

## CABINET MINUTES

Monday 30 November 2020 at 5.00 pm

Held virtually via Microsoft Teams

**Present:**

**Cabinet Member:**

**Portfolio:**

|                                |   |
|--------------------------------|---|
| Councillor Danial Adilypour*   | Cabinet Member for Health and Social Care (job-share)                           |
| Councillor Donatus Anyanwu     | Cabinet Member for Voluntary Sector and Leisure                                 |
| Councillor Matthew Bennett     | Cabinet Member for Planning, Investment and New Homes                           |
| Councillor Jennifer Brathwaite | Deputy Leader of the Council (Housing and Homelessness)                         |
| Councillor Edward Davie        | Cabinet Member for Children and Young People                                    |
| Councillor Jim Dickson         | Cabinet Member for Health and Social Care (job-share)                           |
| Councillor Jacqui Dyer         | Cabinet Member for Jobs, Skills and Community Safety                            |
| Councillor Claire Holland      | Deputy Leader of the Council (Sustainable Transport, Environment and Clean Air) |
| Councillor Jack Hopkins        | Leader of the Council   |
| Councillor Andy Wilson         | Cabinet Member for Finance and Performance                                      |
| Councillor Sonia Winifred      | Cabinet Member for Equalities and Culture                                       |

**Also present:** Councillor Scott Ainslie and Councillor Dr. Mahamed Hashi

\*non-voting

**1. DECLARATIONS OF PECUNIARY INTEREST**

There were none.

**2. MINUTES OF PREVIOUS MEETING**

**RESOLVED:** That the minutes of the previous meeting held on 19 October 2020 be approved as a correct record of the proceedings.

**3. LAMBETH SKILLS AND EMPLOYMENT STRATEGY**

The Cabinet Member for Jobs, Skills and Community Safety, Councillor Jacqui Dyer, introduced the Lambeth Skills and Employment Strategy. It was explained that the Strategy, developed with partners from the Lambeth Skills and Employment Board, provided a framework of employment, skills and training priorities and actions that would contribute to the Borough Plan goal to enable

communities to benefit from opportunities in Lambeth and across London.

It was noted that the Strategy, set out at Appendix 2 of the report, had been based on analysis of relevant economic data as well as qualitative feedback from residents, employers, and partners about the steps that were required to ensure residents had access to jobs and training. Councillor Dyer emphasised that a key aim of the Strategy was to address inequalities, especially in relation to the economic impact of Covid-19.

Cabinet then heard from public speakers with Fiona Morey, Executive Principal of Lambeth College, highlighting:

- The close collaboration and partnership working between the College and the Council to deliver the Skills and Employment Strategy to benefit local residents.
- The College's technology and digital education was closely aligned with Labour Market Information (LMI) data and its curriculum matched current and future jobs to fulfil its promise as a gateway organisation.
- The delivery of English language skills for speakers of other languages would help support adults into new jobs, retraining and upskilling; in addition to responding to the economic effects of Covid-19.
- A Youth Hub was launching on 7 December 2020 to provide a gateway for residents across the borough into jobs, re-skilling and upskilling.

Natalie Creary, Black Thrives Programme Delivery Director, commended work that had taken place to develop the Strategy, for its co-production and for embracing a collective impact model. The following comments were also noted:

- The need for the Strategy to address mental health and equality in Lambeth.
- The importance of focusing on those furthest away from the jobs market, and their progression, due to structural barriers, with an emphasis on tackling inequality.
- Black Thrive had a project, funded by Guy's and St Thomas' NHS Foundation Trust (GSTT), to review barriers faced by black people with long-term health conditions in accessing and sustaining good work; and it encouraged the Council to use this and other projects, to incorporate further opportunities and develop the Skills and Employment Strategy.
- The need for there to be a balance between supporting people into good jobs and investing into enterprise and creating employment, which should be embedded into the overarching Economic Resilience Strategy to respond to the economic fallout of Covid-19.

Councillor Scott Ainslie, Deputy Leader of the Opposition, also made representations on this item which focussed on:

- The importance of learning lessons from previous schemes and initiatives, and ensuring clarity on how future success would be measured.
- Concerns that, across Lambeth, the percentage of jobs paid below the London Living Wage (LLW) had increased.

- The importance of apprenticeships and utilisation of the Apprenticeship Levy.
- The membership of the Skills and Employment Board, which included the Brixton Business Improvement District (BID) but not other BIDs across Lambeth such as InStreatham BID.

In response to questions, the Director, Enterprise, Jobs and Skills, together with the Head of Economic Inclusion, provided further information on:

- Success measures including the need to report not just on outputs and the performance of individual programmes but also on how people moved through the system. It was noted that the Strategy had been designed so that a systemic approach, to improving the skills offer across the borough, could be delivered.
- The need to do more to improve the quality of work available. It was recognised that the percentage of jobs paid below the LLW had increased over the past ten years, both in Lambeth and across London, due to the growth of sectors such as hospitality and retail. However, it was noted that where the Council could encourage and influence employers to pay the LLW it would, for example through the Council's supply chain. It was noted that 99% of Council contacts above £100,000 were compliant with the LLW.
- The work that had taken place following recent announcements by the Chancellor of the Exchequer, as part of the Spending Review, in relation to apprenticeships and use of the Apprenticeship Levy.
- How the Council was working with the London Progression Collaboration, and other organisations, to ensure it was making the most out of unspent Apprenticeship Levy funds.
- The work the Council was doing across the borough with each of the seven BIDs. It was noted Brixton and South Bank were the only BIDs directly involved with the Skills and Employment Board. However, it was emphasised that the Council was working closely with each of the BIDs, not just Brixton and South Bank, to ensure they were all being supported.

During the discussion that followed, Cabinet considered a wide range of issues, including: actions that would help support mental health recovery and mental health in the workplace, the importance of economic inclusion, the economic context and challenges which had informed the development of the Strategy, the importance of ongoing engagement and consultation with a wide range of partners, and using data to enable targeted support for those in greatest need.

**RESOLVED:** That the Lambeth Skills and Employment Strategy be adopted.

#### **CLERK'S NOTE**

The Chair agreed to take the Lambeth Made Safer Strategy item before the Direct Labour Organisation (Housing Services) item. The minutes reflect the order in which items were discussed rather than the order set out on the published agenda.

#### **4. LAMBETH MADE SAFER STRATEGY**

Councillor Jacqui Dyer, Cabinet Member for Jobs, Skills and Community Safety, presented the Lambeth Made Safer Strategy 2020 – 2030. The Strategy, set out at Appendix A to the report, set out a vision with goals and priorities for making Lambeth one of the safest places for young people and young adults. The following points were noted:

- Although violence against young people had fallen from its peak in 2018, it remained a significant issue for Lambeth. As set out in the report, in 2020 Lambeth's position relative to other London boroughs had worsened significantly.
- The Strategy aimed to break the cycle of violence that devastated lives of individuals, families and communities. This would be done by acting upon feedback from young people and communities about their experiences, together with their views about what would work to prevent violence against young people in the future.
- A long-term Public Health approach to community safety would help ensure early interventions so that the aspirations of young people were not limited due to obstacles, including those in relation to early childhood and socio-health issues.
- The Strategy acknowledged and highlighted that systemic racism had affected Black communities over many years in the borough and it was noted that this had led to higher levels of violence against young Black people. Councillor Dyer emphasised that the Strategy would adopt an anti-racist approach throughout all its work.
- The aim was to improve the safety, and health and well-being, of children and young people across the borough and to reduce the number of young people and young adults impacted by violence.
- The Strategy had been informed by the lived experiences of those affected by youth violence and the successes and failures of those who continued to strive to prevent it.

Natalie Creary, Black Thrives Programme Delivery Director, made representations on this item which focussed on the following key points:

- Lambeth could be proud of its Made Safer Strategy and the embracing of an anti-racist lens was commended. Black Thrive encouraged the Council to continue to work with it but noted that success required the continued support of councillors.
- It was noted that the Strategy could possibly help reduce the inequality gap.
- The embracing of a collective impact model was praised.
- This was an opportunity to think differently around youth violence language, such as "violence that affects young people" instead of "youth violence".
- A balance was needed on intervention to address the symptoms and consequences of violence, by ensuring attention to systemic factors, such as school exclusion or state neglect, were considered. This would enable the building of trust by recognising that opportunities and choice agency was shaped by statutory organisations instead of a focus solely on the child, community, or family. However, such a balance underlined the importance of further investment into solutions.
- It was important to create space for communities to take leadership roles, especially those disproportionately impacted, so that they could deliver solutions for themselves.

Councillor Scott Ainslie, Deputy Leader of the Opposition, reflected on the relationship between

the Skills and Employment Strategy (considered earlier in the meeting) and the Lambeth Made Safer Strategy and stated his support for adopting an anti-racist approach. The following points were also highlighted:

- The valuable work of Youth Centres and the need to ensure these were supported by the Strategy.
- The need for Children and Young People's Mental Health services to be made more accessible, especially for those suffering as a result of poverty and increasing uncertainty as a result of Covid-19.
- The importance of providing training and employment opportunities for young people at risk of being involved with drugs and/or alcohol.

Councillor Dr Mahamed Hashi, Deputy Cabinet Member for Youth, also made representations on this item which focussed on the importance of ongoing community engagement and the fact that this was at the heart of the Strategy. It was highlighted that residents would continue to have opportunities to participate in both the development and delivery of the various work streams set out in the Strategy.

During the discussion that followed, Cabinet considered a range of issues, including: the effective use of language; the need to involve children and young people in the design of public spaces to ensure local environments were safe for all; how the Strategy had been aligned to support work to tackle violence against women and girls; and issues in relation to racism and discrimination.

**RESOLVED:** That the Lambeth Made Safer Strategy 2020-2030 be endorsed, and its implementation authorised.

## **GUILLOTINE**

During the discussion of agenda item 5, Direct Labour Organisation (Housing Services), the guillotine fell at 7.00 pm.

**RESOLVED:** That the meeting continue for a further period of up to 30 minutes.

## **5. DIRECT LABOUR ORGANISATION (HOUSING SERVICES)**

Councillor Jennifer Brathwaite, Deputy Leader of the Council (Housing and Homelessness), introduced the report and explained how the Council was redesigning its repair and maintenance service in order to deliver better quality, socially responsible and digitally-driven services.

The Deputy Leader of the Council (Housing and Homelessness) highlighted that the administration was committed to bringing services back in-house where they could be delivered more effectively and demonstrated better value for money. The proposals, set out in the report, would enable the Council to undertake communal repairs and deliver community and care services via a Direct Labour Organisation (DLO).

Cabinet was asked to note the following:

- Social responsibility was at the heart of the proposed DLO. The underlying ethos was to create a diverse workforce of council employees and apprenticeships which would provide

much needed local employment and training opportunities to people committed to delivering quality services to Lambeth residents.

- Improving estates and neighbourhoods, and providing property adaptations to support disabled, vulnerable and older adults to maintain their own independence was an important driver for the DLO.
- The DLO would embrace some of the most dynamic ICT resource management systems available to ensure it was efficiently managed and financially viable. This software would also allow residents to access and track services online.
- The DLO would play its part in helping the Council achieve its 2030 net-zero carbon commitment. This would be done, primarily, through sustainable travel and a commitment to using electric vehicles with dynamic journey management to avoid unnecessary or abortive travel. The DLO would also work to implement a ban on all single use plastics and plastic would be recycled in accordance with council policy.

Councillor Brathwaite placed on record her thanks for the significant work undertaken by both a resident Task and Finish Group, who had conducted a detailed review of the Council's communal repairs service in 2019, and the Council's Resident Procurement Panel, which had been established to help the Council design, procure and manage its housing repair and maintenance delivery arrangements.

Councillor Scott Ainslie, Deputy Leader of the Opposition, stated that he supported the proposal and highlighted a number of issues which focused on:

- The importance of having checks and balances in place to ensure housing repairs were completed on time and to expected standards.
- Concerns in relation to performance data and statistics for the housing repairs help desk and the need for improvements to be made to ensure residents were able to report faults as easily as possible.
- The importance of testing the latest ICT resource management systems to ensure the new software worked and was accessible to all before going live.
- The need for openness and transparency in relation to DLO governance arrangements.

In response to questions the Assistant Director, Repairs and Maintenance, provided information on a range of topics, including:

- The DLO would be accountable to an independent governing board with a proposed membership consisting of the Director of Housing Services, Cabinet Members, Residents and a Cost Manager. The board would meet quarterly to review performance, expenditure, budgets, health and safety, culture, social and environmental commitments and would make strategic decisions to support sustainability and financial viability. It was also noted that the Council's internal auditors would audit the DLO accounts annually.
- Repairs would be managed by industry leading dynamic resource scheduling software using algorithms to ensure travel and outputs were optimised and managed in the most efficient way. It was noted that ICT support was in place for this and that testing had been built into the timetable for delivering the DLO.
- To help achieve employment and training goals, set out in the report, a dedicated DLO

Recruitment Campaign Group would be formed. This would include officers from across the Council including Skills and Employment, Apprenticeships and Career Pathways, Human Resources, Policy and Communications and Housing Services.

During the discussion that followed, Cabinet considered a wide range of issues, including matters relating to: the existing delivery model, general procurement requirements, equality considerations, the importance of delivering quality apprenticeships and targeted employment for residents across the borough, and the timetable for implementing the recommendations.

**RESOLVED:** That the following actions be approved, to allow Resident Services to deliver community and care services via a Direct Labour Organisation:

1. £349,000 mobilisation cost.
2. £4.1m annual HRA budget allowance (£3m revenue; £1.1m capital).
3. Recruit the necessary competent staff (including apprentices) to create a well-run DLO.
4. Absorb Housing Services' technical property adaptation function into the DLO.
5. Lease the necessary hybrid/electric vehicles, partner with a digitally advanced builders' merchant and procure the necessary dynamic ICT and resource management infrastructure.

The meeting ended at 7.22 pm

CHAIR, CABINET  
Monday 14 December 2020

Date of Despatch: Friday 4 December 2020

Call-in Date: Friday 11 December 2020

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