation on the proposed plan are to be contained within existing departmental revenue budgets.
32. The strategic director of finance and governance expects that financial appraisals will be carried out as any new plans are developed and will be subject to future reports, including identifying the revenue or capital resources for any new commitments.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Plan Interim Performance Report 2014-15 – 2017-18	160 Tooley Street PO Box 64529 London SE1P 5LX	Matthew.little@southwark.gov.uk
Link: http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		
Council Plan 2014-15 -2– 2017-18 (Refreshed version)	160 Tooley Street PO Box 64529 London SE1P 5LX	Matthew.little@southwark.gov.uk
Link: http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
Appendix 1	Council Plan 2018-19 – 2021-22

AUDIT TRAIL

Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Matthew Little, Principal Strategy Officer Aine Gallagher, Principal Policy and Public Affairs Officer	
Version	Final	
Dated	15 June 2018	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		15 June 2018