

# Lambeth Council's Community Plan

## 2013–16



Lambeth

## Foreword from the Leader of the Council



This is a difficult time for local government. By 2016 Lambeth Council will have lost 50 per cent of its core government funding. This comes alongside other pressures, such as the growing cost of living for our residents, and the impacts of the government's welfare reform programme.

But I am proud of what we've achieved for residents despite this financial backdrop. Our residents want a borough that is safe, where they have access to good education, jobs, leisure, genuinely affordable homes and are part of a community they take pride in. They want us to put their aspirations first. They also want us to deliver the services they depend on with value for money and innovation central to our decision making.

Over the last four years we have made great strides in opening up the council – moving away from being a bureaucratic and inflexible organisation to one that is more collaborative and cooperative. But we need to accelerate this cultural change so the council is genuinely comfortable facing outwards and is truly responsive to residents.

In May 2014, we were re-elected with an increased majority on a platform of ambition and fairness for all and a manifesto promising to boost jobs, build homes and support healthy lifestyles for everyone. The underlying values of equality of opportunity and social justice guide us, and our policies, as an administration.

For me, the most important question for councillors, officers and residents is not how we cut 50 per cent of our budget, but how we use the 50 per cent we do have to make a real difference to people. Public services have too often been about picking up the pieces and reacting to problems, and I want us to think about how we treat the causes of problems rather than the consequences.

Prevention and resilience should be at the forefront of all of our work and that means continuing to work closely with our communities.

As a council, we will use our power and influence to continue to attract external investment into the borough. But we will make sure Lambeth's regeneration schemes are driven by local need and shaped by local communities so that everyone gets fair access to the opportunities on our doorstep – jobs, homes, businesses, transport and infrastructure.

The challenges facing local government are unprecedented but by building on our past experience, being creative, and open to innovation, I believe we can shape a Lambeth for future generations where ambition and fairness go hand in hand for all our residents.

**Cllr Lib Peck, Leader of Lambeth Council**

## Introduction from the Chief Executive and Strategic Directors

We've come a long way as an organisation, and we know that working together – cooperatively – with our residents is the best way of working. Everything we do should be about what's going on out there: we listen and work with local people to help them achieve what they want. This means we have a strong foundation for facing future challenges.

The Leader of the Council, Cllr Lib Peck, has set out her vision for the council over the next four years: ambition and fairness for all. Working together with councillors and citizens, our job is to make that vision real. We will do that by delivering on the three priority areas that matter to local people: more jobs, safer and stronger communities, and cleaner streets and greener neighbourhoods.

On the face of it, it seems simple –these are the changes that our citizens want to see for Lambeth, and our job is to help them make them happen. In reality, we know that our reducing budgets and the complex way projects, money, and people link together makes delivering those changes a challenge.

Our young people are achieving their best ever school results and we are narrowing gaps in performance so that all young people have an equal chance to succeed.<sup>1</sup> Local employment is growing<sup>2</sup> and we are focusing our efforts on making a difference to the groups

<sup>1</sup> See case study on narrowing the gap in educational attainment. In the borough the number of students getting five or more A\* to C-grade GCSEs, including English and Maths rating has gone up from 62.8 per cent in 2012 to 65.7 per cent in 2013. Official 2014 results are still being finalised.

<sup>2</sup> At 78.7% Lambeth has one of the highest employment rates of all the London boroughs. The comparable London employment rate was 71.4%. Performance dashboard Q2 July 2014- September 2014

that are furthest from the employment market.<sup>3</sup> Crime, in particular burglary, is down;<sup>4</sup> our work to combat violence against women and girls is nationally recognised<sup>5</sup> and in 2014 we opened the new purpose built national Black Cultural Archives in Brixton.<sup>6</sup>

We are supporting more vulnerable people to live at home and outside of residential and nursing care than ever before<sup>7</sup> and we have made great strides in preventing people from becoming homeless.<sup>8</sup>

However, there is much more to be done. We need to find new ways to help grow strong communities in which people can support each other, and can cope with the rapid pace of life in London. We need to protect older, disabled and vulnerable people better by working with the NHS to create an integrated health and social care service that helps people maintain their independence, and prevents them getting ill. We have an opportunity to transform the life chances of very young children by working with families to prevent problems and investing in their early years. We must also move from just collecting waste to reducing the amount of waste produced.

Our success will be measured through the experiences of people living, working and visiting the borough and we know that they will hold us to account for the progress we make. We will make the most of the resources we have in the borough, and working with communities, we will achieve our goals.

**Sean Harriss, Chief Executive**  
**Helen Charlesworth-May, Sue Foster, Guy Ware**  
**Strategic Directors**  
London Borough of Lambeth

<sup>3</sup> See case study on cross-borough employment services

<sup>4</sup> Residential Burglary has reduced by 23% or 292 less crimes compared with last year. The Met has seen a 12% reduction in burglary over the same period, so we are narrowing the gap between Lambeth and the London average. Performance dashboard Q2 July 2014- September 2014.

<sup>5</sup> See case study on Violence Against Women and Girls and the GAIA centre

<sup>6</sup> See case study of Black Cultural Archives

<sup>7</sup> Permanent admissions to residential and nursing care homes for 18-64, is 3.1 people per 100,000 population compared with 4 per 100,000 for the same time last year. For 65+ the figures are 223 per 100,000 compared with 362.3 per 100,000 for the same period in 2013/14. performance dashboard Q2 July 2014- September 2014

<sup>8</sup> Lambeth is now the 7th best performer in London and the top authority this year across inner-London for genuine homelessness prevention from casework. Performance dashboard Q2 July 2014- September 2014

# What are the changes we want to see?



Through working together with our citizens we have developed this plan which sets out our aspirations for Lambeth for the next three years through the delivery of three overarching outcomes:

- ➡ **More jobs**
- ➡ **Safer and stronger communities**
- ➡ **Cleaner streets and greener neighbourhoods**

Our outcomes identify where we want to make the biggest difference. This tight focus has been developed through a deep understanding of citizen priorities and a clear political vision from our administration. It means we are clear about what we are trying to achieve within a context of significantly reduced resources across the public sector. The diagram on the next page illustrates our approach.

The Community Plan provides the framework through which the council prioritises resources and this outcomes framework drives all the activities we commission. All our efforts are designed to enable our staff, partners and communities to deliver our outcomes.

## **What are outcomes?**

Outcomes describe the change we want to see. For example, 'People have the skills to find work'.

The council is working towards 13 outcomes. These are the things people in Lambeth have told us are important to them, and they guide all the work of the council. We are trying to make these outcomes real.

The diagram below shows these outcomes.

# Our Vision... “ambition and fairness for all”

We have a clear strategic vision and direction of travel for the organisation

We have a way of working which puts the citizen at the centre – cooperative commissioning. This is reflected in our structures and in the behaviours

We have a clear plan for our finances and a balanced budget for 2015/2016

We want to continue to deliver good services within our budgets



**Equality:** continuing to protect those who need it most

**Prevention:** addressing the causes of problems rather than their consequences

**Resilience:** helping to grow strong and supportive communities to tackle issues and take greater responsibility

# Our equalities priorities

Lambeth is one of the most diverse places in the UK and Europe. In a very real sense it is “the world in one borough”<sup>9</sup>. We must work with all our communities to ensure their ambitions are met because no single model of service provision can possibly meet such a complex patchwork of needs and aspirations.

We see real strength in the diverse and changing nature of our population and in February 2015 we were one of only a few councils to be judged as ‘Excellent’ in our equalities practice by the Local Government Association. Our determination to become a council that works together with citizens in all we do is in part driven by our recognition that we can all benefit from the different skills, strengths, ambitions and needs within our borough. Indeed, our citizens consistently say that diversity is one of the top things that they value about living, working and studying in Lambeth.

<sup>9</sup> For more detailed information about the demographic profile of our borough see appendix one.

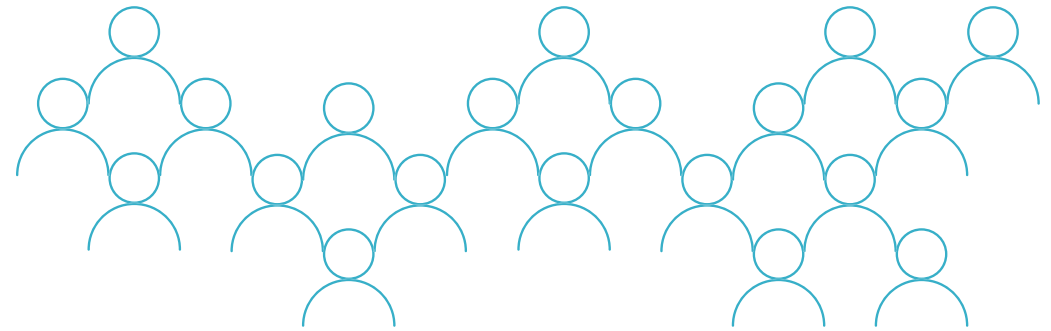


However, we know our citizens are also concerned that the council does all it can to protect and support the most vulnerable, particularly at a time of constrained public resources.

Equality is at the heart of our vision of ‘ambition and fairness for all’. Therefore, our whole approach ensures that equality considerations are part of our everyday activities, not something separate and standalone. This means we no longer have a separate equality strategy or a separate equalities team. Instead our statutory equality objectives and our equality commitments (which we also expect our providers to adhere to) are embedded in this community plan and we provide clarity around what this all means for staff through ‘Our Shared Purpose’<sup>10</sup>.

Our equality objectives were set in 2012/13 based on detailed analysis of evidence,<sup>11</sup> and then a series of round table events in which more than 200 people participated. They are:

- ➡ Older, disabled and vulnerable people can live independently and have control over their lives.
- ➡ Those at risk of poverty and hardship are financially resilient.
- ➡ Employment levels rise for: disabled people, parents, young people (aged 18-24 years) and black residents.
- ➡ Lambeth’s looked after children have improved educational, employment and youth justice outcomes and they are independent once they leave care.
- ➡ Local organisations are enabled to participate fully in Lambeth’s commissioning processes.
- ➡ Black residents, unemployed residents and long term residents benefit from Lambeth’s physical regeneration.



We have developed two equality statements. They express our commitment to equalities in everything we do, and in our employment practices we also expect the organisations who work on our behalf to adhere to these commitments:

### ➡ **Equalities in what we do**

We recognise that we have a duty to support the most vulnerable in our borough and so in addition to the protected characteristics enshrined in law we also consider socio-economic and health equality in all of our strategic work, and support people who have English as a second language. This is increasingly important as we seek to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

### ➡ **Equalities in the workplace**

Lambeth employees value diversity; and we employ a diverse workforce. This means reflecting the borough’s diverse communities at all levels throughout our organisation, and removing barriers which prevent the existence and promotion of equality of opportunity. We are committed to transparency in all our workforce practices. We have the same expectations of the organisations we work with.

<sup>10</sup> Our Shared Purpose

<sup>11</sup> See evidence underpinning our equality objectives

# How we will achieve the outcomes

The outcomes, or goals, we have set ourselves are ambitious. To achieve them we will need to work together with the people, businesses, charities and other parts of the public sector in Lambeth.

Council spending is only a small portion of the resources in the borough. This year the council's turnover is £1.2bn but the combined budgets of the police, NHS and job centres is far bigger. The borough is seen as a great place to live and do business, and so is attracting developers and businesses, bringing further investment and opportunities for people in Lambeth.

As the council's budget continues to shrink, it will be even more important to collaborate with other public services, charities and businesses. Where we have shared objectives, we will work together to achieve them, making best use of our resources. Over the next year we will work with Lambeth's police and NHS to align our outcomes, so we are working towards the same goals for the borough.

The council has worked closely with developers in recent years to maximise the benefits to the local community, and we will continue to do so. Businesses also provide jobs and training, and buy local products and services. By working closely with businesses, we can see how we can make the most of their investment and opportunities to benefit people in Lambeth. Looking at the outcomes in the diagram above, it is clear that

## Working together to achieve more

People in Lambeth tell us that having clean and green neighbourhoods are important to them. Transport for London is a major funder of public realm improvements and has made money available to invest in Lambeth. Councillors and officers have worked with residents in small areas to codesign improvements that

would have real meaning and benefit to local people, by enhancing the local economy, improving health and wellbeing and increasing public safety and reducing crime. This is called the Neighbourhood Enhancement Programme (NEP) and includes traditional measures such as changes to traffic or parking priorities, but also pocket parkss such as the Edible Bus Stop, guerrilla gardening and community art.

the council cannot achieve them without working in partnership with people living and working in the borough. For example, we will not manage to achieve our goal of reducing crime unless people do their best to make their homes secure. There are also many groups who are working towards these outcomes already. Taking the crime example, we know that neighbourhood watch groups make a real difference to preventing and reducing crime.

At their best our services complement and support the efforts of active and committed citizens, local neighbourhoods, citizen groups and associations, voluntary and community sector services, local businesses and other public services. We know that the more we work cooperatively with our communities the more we can all deliver for Lambeth. Working together we will be able to meet the aspirations set out in this plan for our borough.

This approach will also encourage more innovation and better efficiency, ultimately saving money. It means that instead of the council delivering a service because it always has, that we will be working together with our citizens to decide the best way of achieving an outcome. This may be through continuing a council service, or it may be by doing something entirely new.



# Safer and stronger communities

We want Lambeth to be a place where strong communities support, protect and help people to feel they belong here. One of the most important roles we, as a council, have is to protect and support vulnerable people, but our focus is equally on working with communities to prevent problems occurring in the first place by keeping people healthy, independent and safe in their homes.

To reach our goal of building stronger and safer communities in Lambeth, we are working towards the following outcomes:

- ➡ **Older, disabled and vulnerable people can live independently and have control over their lives**
- ➡ **Vulnerable children and adults get support and protection**
- ➡ **Crime reduces and people take greater responsibility in their neighbourhoods**
- ➡ **People are healthier for longer**
- ➡ **All Lambeth communities feel they are valued and are part of their neighbourhoods**



## Community Outcome

**Older, disabled and vulnerable people can live independently and have control over their lives**




### How we will achieve it?

We are working to put in place services that are more tailored to the needs of individuals. This means that people are able to design their own support package giving them greater choice and control. Where they want to, people receive direct payments and can buy their own support.

We are working with the NHS to integrate social care and health services to make the transition from health service to home seamless and to support people to live at home for longer. Stronger links between health and social care will include services that help people to build confidence, regain independence and link individuals to activities and groups in their communities, according to their needs.

We are refurbishing and modernising sheltered housing, and there is newly built and fully accessible extra-care provision. These developments provide options for people to maintain their independence when they can no longer remain at home.

### How will we know we've achieved our goal?

-  Older, disabled and vulnerable people feel they have more control over their own lives.
-  Fewer older and disabled people are living in residential care.
-  Older people live in their own homes for longer

## Community Outcome

**Vulnerable adults get support and protection**

### How we will achieve it?

We are committed to respond to concerns about abuse and neglect of vulnerable adults under the “Making Safeguarding Personal” principles: we will focus on the person, not the process, and will work with them to understand what they want to have happen and do our best to achieve it.

We will build on the successes that our Multi-Agency Safeguarding Hub (MASH) has had in improving our work with other agencies to support and protect vulnerable children by extending its work to cover vulnerable adults.

We are integrating all services that support disabled people so that there is a whole life pathway supporting people from childhood through to old age.


We improve the work we do with providers of health and social care services in Lambeth to support them to provide safe and effective services.

We will make sure that the vulnerable adults we work with have access to good quality advocacy services, so we can be sure we understand exactly what care and support people need and how they want it.

We will continue to improve the support we give adults who are vulnerable because they are unable to make decisions for themselves. We will make sure our staff are skilled at recognising and responding to this, so that they work with the person's family and friends to do what is best for the person.

We will continue to deliver high quality services under the Mental Health Act 1983 and the Deprivation of Liberty Safeguards under the Mental Capacity Act 2005, which deliver important protections of for some of the most vulnerable of our citizens.

### How will we know we've achieved our goal?

-  Independent inspections and the Lambeth Safeguarding Adults Board confirm the quality of our residential and sheltered accommodation.

## Community Outcome

### Vulnerable children get support and protection

#### How we will achieve it?

Our focus will remain on early intervention and prevention. In practice this means we will continue to invest in universal services (like education and children's centres) which reduce demand on statutory children's social care services.

Partnerships are key to our approach. These include the £38m Lambeth Early Action Partnership which focuses on improving outcomes for 0-4 yrs in four of our most deprived wards; and our aspirational families programme where we are one of only a handful of boroughs to turnaround the lives of 100% of our most complex families.






Our children's centres will provide easy access to the appropriate support, advice and information for children and their families. Two children's centres will be converted to provide early learning for two year olds and additional early interventions for young children. We will support schools and families so more disabled children and those with special educational needs are able to learn and pursue their ambitions in mainstream schools.

We will continue to have a robust approach to tackling child sexual exploitation (CSE) through the Lambeth Safeguarding Children's Board and we are working closely together with Lambeth's schools to keep pupils safe by tackling radicalisation and extremism, protecting girls in danger of FGM and sexual exploitation.

While we are investing in prevention, we take our role as corporate parent for Lambeth's looked after children seriously. We are making it easier to refer children and their families to statutory social care through a 'single front door' and we have strong processes in place with the NHS and the police to ensure we are making appropriate safeguarding referrals.

Over the coming year we will increase the number of local foster carers so more Lambeth children live in or close to the borough.

#### How will we know we've achieved our goal?

-  The number of children with a protection plan and number of looked after children reduce
-  Educational outcomes for looked after children improve
-  Independent inspections confirm the quality of the education provision in the borough
-  Children's centres are well used and target services at our most vulnerable families.
-  The LEAP programme provides evidence about innovation projects.

## Community Outcome

Crime reduces

&

People take greater responsibility in their neighbourhoods

### How we will achieve it?

We have created a single Community Safeguarding service with local teams throughout the borough who will work to prevent and take tough action against anti-social behaviour, re-offending and violence, and will support the victims of violence and promote safe and responsible business practice.

We will provide expert advice to residents to help them keep their homes safe and support communities to set up Neighbourhood Watch groups.

Overall we will focus on the high risk incidents that have the most impact on our residents and communities and cause the greatest potential harm.

We will tackle violence against women and girls head on by supporting women to access expert help and support

### How will we know we've achieved our goal?

⇒ Crime will reduce across Lambeth and residents will feel safer.

⇒ Residents will have the support of a responsive and integrated community safeguarding service that works with them to prevent and address crime and anti-social behaviour.

## Community Outcome

People are healthier for longer

### How we will achieve it?

We are focusing on prevention and early intervention; tackling the causes of ill health and improving health conditions in the early stages.

We will use our parks, libraries, leisure centres to give people a wider range of opportunities to be active.

We will introduce discounts for disabled people and those on low incomes to give them more opportunities to play sport and invest in our parks to improve the quality of our open spaces.

We are expanding mental health support throughout the borough by investing in the Lambeth Living Well Collaborative.

We will target high risk groups and provide programmes to encourage increased activity and wellbeing

### How will we know we've achieved our goal?

⇒ People live more years of their life in good health.

⇒ Cultural services (like parks, libraries, and sports and leisure centres) are well used by all our diverse communities

⇒ More people are physically active.

⇒ More people have good mental health.

⇒ Reduced child obesity.



# Cleaner streets and greener neighbourhoods

We want Lambeth to be a place that our residents are proud of and people love to visit. The physical environment – our streets, town centres, housing and green spaces – are an important part of this. The council continues to take responsibility for improving our public realm, building and improving housing, collecting rubbish, and repairing roads. But in order to achieve real environmental sustainability, we'll need to work closely with people in Lambeth to live and work differently.

To achieve our objective of cleaner streets and greener neighbourhoods, we are working to achieve the following outcomes:

- ➡ **People lead environmentally sustainable lives**
- ➡ **People live in, work in and visit our vibrant town centres**
- ➡ **Lambeth residents have more opportunities for better quality homes**



## Community Outcome

### Lambeth residents have more opportunities for better quality homes

#### How we will achieve it?

We are working to make sure that all residents live in properties that meet their housing needs and that they can afford, regardless of who their landlord is.

We are working with landlords to increase the supply of good quality rented housing in Lambeth, encouraging longer leases and cracking down on rip-off agencies.

We are building 1000 homes available at council rent levels over the next 5 years and improving the quality of our own stock to meet the Lambeth Housing Standard.

Lambeth Living, the ALMO which manages much of Lambeth's social housing is brought back in-house.

#### How will we know we've achieved our goal?

- ➡ More people in Lambeth are living in suitable housing.
- ➡ By 2018 all of Lambeth's council homes are improved to meet the Lambeth Housing Standard.
- ➡ By 2020 we have 1000 new homes available at council rent.





## Community Outcome

### People lead environmentally sustainable lives





#### How we will achieve it?

We will continue to work with our communities to design sustainability into everyday life. We will ask citizens to minimise their waste and litter, giving them the resources they need to do so, for example by introducing composting and food growing projects on estates.

We will maintain a weekly bin collection and increase recycling by making it as easy as possible. Where necessary we will use our enforcement powers to tackle littering, fly tipping and dog fouling.

As a council we will play our part in improving sustainability by reducing the amount of energy we use in our buildings.

#### How will we know we've achieved our goal?

-  The recycling rates will increase.
-  The amount of waste produced across the borough will reduce.
-  We will have less littering, fly-tipping and dog fouling.
-  The council's energy consumption will fall.

## Community Outcome

### People live in, work in and visit our vibrant and creative town centres

#### How we will achieve it?



We will continue to work to improve the local infrastructure in recognition that this in turn supports a vibrant local economy.

We will invest in improving roads and pavements and repairing potholes.

We will minimise disruptions to business and consumers by requiring utility companies and others to coordinate their activity when they are working in Lambeth.

We will support our town centre libraries to be centres of community activity and learning

#### How will we know we've achieved our goal?

-  We have better quality roads and pavements across the borough.
-  Our town centres are thriving with successful local businesses.

# More jobs

Work is more than just a job. It gives people financial independence, dignity, confidence and better health and wellbeing. As a council we help prepare and support people into work throughout their life, and as we grow the local economy we can create more jobs for people in Lambeth.

- ➡ **All young people have opportunities to achieve their ambitions**
- ➡ **People have the skills to find work**
- ➡ **Lambeth plays a strong role in London's economy**
- ➡ **People achieve financial security**



## Community Outcome

### All young people have opportunities to achieve their ambitions

#### How we will achieve it?

We will offer every young person access to an apprenticeship, job opportunity or training.





We will improve school buildings and support schools to create more places so every child has a safe, modern place to learn.

As a champion of children and families, we will support and challenge schools to provide outstanding education for all children and young people.

We will provide every primary school age child in Lambeth with a free breakfast if they want it.

We will commission early intervention and prevention services in a targeted way to ensure that those most in need receive effective support, helping them to realise their potential.

#### How will we know we've achieved our goal?

-  Every child in Lambeth has a school place.
-  Children in Lambeth go to school in school buildings that are safe, modern and support their learning.
-  Children achieve above the national average in educational attainment.
-  The gap in life chances between children from poorer and well off families is narrowed.

## Community Outcome

### People have the skills to find work &



### Lambeth plays a strong role in London's economy

#### How we will achieve it?

The council will use the proceeds of growth to fund interventions in learning, skills and employment and in growing our business base.

Through the Lambeth Working Brokerage we will focus on helping those groups that struggle most to find work including young people, long-term unemployed, disabled and black residents. This service helps match unemployed people with job opportunities.

#### How will we know we've achieved our goal?

-  More people in Lambeth have jobs, and stay in work for longer.
-  We have more businesses in Lambeth, and businesses are investing in Lambeth.

## Community Outcome

### People achieve financial security

#### How we will achieve it?

We are working with Southwark, Lewisham and Jobcentre Plus to commission more holistic employment, welfare and skills support to unemployed people across the three boroughs, improving their financial security.

Our Digi-buddies programme matches people with good digital skills with those who would like to learn how to apply for jobs and manage their money and benefits online.

Our Every Pound Counts service will help disabled, older and vulnerable people claim the benefits they are entitled to.

We will train and develop more Money Champions, who provide peer-to-peer support and advice on money management to people in their community.

#### How will we know we've achieved our goal?

- ➡ Fewer people in Lambeth experience financial crises requiring emergency support.
- ➡ More people are earning a living wage.



# How we will work with people

## — cooperative commissioning

We have changed the way the council works and how it is structured to make sure the community is at the centre of everything we do. We realised that to meet our ambition of working together with the people and communities of Lambeth, the council needed to change. In 2013 we introduced a new operating model and structure, and we are changing our organisational culture so that it is more outward-facing and collaborative.

Our operating model, cooperative commissioning, has been in place for two years. Our approach is different to traditional public sector models of commissioning - where the public sector professionals still retains the power to decide the outcomes and work out the best way to achieve them. Our approach is truly cooperative because it requires a different relationship based on mutual respect to be established between councillors, officers and citizens, with the experience of our communities to be valued alongside professional expertise and political input. We have made real progress in many areas of our work, but we can go further. Our ambition for 2015/16 is to strengthen citizens' voice in our commissioning.

In the simplest terms this is about working together to plan, do and review what happens in the borough.

Co-production, a term that means service users and service providers working together at every stage, is central to how we work. So, for example, we have worked in partnership with a small group of parents with disabled children to step-by-step redesign and improve the services they rely on to support their family. These parents have in-depth knowledge of how services work, and also what their child wants and needs, and used this knowledge and experience to work with council staff to rethink how resources could be best used to support their family.

This is how we will decide what outcomes we want to achieve, how resources (including money, time, buildings, and so on) will be allocated, which activities will be provided and how services will be reviewed and monitored. Co-production will take place at every step of the commissioning cycle; with continuing dialogue between citizens, councillors and professionals not just when new activities are introduced, but throughout delivery and review.

This approach is not always easy, but we will not allow that to stifle our ambition, and we will always look to learn from our experiences and those of our citizens and share this learning across the organisation.







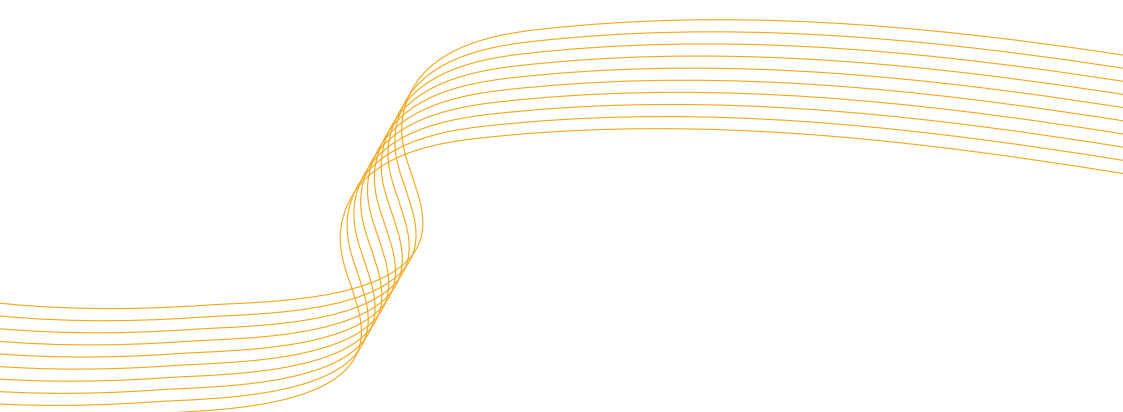
# Involving citizens

Over the last few years we have learned that we often find better solutions to the challenges we're facing when we work together with people who use council services, care about their local area, or have different skills and experiences. Our task is to find easy and appealing ways for people to work with the council, so we can make the most of this.

Traditional means of engaging citizens such as workshops, focus groups and surveys remain important ways of building insight into their needs and views. However we have also developed new ways for citizens, councillors and officers to work together, including:



- ➡ Co-commissioning, where service users/beneficiaries work alongside officers and councillors to agree outcomes, design services and choose providers – such as the Young Lambeth Cooperative
- ➡ Co-delivery, where community groups volunteer to take over the running of a service – as in the case of many of Lambeth's parks
- ➡ Co-production events, where the council facilitates citizens to come together to tackle an issue using their skills, energy and ideas – such as Made in Lambeth and Community Freshview
- ➡ Exploring different ways to build stronger communities and community activity to achieve outcomes – for example through the Lambeth Forums and Open Works
- ➡ Ethnographic research, which helps the council understand the lived reality of people's lives, which led to a peer-based approach to improving financial resilience in our communities
- ➡ Peer research – where citizen become researchers in the their own communities



Citizens may have a fundamental role in relation to the delivery of services and outcomes as well. They are firstly the service user, but they are potentially also a service provider. Many service users are already actively involved in the delivery of services – from tenant management organisations and management boards through to community trusts such as the new Young Lambeth Cooperative. These roles place citizens in direct control of some service providers and make services more directly accountable to citizens.

Citizens are also involved in partnerships to deliver services directly. Local people can also directly contribute to the outcomes through making an active contribution in their communities and through personal choices such as recycling, not dropping litter, or keeping an eye on an elderly neighbour. The council supports people to do this, for example, Community Freshview gives paint, plants, and DIY equipment to local neighbourhoods so they can lead community clean-ups; snow wardens operate in times of poor weather and as street party organisers.

## The Young Lambeth Cooperative

It is not only the Council that cares about the future of young people in the borough. All of us have a stake in the next generation, and can help support and provide opportunities for young people.

The Young Lambeth Cooperative is founded on this insight. We wanted to find a way to involve the wider community in deciding how we best support young people in the borough, and so have helped set up the Young Lambeth Coop to revolutionise the way young people's services are delivered in the borough.

The Young Lambeth Cooperative is a community trust, with over 1000 members. Power and responsibility for youth services have been placed in the hands of this trust, with the support of the Council and professionals and the YLC is now responsible for commissioning some of our universal youth services.

We hope that this model not only improves existing youth services, but also encourages the members of the Cooperative to play a bigger role in improving the lives of young people. This might be through providing work experience in their business, young members giving peer support to others, or setting up new social enterprises with young people.

Cooperative commissioning is about bringing a wider group of people together in order to find better ways to solve common problems and improve lives in the borough.

# Using our resources effectively

## Finance

We have already, and we will continue to, face cuts in core government funding of 50% over six years. As a result we will have had to reduce spending by an estimated £200m between 2011/12 and 2017/18. At the same time, we have maintained a commitment to residents to keep our council tax as low as possible. The chancellor's Autumn Statement showed that there would be further cuts to public spending over the next parliament, and it would be reasonable to assume that local government will see its funding from central government reduce further.

We need to ensure that we use the resources we have as effectively as possible. This means everything we do must be focused on achieving the outcomes set out in this plan. Our Financial Management Strategy sets out our approach to this. In summary, the key priorities for our financial management are:

- ➡ Tackling the fundamental change in business and function that funding reductions of 50% over six years and rising demand pressures must necessarily entail by becoming a cooperative council. As part of this approach, we are developing our financial planning processes with the community to ensure we allocate our resources most effectively (both revenue and capital) to deliver the outcomes set out in this plan and away from lower priority activities. This will allow us to manage our spending within our substantially reduced funding.
- ➡ Seeking to minimise dependence on central government funding by maximising income from other sources including regional and international funding and maximising opportunities arising from policies such as the New Homes Bonus and Community Infrastructure Levy.
- ➡ Maximising the potential income and expenditure opportunities from a shared service approach with other local authorities, and partnerships with other public sector organisations and social enterprises if they contribute to the outcomes set out in this plan. Current examples include the "One Oracle" project with five other boroughs, the LEAP project to improve the lives of very young children in the borough, and the integration of health and social care services.



## Natural Resources and Social Value

We will continue to demonstrate sustainable resource use, seeking to protect our environment and reduce CO<sub>2</sub> emissions produced through our own activities and within the wider community. Corporately, our work to improve environmental sustainability is underpinned by our Carbon Management Plan (CMP) which aims to reduce carbon emissions by 20 per cent by 2016 from our corporate buildings and street lighting. The CMP will also help to avoid costs on energy bills and reduce the number of allowances purchased under the Carbon Reduction Commitment legislation which will see us paying annually for each tonne of CO<sub>2</sub> that we emit.

In the community we are working to reduce Lambeth's environmental impacts and improve sustainability through a variety of initiatives, including the Green Community Champions, the community energy programme, tree-planting and biodiversity projects, flood prevention and green infrastructure projects, waste prevention, composting and recycling, promoting sustainable transport, and local food growing.

As a council we recognise that there are different types of value, including economic, social and environmental. When we think about our plans, we are looking to use the resources we have to create the most value for the people in the borough, and the generations to come. By 'value' we don't simply mean the best price, but rather this should be seen in the wider context of achieving greater economic, social and environmental benefits for the local community.

Lambeth is a Living Wage Employer because we believe that a fair day's work deserves a fair day's pay. Paying the Living Wage is just one of the ways we make sure we get the most out of every pound we spend. People who are paid the Living Wage are likely to be less reliant on benefits and will have more money in their pockets to spend in local businesses.



# Appendix One:

## Our diverse borough

### Densely populated:

Nearly a third of a million people live in Lambeth – at least 310,000. Largely residential, it is one of the most densely populated places in the country, with over 100 people living in each hectare, more than twice the London population density.



### A young borough with high levels of population change:

Lambeth has a relatively young age profile. It is a destination for young working age people. Over half of the population, 51%, is aged between 20 and 44, around 157,000 people.

The male and female populations have different age profiles. The young working age population is roughly even between males and females. For all ages over 50, there are slightly more females than males. This reflects national trends.

If trends continue, Lambeth's population is projected to grow by just over 1% per year for the next five years, and the borough will continue to have a majority of young working age people (20-44).

Although the UK population's older population is projected to increase, this will affect Lambeth less than places which are destinations for older people. Lambeth's population aged 60+ is projected to grow by a quarter in the next 10 years, compared to a 10% growth across the whole population. There are substantial differences between ethnic groups. For example, the black Caribbean 60+ population is projected to grow by almost 40%. Similarly, the older black African population, which is currently small, is projected to nearly double. The older white population, which is larger, is projected to grow by a tenth.

Although Lambeth is a largely residential borough with many long term residents, the proportion of people moving in and out of the borough is high, similar to many places in inner-London. Approximately 12% of the population leave each year and are replaced by around 12% new arrivals. In other words, around 88% of the population each year remains the same.



### A mix of household types:

There are around 136,000 households in Lambeth. One family households make up almost half of Lambeth's households. Lone parents make up one in ten households. Almost 60% of households do not have access to a car or van. If current trends continue, the number of households will rise by 30,000 between 2011 and 2031, mostly through a large rise in the number of single person households.

Around 65% of households live in rented accommodation, and a third own their own home. Fewer than one in five households rent from the council, and around 16% rent from other social landlords. Just under one in three households are privately rented.

In **recent** years, there has been a noticeable increase in concern about a lack of affordable housing.

Over 70% of households in Lambeth live in flats, either purpose built or converted houses. Just over 10% of households live in detached or semi-detached houses.



### Very ethnically diverse:

Around 40% of Lambeth's population is white with a UK background. White people make up 59% of the population. Around 40% of Lambeth residents are white British or Irish, in line with inner-London (43%).

15% of the population are from other white backgrounds – around 47,000 people. About two thirds of these people are from Europe outside the UK and Ireland, 8% are from central and south America, 4% from north America and the Caribbean, and 8% from Australasia.

Black people make up a quarter of the population (25%). Lambeth's largest non-white ethnic group is black African (11.5%), followed by black Caribbean (9.8%). Lambeth has the second largest proportion of black Caribbean people in London (9.5%) after Lewisham (11%). Lambeth has a very small Asian population compared to many places in London. Only 7.8% of Lambeth residents are from Asian backgrounds (including Chinese), much less than the inner-London average (14.5%).





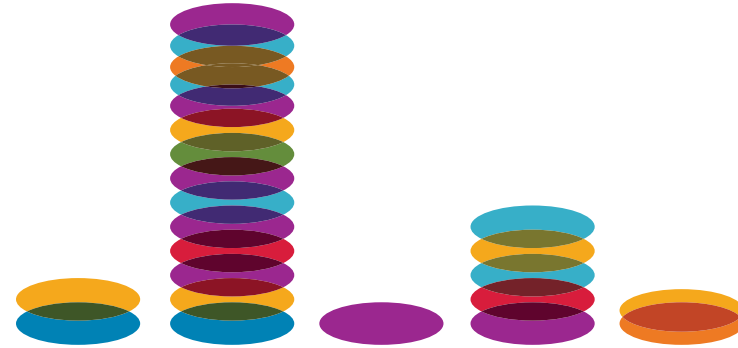
### A large LGB population:

Recent estimates suggest that Lambeth has one of the largest LGB populations in London.



### People with disabilities:

About 37,000 people in Lambeth have their day-to-day activities limited by a long-term illness or disability. About 60% of people with a limiting health condition are aged over 50.



### Affluence and deprivation side by side:

Like many London boroughs, Lambeth has areas of affluence and areas of poverty, often side by side. There is a persistent pool of economically inactive people with little economic and social mobility and this group tends to experience high levels of social exclusion and poor education, employment and health outcomes.

The latest deprivation data is from 2010, which ranks Lambeth as the 8th most deprived borough in London and 14th most deprived in England. Those living in the most deprived areas are spread throughout the borough but are particularly concentrated in Coldharbour ward. The most affluent areas include the Thames-side part of Bishops ward, Crescent Lane and Elms Crescent in Clapham and the Dulwich border area of Thurlow Park. The deprivation data is scheduled to be updated in 2015.

One in three children attending Lambeth schools is eligible for free school meals (31% for primary and 31% for secondary). This is comparable with inner-London but higher than nationally. Around a third of children in Lambeth are estimated to live in poverty.



### Mixed health outcomes:

The health issues affecting people in Lambeth reflect the fact that this is an inner-city urban area with a young population profile and a mix of deprivation and affluence. Over 85% of people in Lambeth say they are in good or very good health. There are around 14,000 people who feel they are in bad or very bad health, just under 5% of the population. Particular health problems prevalent in Lambeth include relatively high infant mortality, teenage conceptions and sexually transmitted infections – although all of these measures have improved over recent years. While life expectancy in the borough remains below the England average, it has improved and is in line with similar urban, deprived areas.

Lambeth has a high crime rate compared to the national average, but is similar to other inner-London boroughs. Crime has been a long term concern for residents, although crime and concern about crime has reduced drastically over recent years.



### Jobs and businesses:

From a socio-economic point of view, Lambeth's population is typical of London boroughs. Over 45% of Lambeth residents are educated to degree level. Around 14% of residents have no qualifications, which is about average for London.

The average household income in 2011-12 in Lambeth was just under £45,000, and the median £36,000. The median income is similar to much of London.

Lambeth's employment base primarily consists of service sector employment. Lambeth has a very strong dependence on health sector employment, which employs almost 28,000 people and accounts for 21% of total employment in Lambeth – twice the London average. Much of this employment is likely to be linked to the two major London hospitals located in the borough (St Thomas' and Kings). Employment in this sector also accounts for 27% of all Knowledge Intensive Industries employment in the Borough. The borough has excellent transport links to the rest of the London economy.

Lambeth has a higher proportion of employment in the Public Administration and Art, Entertainment and Recreation sectors (which includes a significant component of public sector employment) than the London average, which suggests that Lambeth's employment base is more dependent on the public sector.

Business Administration and Support Services (which includes rental and leasing activities, employment agencies, and office administration and support activities) is also an important sector for Lambeth, but has declined in recent years however this may improve as the economic recovery becomes more robust. Other strongly represented and growing sectors include Information and Communications and the Food Accommodation Sector.

# Appendix 2:

## The London Borough of Lambeth Outcomes

1. **People are healthier for longer**
2. **Vulnerable children and adults get support and protection**
3. **Crime reduces**
4. **Older, disabled and vulnerable people can live independently and have control over their lives**
5. **People achieve financial security**
6. **All Lambeth communities feel they are valued and are part of their neighbourhoods**
7. **Lambeth residents have more opportunities for better quality homes**
8. **Lambeth plays a strong role in London's economy**
9. **People have the skills to find work**
10. **All young people have opportunities to achieve their ambitions**
11. **People lead environmentally sustainable lives**
12. **People take greater responsibility for their neighbourhood**
13. **People live in, work in and visit our vibrant and creative town centres**