Executive summary

The report sets out the way in which the Lambeth First local strategic partnership has responded to changes in national policy and the adjustments made to its operating structure in order to build on the achievements of the partnership to date. It also sets out the approach Lambeth First is taking towards the remaining Performance Reward Grant.

Summary of financial implications

This report describes the approach to allocating the remaining £3.639m Performance Reward Grant which was carried forward to 2012/13. (£2.161m – Office of the Chief Executive Revenue earmarked grants and £1.478m – PRG Capital earmarked grants).

Recommendations

(1) To note the progress of the Local Strategic Partnership over the last 18 months.

(2) To agree to devolve responsibility for allocation of partnership funds to the Delivery Group.
## Consultation

<table>
<thead>
<tr>
<th>Name of consultee</th>
<th>Department or Organisation</th>
<th>Date sent</th>
<th>Date response received</th>
<th>Comments appear in report para:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cllr Steve Reed</td>
<td>Leader</td>
<td>16.05.12</td>
<td>20.06.12</td>
<td></td>
</tr>
<tr>
<td>Derrick Anderson</td>
<td>Chief Executive</td>
<td>15.05.12</td>
<td>16.05.12</td>
<td>throughout</td>
</tr>
<tr>
<td>Jo Cleary</td>
<td>Executive Director of Adult and Community Services</td>
<td>16.05.12</td>
<td>21.05.12</td>
<td>App 2, 3.10</td>
</tr>
<tr>
<td>Sue Foster</td>
<td>Executive Director of Housing Regeneration and Enterprise</td>
<td>16.05.12</td>
<td>22.05.12</td>
<td></td>
</tr>
<tr>
<td>Debbie Jones</td>
<td>Executive Director of Children and young People’s services</td>
<td>16.05.12</td>
<td>22.05.12</td>
<td></td>
</tr>
<tr>
<td>Mike Dickens</td>
<td>Legal</td>
<td>09.05.12</td>
<td>16.05.12</td>
<td>6.1, 6.2</td>
</tr>
<tr>
<td>Martin Crump</td>
<td>Department Finance, F&amp;R</td>
<td>15.05.12</td>
<td>16.05.12</td>
<td>4.3, 5.0</td>
</tr>
<tr>
<td>Frank Higgins</td>
<td>Corporate Finance</td>
<td>15.05.12</td>
<td>17.05.12</td>
<td>4.4, 5.0</td>
</tr>
<tr>
<td>Sandra Morrison</td>
<td>Children and Young People’s Services</td>
<td>09.05.12</td>
<td>14.05.12</td>
<td>3.2, 3.11</td>
</tr>
<tr>
<td>Sophia Looney</td>
<td>Policy, equality and Performance</td>
<td>09.05.12</td>
<td>15.05.12</td>
<td>throughout</td>
</tr>
<tr>
<td>Jason Preece</td>
<td>Children and Young People’s Services</td>
<td>09.05.12</td>
<td>15.05.12</td>
<td>3.11</td>
</tr>
<tr>
<td>Kieron Williams</td>
<td>Adult and Community Services</td>
<td>09.05.12</td>
<td>17.05.12</td>
<td>3.10, app2</td>
</tr>
<tr>
<td>Frances Farragher</td>
<td>Housing, regeneration and Enterprise</td>
<td>09.05.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anne Corbett</td>
<td>Adult and Community Services</td>
<td>09.05.12</td>
<td>16.05.12</td>
<td>3.12, 8.3, app2</td>
</tr>
<tr>
<td>Toby Blume</td>
<td>Policy, Equality, Performance</td>
<td>09.05.12</td>
<td>09.05.12</td>
<td>3.3</td>
</tr>
<tr>
<td>Steve Sherman</td>
<td>Human resources</td>
<td>09.05.12</td>
<td>09.05.12</td>
<td>3.8</td>
</tr>
<tr>
<td>External</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Andrew Eyres</td>
<td>NHS Lambeth</td>
<td>16.05.12</td>
<td>22.05.12</td>
<td>3.10, 3.11</td>
</tr>
<tr>
<td>Ruth Wallis</td>
<td>NHS Lambeth</td>
<td>16.05.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matt Bell</td>
<td>Metropolitan Police</td>
<td>16.05.12</td>
<td>22.05.12</td>
<td></td>
</tr>
<tr>
<td>Prathiba Ramsingh</td>
<td>Job Centre Plus</td>
<td>16.05.12</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Report history

<table>
<thead>
<tr>
<th>Decision type:</th>
<th>Key decision: reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-key decision</td>
<td>EITHER a) expenditure or savings of £500,000 or more</td>
</tr>
<tr>
<td></td>
<td>OR/AND: b) proposal affects significantly two or more wards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Authorised by Cabinet member:</th>
<th>Date report drafted:</th>
<th>Date report sent:</th>
<th>Report deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Reed</td>
<td>01.06.12</td>
<td>26.06.12</td>
<td>18.06.12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Report no.:</th>
<th>Report author and contact for queries:</th>
</tr>
</thead>
<tbody>
<tr>
<td>69/12-13</td>
<td>Rebecca Eligon, Head of Strategy and equalities</td>
</tr>
<tr>
<td></td>
<td>020 7926 2125 <a href="mailto:religon@lambeth.gov.uk">religon@lambeth.gov.uk</a></td>
</tr>
</tbody>
</table>
LSP Update report

1. Context and Background

1.1 Since the general election in May 2010, the context for local partnership working has altered, bringing significant changes for Lambeth First. Alongside the greatest level of public spending cuts in a generation, councils and their partners have been responding to a number of legislative changes which have a clear and direct impact across statutory partners including the Localism Act, NHS and Welfare reform. At regional and sub-regional level, the partnership landscape has also changed with the abolition of RDAs and regional spatial strategies and the establishment of local enterprise partnerships (LEPs).

1.2 In March 2011, central government removed the duty for boroughs to conclude a Local Area Agreement through their Local Strategic Partnership (LSP), and the grant funding streams the borough has benefitted from have either come to an end or are not ringfenced in the same way. These changes, along with the proposed abolition of Government Offices and former national performance management regimes, has removed a substantive set of statutory tasks that LSPs used to undertake.

1.3 This has meant that many boroughs have decided to wind down their LSP. Here in Lambeth, however, partners reaffirmed their commitment to collaborative working at the Lambeth First Board away day in July 2011. Partners agreed that working together towards common outcomes becomes even more important at times of fiscal constraint and all partners are committed to continuing Lambeth First. Indeed, as a partnership we have achieved significant improvements in collaborative delivery; being named best partnership in the country in 2009 and bringing in almost £5 million in reward grants to benefit the borough.

1.4 However, the partnership realises it needs practical answers and closer working if it is to be successful. Taking this further it was decided last summer by the Delivery Group (DG) to take on three new ways of working:

- Successful partnership working is about partners getting on with it – if there is an opportunity take it.
- Lambeth First should focus on delivery and solutions around the big issues
- The partnership should learn through action

1.5 The remainder of this report sets out in more detail how the partnership has progressed these operating principles in practice. The report is divided into three broad sections:

- changes to LSP governance structures including the partnership support functions, constitution and the sustainable community strategy to reflect more open and collaborative ways of working;
- a progress update on key areas of partnership work which are embedding the new operating principles (including cross-partnership work like the zero rules zone, public services by design programme, and troubled families as well as an update from each of the four theme partnerships); and
The process around allocation of the remaining Performance Reward Grant (PRG). The PRG is a fund that was awarded to Lambeth by central government for successfully meeting its Local Area Agreement targets. The partnership decided to hold back allocating these funds until the future of the partnership was clear and the shared partnership outcomes were agreed. The report sets out both the process for allocating PRG and the PRG allocations undertaken by the LSP.

2. Partnership structures

2.1 This section describes the structural changes which have taken place to reflect the broad operating principles outlined above. This includes replacing the Lambeth First Board with a series of ongoing collaborative conversations, and refreshing the Lambeth First terms of reference, outcomes framework and sustainable community strategy. It also describes the changes to the partnership support structures. The Lambeth First team was restructured in March 2011 and moved from being an independent team with a sole focus on partnership work to being an integral part of the council’s Policy Equality and Performance division.

2.2 To trial an alternative mechanism for bringing partners together which better embodied the new operating principles (see 1.5), two collaborative conversations were held in place of an LSP board meeting in the latter part of 2011. Collaborative conversations are 2-3 hour workshop style events which bring together a range of different statutory and non-statutory partners including members of the Lambeth First Board and other key stakeholders. The first two pilot collaborative conversations were themed around ‘employment and enterprise’ and a ‘cooperative borough’ in order to test a new, more delivery- and problem-solving focused way of working together and used World Café and Open Space style workshop structures.

2.3 The overwhelming feedback from partners was that this style of working was preferred over the more formal board meetings that had previously taken place and there was a consensus at the second event that this new format should replace the LSP Board and the old style of meeting.

2.4 The Lambeth First Delivery Group formally agreed in February to adopt this more open and collaborative approach for all future board-level gatherings. This means that the Lambeth First Board ceased to function as it did previously, but that stakeholders will continue to gather in more practical, solutions-focused workshops known as ‘collaborative conversations’. The aim of this approach was to widen involvement and become more flexible. This means there will no longer be a core ‘board member’ list, but instead the widest possible group of stakeholders will be invited to debate and resolve issues that affect them.

2.5 A forward programme of collaborative conversations is now being coproduced by members of the Delivery Group and lead members of the theme partnerships. The first two of these are outlined in more detail below and explore the topics of ‘troubled families’ and ‘organisational development’. The programme of collaborative conversations will also include an annual event to reflect on progress across the partnership and to consider overall partnership priorities.
2.6 The Delivery Group also agreed to slim down partnership governance structures and to explore new ways of working more generally. The Delivery Group Terms of Reference have been reviewed and changes have been agreed which include setting out the role of collaborative conversations and the relationship between the Delivery Group and the theme partnerships. Cabinet is asked to note the new terms of reference (see appendix 1).

2.7 Since March 2011, support to the partnership, has been integrated more completely into the council’s Policy Equality and Performance Division. This approach to the partnership was agreed by LSP Board in March 2011 and has ensured that in the absence of an independent and jointly appointed Partnership Director that the work of the partnership has continued to be delivered.

2.8 Outcomes Framework

2.9 In April 2012 the Delivery Group agreed the outcomes framework which would underpin the work of the partnership and allocation of the remaining Performance Reward Grant. The outcomes will also inform the focus of future Collaborative Conversations. The outcomes were based on the priorities and activities which were agreed at the two Collaborative Conversations (‘Boosting Growth and Employment’ and ‘Cooperative Borough’) and reflect the same outcomes agreed in the Sustainable Community Strategy.

2.10 The Delivery Group requested that the outcomes framework be expanded to include a high level outcome for each of the three existing Theme Partnerships (Health and wellbeing board, Children’s Trust Board, Safer Lambeth Partnership). The new Theme Partnership for economic growth will work directly to the Boosting Growth and Employment outcomes.

2.11 The complete Outcomes Framework for the partnership and the Performance Reward Grant can be seen in Appendix 2.

2.12 Sustainable Community Strategy and LSP Constitution

2.13 In light of the more focused partnership outcomes framework and terms of reference the Sustainable Community Strategy is being refreshed. This refresh will update the strategy in light of the removal of Local Area Agreements and the National Indicator set.

2.14 This will remain a light touch review, reducing and streamlining the SCS wherever possible and removing references to the LAA. A similar streamlining of the Lambeth First Constitution is also being undertaken to reflect changes to the Terms of Reference, membership and the structure of Lambeth First.

3. Partner-led collaborative work

3.1 The work of the partnership has become increasingly practical in its focus and this section sets out the key pieces of partnership activity which are currently being taken forward either through the Delivery Group or the four individual theme partnerships. It demonstrates the real difference which the partnership is making and the relevance and importance of partnership working to tackling complex issues within Lambeth.
3.2 **Aspirational Lambeth Families (Troubled Families Programme)**

*Leading: Debbie Jones (Executive Director, Children and Young People’s Services, LB Lambeth)/coordinator Sandra Morrison, Divisional Director, Early Intervention and Targeted Services.*

In December 2011 the Prime Minister and Secretary of State for Communities and Local Government announced additional resources of £448m over three years to help local authorities improve the lives of 12,000 ‘troubled families’ in England and reduce the current cost to the state (currently estimated to be £75k per family per year totalling 9bn a year nationally).

‘Troubled families’ are currently defined as those who are experiencing at least one of the following:

- poor school attendance, or have experienced three or more fixed term exclusions,
- are involved in youth offending or are subject to an anti-social behaviour order (ASBO) or
- There is an adult in the household who is workless.

Based on the government’s data, multiple deprivation index and the child poverty index Lambeth is estimated to have 1,080 troubled families, which are potentially costing the partnership £81m based on central government calculations.

The government is offering additional funding for three years to transform the lives of these families. Initial funding of £20K was provided in February to prepare for the programme and to begin to collate and analyse data. In addition funding has been provided to appoint a programme coordinator. Their role will include the development of a programme plan which sets out how funding will be used, the indicators for success and systems for tracking outcomes. The lead officer will be expected to work at a strategic and operational level to champion, coordinate and troubleshoot on behalf of the partnership. The programme coordinator is in the process of being recruited and will work to the strategic lead.

The governance of the programme has been agreed and the programme will be overseen by the Local Strategic Partnership with the EDCYPS as the sponsor for the programme.

Funding for the programme will be made using payment by results (PBR). However, in acknowledgment of the current financial climate and to pump prime the programme the government will provide an attachment fee for each verified family that will be part of the programme.

As the programme is a national the criteria for identifying troubled families is fixed and the same for all local areas. However, the government has introduced the notion of a fourth filter which will enable a local area to identify other local characteristics that may be preventing a family from achieving aspirations.

In Lambeth the following additional criteria are being explored to ensure the programme reflects local issues:
• Evidence of domestic violence within the family
• Teenage parenthood
• Adult Mental health problems
• Substance misuse

There is an expectation that each Local authority will identify one third of their families to turn around in 2012/13 for Lambeth (That is, 360 families based on the central government calculation that Lambeth has 1,080 Troubled Families. (1080/3))

A collaborative conversation will take place in the early summer to discuss and decide how the partnership could work in a different way to turn around troubled families. The agenda for the conversation will include:

• The identification of a named lead for each partner agency to create a virtual team
• The use of the funding to be provided
• Which evidence based interventions should be used
• An agreement of local filters
• What should be the name of our programme – ‘working families’ or ‘aspirational’ families
• Mapping current programmes and support.
• Role of schools in identifying and supporting troubled families

3.3 Zero rules Zone

Leading: Toby Blume (Cooperative Council Implementation Lead, LB Lambeth)

An approach to a ‘No Rules Zone’ was originally suggested at the Cooperative Borough Collaborative Conversation event in November 2011. The No Rules Zone is a new model of neighbourhood working designed to bring Cooperative Borough to life in a practical way. It is an experimental method of focusing on the delivery of partnership services in a specific area - West Norwood, where barriers to delivery, controlled by partners, are stripped back, allowing a neighbourhood to develop its own rules for service delivery. It will test public service innovations and will adopt an iterative process. It is not proposed that the no rules zone will be rolled out (if successful) across the borough; rather, the no rules zone is conceived of as an experiment in which the partnership can test elements of working as a cooperative borough with the intention to learn from and apply the lessons to other cooperative initiatives.

3.4 Data sharing

Leading: Ruth Wallis (Director of Public Health, NHS Lambeth) and Sophia Looney (Div Director Policy, Equalities & Performance, LB Lambeth)

This workstream covers two broad areas of work and will be reporting back to delivery group later in 2012:
• **Personal information sharing**: This element of the workstream relates to better sharing information relating to individuals or families between partners. The workstream includes reviewing and updating the current partnership information sharing protocol, identifying barriers within the existing process and working out how to overcome them. So far Lambeth Council and NHS Lambeth have reviewed the current information sharing protocol. Further work is needed to review the process more broadly to determine whether it is fit for purpose.

• **Generic information sharing**: The second element of this workstream relates sharing more generic insights across the partnership. This workstream is yet to be fully worked up but is likely to consider the role of the Lambeth First website and extranet in sharing needs assessments, demographic and other information across partners. There are clear interdependencies between this workstream and the JSNA, State of the Borough and Lambeth ward profiler as well as the council’s Business Intelligence workstream. Given these interdependencies it is suggested that the scope of the work is more fully developed and that DG members are able to influence and shape the nature of the work as soon as possible.

3.5 **Unravelling procurement difficulties**

*Leading: Sue Foster LB Lambeth*

‘The council has continued to work on procurement practice in relation to the delivery of its cooperative council aspirations and further work is ongoing to rationalise and improve procurement practice. Partners recognise that significant opportunities are presented through joint commissioning, but note that work is needed to explore how best to align partner procurement practices, and enable local partners to compete more effectively to win contracts within the partnership. Work will be undertaken to fully scope the requirements of this workstream which is expected to report in to the Delivery Group by the end of the financial year.

3.6 **Public Services by Design**

*Leading: LB Lambeth, Sophia Looney (Div Director Policy, Equalities and Performance)*

In November 2011 the Design Council approached Lambeth to work with them on their Public Sector by Design programme. Through the programme they are providing design support on innovative and design-led solutions in Tulse Hill and Herne Hill. The Design Council uses a methodology of initially engaging a ‘Diagonal Dozen’ stakeholders over two full days to coproduce a long list of potential project areas. This two day immersion process yielded 96 ideas, the highest number of ideas the Design Council has seen through the Public Service by Design programme. Each project idea was designed to meet the brief set out by the Chief Executive of Lambeth Council, Derrick Anderson – of embodying the spirit of the cooperative borough in Herne Hill and Tulse Hill and focusing on elements relating to coproduction, community-led commissioning and new operating models.

The long list has now been reviewed to decide which projects should be taken forward. To ensure the projects move forward quickly an ambitious delivery schedule has been agreed (with all projects being delivered in the next 30, 60 or
90 days starting from the beginning of May). Projects are being led by a wide range of stakeholders across the partnership.

The nine projects which have been agreed to be taken forward are listed below:

<table>
<thead>
<tr>
<th>Project</th>
<th>Project lead</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic calming</td>
<td>Herne Hill Forum</td>
<td>30 days</td>
</tr>
<tr>
<td>Mobile Job Bike</td>
<td>LB Lambeth, HRE</td>
<td>30 days</td>
</tr>
<tr>
<td>Community centre</td>
<td>LB Lambeth, ACS</td>
<td>30 days and 90 days</td>
</tr>
<tr>
<td>Community Asset Mapping</td>
<td>Lambeth Living</td>
<td>30 days and 60 days</td>
</tr>
<tr>
<td>Soft Skills training</td>
<td>High Trees Community Foundation</td>
<td>60 days</td>
</tr>
<tr>
<td>Local communications hub</td>
<td>High Trees Community Foundation</td>
<td>60-90 days</td>
</tr>
<tr>
<td>New business start-up mentoring and incubation space</td>
<td>LB Lambeth, HRE</td>
<td>90 days</td>
</tr>
<tr>
<td>Space blog of under-used spaces</td>
<td>To be determined</td>
<td>90 days</td>
</tr>
<tr>
<td>Polytunnel food growing</td>
<td>Incredible Edible Lambeth</td>
<td>90 days</td>
</tr>
</tbody>
</table>

3.7 **Sharing assets and co-location**

*Leading: LB Lambeth, Sue Foster (Executive Director Housing Regeneration and Enterprise)*

This workstream is being taken forward by Sue Foster working with the managing director of NHS Lambeth and the Borough commander. Initial discussions with partners have taken place as part of the office accommodation strategy to explore co-location opportunities within Brixton. These discussions are ongoing and will be extended to pick up the wider Brixton master planning (SPD) programme.

3.8 **Sharing skills/competencies across organisations**

*Leading: LB Lambeth, Nana Amoa-Buahin (Div Director Human Resources)*

A range of partnership work was identified by the Delivery Group to improve organisational development and to share skills and competencies across the partnership. This work is being taken forward by Human Resources in Lambeth Council, and a work plan is being developed which will deliver the following projects.

Pan-partnership training and sharing. Work is currently being carried out to look into a range of operational areas where training and information sharing can take place within and across the partnership, at little or no cost to partners. Given that funding for organisational development is at a low, the partnership can play a key role in utilising its own internal expertise to the benefit of its members.

For example, work is currently underway to put together a range of training material regarding Lambeth’s Cooperative Council which could be utilised by other partner organisations in relation to Cooperative Borough. A range of online
tools have been developed which could be quickly rolled out to the partnership and training provided including online training in coproduction. Other areas being explored include improving staff competencies. Lambeth council are currently reviewing their staff competencies in light of the Cooperative Council and their new Corporate Plan. Once a draft set of competencies have been developed it is proposed that the council shares its approach and learning directly with partners.

Job swaps and volunteering. The Delivery Group was also keen to explore the possibility of building capacity in existing staff through intra-partner job swaps and increasing opportunities for volunteering, in line with the partnership outcome framework. Lambeth Council has launched a volunteering policy in which all staff have the opportunity to apply to take up to 3 paid days per year to do volunteering activities. If successful the learning from this scheme could be rolled out and shared with partners, and could also incorporate job swaps.

Collaborative conversation. Both of the above areas of work will be explored in more detail at a Collaborative Conversation event. Planning for this is underway with a view to this taking place in June 2012. Ideas around job swaps and training will be explored alongside learning from Lambeth Council’s recent Investors in People inspection.

3.9 In the preparation of this report, operational leads for each of the theme partnerships have been asked to provide an update on activity currently underway in their thematic area, this is provided below for information. In addition, leads were asked to comment on how the relevant theme partnership and its activity might be impacted by a reduction in formal governance of their programmes by the Delivery Group, as is involved in the proposal set out in this report. The unanimous response (with the exception of Employment/Enterprise which, as set out later in this report, has ceased to function, was that thematic partnerships do not require any formal governance through the wider LSP, but recognise the need to be supported to work more collaboratively with each other. To some extent, this will be an outcome of the workstream set out in item 2.1 above, but should also be taken into account as part of the proposed review of the membership and terms of reference of the DG (see Appendix One) with the potential of a wider membership being explored to enable and ensure greater coordination.

3.10 Health and wellbeing board

From 2013 councils and NHS Clinical Commissioning Groups will have a duty to have in place a Health and Wellbeing Board (HWB). A detailed report on the establishment of a board for Lambeth was presented to Cabinet on 16 April (http://tinyurl.com/LambethHWB), with the first formal board meeting due to take place on 27 June 2012. Significant effort has been invested in coproducing the operating model and initial work plan for this board with health partners and community representatives and with the support of the King’s Fund.

The agreed purpose of the Lambeth Health and wellbeing board is to:

- To establish a shared understanding of health and wellbeing outcomes for Lambeth’s population,
To set the strategic direction for action to improve health and wellbeing and reduce inequalities.

To ensure citizens, communities and other stakeholders in Lambeth are fully involved.

To maximise the outcomes achieved from the resources and assets available within the borough.

To provide leadership for the transformation of local services

To enhance the accountability of public services to the people of Lambeth

To engage, challenge and hold to account partners agencies

To provide a united voice to take forward the interest of Lambeth with outside agencies

The core elements of its work plan in 2012/13 will be:

- Development of a shared approach to citizen involvement, including shared principles, a co-produced and co-delivered self assessment process and a programme to support the active involvement of citizens in action to improve health and wellbeing.

- Production of a Health and Wellbeing Strategy for Lambeth

- Further development of Lambeth’s approach to Joint Strategic Needs Assessment, building on our success to date and ensuring our approach works for all partners

- Development of a vision and transition plan for the Lambeth Public Health System.

- The integration of health and social care services, including the delivery of a program with Kings Health Partners to advance the integration of health and social care for older people and for people with long term conditions.

In terms of its relationships with the other theme partnerships, the Health and Wellbeing Board has oversight of all health improvement across all ages, although work relating to children and young people will be led by the Children’s Trust Board (see 3.11). Specifically:

- The Lambeth Children’s Trust Board (CTB) will be accountable to the HWB for the actions it takes forward to improve the health and wellbeing of children, young people and families.

- To ensure full coordination between these two groups the Chair of the CTB (the cabinet member of Children and Young People for Lambeth Council) will be a vice chair of the HWB.

- The primary focus of the CTB will be early intervention to improve outcomes for children, young people and families - it will lead this work on behalf of the HWB.

- The CTB will also provide leadership to fully engage those organisations that primarily focus on children and young people in shaping and delivering Lambeth’s joint health and wellbeing strategy, including schools.

- The CTB will also include Clinical Commissioning Group membership to ensure the full involvement of the NHS in its work.

It is intended that the theme partnerships work jointly where possible; for example, the Health and wellbeing board and Safer Lambeth partnership are proposing a joint priority around reducing harm from alcohol. This is a good example of agreeing shared priorities where it makes sense across partners and themes.
3.11 Children’s Trust Board

The CYPSP governance has been reviewed and streamlined to reflect the requirements of the Partnership moving forward. The CYPSP now consists of the Children’s Trust Board only, with linkages to the Lambeth Safeguarding Children’s Board through a working protocol and the CYPS Voluntary and Community Sector Forum. Membership of the Children’s Trust Board has also been reviewed.

The key focus for activity has been developing the Children and Young People’s Plan which articulates the Children’s Trust Board priorities, namely:

- Targeted early intervention and prevention for children and young people of identified concern to all partners;
- Cooperative partnership working at the neighbourhood level;
- Joint workforce development across the partnership;
- Cross cutting priority - children and young people are safeguarded and protected from harm.

The Board has been evaluating how the Children’s Trust should link to the Health and Wellbeing Board, with a joint workshop convened in September 2011 and ongoing discussions with the Health and Wellbeing Transitions Workstream group. Another focus has been monitoring the implementation of Lambeth’s Child Poverty Reduction Strategy, how the Partnership can contribute to reducing the level of exclusions and continued monitoring of safeguarding practice and issues across the partnership.

3.12 Safer Lambeth

As a statutory partnership, Safer Lambeth has produced a new Partnership Plan for the borough with the aim of reducing crime and tackling disorder and delivering improved outcomes. The priorities for the Partnership are:

- Reduce serious crime (serious youth violence, violent crime including robbery; violence against women and girls; tackle crime associated with night time economies; and PREVENT (terrorism).
- Tackle neighbourhood crime and ASB (burglary and car crime; ASB, including vulnerable victims & street population issues; neighbourhood problem solving)
- Address offenders and drivers of crime (drugs, alcohol, offender management)

These priorities are delivered by a wide range of partners, who are actively co-ordinated and supported by the council’s Community Safety service. The service reorganised in 2010 to support and enhance the new policing model for the borough. Some of the key partnership achievements since April 2011 include:

Reducing Serious Crime

- Delivering three multi-agency action plans to reduce crime and ASB associated with night time economies in Clapham, Brixton and Vauxhall.
- Commissioning a new GAIA centre, which draws together themes from eight strands of gender based violence into a new holistic service, which ranks as one
of the first fully integrated services in England. The service was co-produced with victims / survivors of violence against women and girls, and the new model includes a dedicated peer network and volunteer champion

- The development of the nationally acclaimed “Know the Difference” sexual violence campaign. This has recently been adopted by the British Army and is being rolled out across military bases worldwide
- Targeted enforcement against gang members – 20 Anti Social Behaviour Orders to disrupt gang activity.

Tackling Neighbourhood crime:

- Introducing a Dispersal Zone in Coldharbour and Herne Hill wards, which resulted in a 14.1% reduction in a basket of offences including robbery, ABH, residential burglary and snatch. There was also a decrease of 32.5% in youth related offending.
- Safeguarding vulnerable victims of hate crime and ASB. To date there have been 78 high risk cases, of which 68 have been concluded with successful outcomes.
- A doubling of neighbourhood watch, from 7% coverage of the Borough to 14%.

Addressing Offenders and Drivers of Crime:

- In July 2011 an Integrated Offender Management (IOM) service was implemented. The service co-ordinates multi-agency support for offenders with enforcement and consequences for those who do not desist from their offending behaviours. An initial assessment of the impact of the service has indicated a 43% reduction in re-offending within a specified cohort. Further analysis is currently underway to demonstrate the long-term impact.
- The partnership proactively manages performance through its 6 weekly Partnership Delivery Group (PDG), chaired by the ED ACS and attended by the Deputy Borough Commander, senior officers from CYPS, Head of Probation and Senior Health colleagues. Issues that cannot be resolved in this forum are escalated to the Safer Lambeth Executive Board. As a statutory partnership all partners have a legal duty to participate in the partnership.
- The partnership focus is on performance improvement and delivery of outcomes. At the operational level the council’s Community Safety team lead and manage a number of multi-agency delivery mechanisms including:
  - six cluster based Area Issues Groups – tackling problems for residents at a local level
  - a fortnightly partnership tactical tasking group to deploy and co-ordinate police and Council resources.

3.13 Employment, growth and enterprise

At the end of 2009, the Lambeth First Board elevated the Worklessness Delivery Group (WDG) to report directly into the Board, reflecting its relevance to the partnership’s overarching priority. In addition, the decision was taken to establish a Place Partnership, also reporting directly into the Board, to govern and coordinate all elements of activity relevant to economic development but not covered by the WDG (i.e. sustainability, housing, culture). Neither of these
Boards remain active, the Place Partnership having only met once in March 2010, and the WDG having last met in February last year. It was in acknowledgement of this that the DG organised a collaborative conversation around employment and growth in order to determine what activity was required and therefore what form of governance might be appropriate.

Work is underway to develop a new theme partnership structure based on the work that came out of the Boosting Growth and Employment Collaborative Conversation and to monitor the delivery of the Economic Development Strategy.

The new theme partnership will deliver a duel function. Firstly, to initiate and oversee specific time limited projects based on the outcomes framework, and secondly to oversee and contribute to the development of the Economic Development Strategy. Membership will be kept small and flexible, with a focus on delivering practical outcomes.

4. Performance Reward Grant

4.1 The final performance reward grant was awarded to Lambeth First for successful delivery of the Local Area Agreement in 2010/11 and is testament to the ongoing success of partnership working in the borough. Reward funding for the delivery of partnership activity has been in place for a number of years and decisions in relation to funding allocations have been taken to reflect the partnership relations, trust and mutual understandings. There is agreement within the partnership, including the Leader and Chief Executive of the council, that the Local Area Agreement (LAA) was delivered due to partnership working and use of the reward should therefore reflect partnership priorities, as set out in Lambeth’s Sustainable Community Strategy and the amended outcomes framework (see appendix two).

4.2 While the council is the accountable body it has therefore been agreed by the Lambeth First Board (which includes the CEO and is Chaired by the Leader of the council) that this funding be used to continue partnership activity and allow specific services of significant importance to the borough to move to alternative means of funding. PRG will therefore act as a transition fund for projects which are delivering key partnership objectives. Cabinet is asked to endorse this approach with PRG being allocated against the outcomes framework.

4.3 During 2011/12, £1.410m of the revenue funds were utilised leaving an unspent revenue balance of £2.161m and £1.478m of capital funds.

4.4 Some significant partnership time has been dedicated to developing priority activities, the development of a new operating model and a revised commissioning framework (see appendix two). As of February 2012, the partnership was therefore in a position to begin commissioning activity and has now set in train a process that will see the allocation committed (see appendix three for the full list of revenue and capital allocations).

4.5 In addition, a process and approach to funding activity with the capital allocation has been agreed and further activity is expected to be agreed by the partnership to defray the fund over the course of 2012/13. As stated previously, it has been agreed that all capital allocations will be made on an invest to save basis. It is
likely that capital allocations will be made across a diversity of partnership capital projects. However, it is proposed that the project sponsor for any council capital projects will ensure they complement existing council strategies for capital investment as well as the PRG outcomes framework.

4.6 The Delivery Group considered a number of options for monitoring any PRG allocations and agreed that a partner organisation would sponsor each funded activity, owning the risk of delivery and applying monitoring as they see appropriate to manage that risk. The only requirement in terms of monitoring is that an update on the project must be provided for the annual partnership extended meeting (details of which to be confirmed). The main benefits of this are:

- There is some assurance provided to the partnership on delivery activity and use of funds.
- Accountability and risk is spread across the partnership as different partners sponsor different services / projects.
- The costs incurred in this process should be very low to the partnership, and medium to the sponsoring partner. They can build their cost into the funding application if needed and subject to the agreement of Delivery Group.
- Learning can be shared across the partnership at the annual event.

5. Finance Comments

5.1 The changes to the Lambeth First structures, including the partnership support function, constitution and terms of reference have no additional financial applications and will be met through existing resources.

5.2 £2.161m in revenue and £1.478m of capital funds from the Performance reward grant have been carried forward and are held within the budget of the council’s Policy, Equality and Performance division to cover the commissioning of partnership projects and activity as described in appendix three.

6. Comments from Director of Governance and Democracy

6.1 Section 1 of the Localism Act 2011 introduced a new “general power of competence” for local authorities, defined as “the power to do anything that individuals generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area.

6.2 On 4 April 2012, the pre-existing “wellbeing” powers” under section 2 of the Local Government Act 2000 were repealed in relation to English authorities. However, the duty placed on the Council, by virtue of section 4 of the 2000 Act, to produce a Sustainable Community Strategy remains in place.

7. Results of consultation

7.1 The leader of the council, and chair of Lambeth First has been involved in the drafting of this report.

8. Organisational implications
8.1 **Risk management:**
Key risks associated with the changed governance structures around the partnership are captured in the council’s risk register.

8.2 **Equalities impact assessment:**
An equality impact assessment has not been undertaken on this update report. However a full EIA will be undertaken on the reframed governance structures as set out in the LSP constitution and Sustainable Community Strategy as they are drafted. Individual PRG funding applications set out an equalities relevance assessment and will undertake full EIAs once funding has been agreed.

8.3 **Community safety implications:**
Section 17 of the Crime and Disorder Act 1998: The Act imposes a general duty on local authorities as follows: "Without prejudice to any other obligations imposed upon it, it shall be the duty of each authority to exercise its various functions with due regard to the likely effect of the exercise of those functions, on and the need to do all it reasonably can to prevent crime, disorder and substance misuse in its area". Compliance with the requirements of s17 may therefore include a two fold consideration i.e. having due regard to the likely effect of a decision on crime and disorder and doing all it "reasonably" can to prevent crime and disorder. Successive surveys have shown that the level of crime in the Borough is the number one concern for residents. It is intended that the PRG funding allocation and partnership activity against the outcome ‘Crime has reduced and residents feel safer in their communities’ will have beneficial consequences for crime and disorder in the borough. The following allocations have been made against this outcome: Action against gangs, violence against women and girls, prevent and community safety.

8.4 **Environmental implications:**
None

8.5 **Staffing and accommodation implications:**
None

8.6 **Any other implications:**
None
Appendix one: Lambeth First Terms of Reference

The Delivery Group will:

- Do nothing separately that could better be done jointly
- Coordinate partnership activity based on the agreed outcomes framework and Sustainable Community Strategy.
- Provide operational leadership and oversight for the partnership
- Listen and respond to the issues, activities and ideas that are developed and agreed through Collaborative Conversations and the Theme Partnerships.
- Lead the coordination of Collaborative Conversations and ensure themes respond to the priorities expressed by: the wider stakeholder group through the outcomes framework, previous Collaborative Conversations and Theme Partnership work.
- Own the development and implementation of the commissioning framework, including monitoring, for the Performance Reward Grant (PRG)
- Oversee any cross-partnership funding applications to central government or other funders.
- Establish sub groups to further joint working where they are required
- Encourage partnership development and learning - to learn from best practice and promote “joined –up” service delivery
- Demonstrate a clear and unequivocal commitment to equalities and “narrowing the gap” across Lambeth in order better to promote sustainable, inclusive and just communities
- Meet as required and hold an annual event to evaluate the impact of the partnership over the previous year, celebrating areas of success and identifying areas for improvement.
- Have a fixed membership

Collaborative Conversations will:

- Meet at least quarterly through regular ‘Collaborative Conversation’ events in which specific issues drawn from the outcomes framework, or suggested by the theme partnerships or individual partner organisations are discussed and actions are established.
- Set the vision, shape the outcomes framework and generate proposed partnership activity through working with a wide range of residents, partners and stakeholders
- Involve the community in the production of partnership outcomes and priorities to ensure that Lambeth's citizens, service users, communities and neighbourhoods are at the heart of decision making about service delivery
- Always adopt a whole systems approach and ensure representation from all stakeholders in the relevant area are involved with a core inclusion of Delivery Group members and other statutory and non statutory key partners including voluntary, private and community sectors and Members.

The Theme Partnerships will
• Maintain independent governance structures but still be an active part of the partnership
• Share their work and achievements with the Delivery Group
• Provide expertise in relation to their respective themes, including feeding into the outcomes and priorities for the partnership
• Attend Collaborative Conversations and respond to any outcomes/actions from Collaborative Conversations that are relevant to their theme.
• Maintain an overview of funding applications relevant to their theme.
• Use Lambeth First branding where possible.

Membership of the Delivery Group will remain focused on representatives from organisations with a statutory duty in the partnership. As the stakeholders in the borough with control over the most significant resources members of the delivery group will be best placed to organise activity in response to the collaborative conversations. The priorities and outcomes which the Delivery Group will respond to will be determined at Collaborative Conversation events, which will involve a much wider range of partners, stakeholders and community representatives.

The core Delivery Group membership will be:

• Leader, Lambeth Council
• Chief Executive Lambeth Council
• Executive Director, Children and Young People’s Services, Lambeth Council
• Executive Director, Adult and Community Services, Lambeth Council
• Executive Director, Housing, Regeneration and Enterprise, Lambeth Council
• Managing Director, NHS Lambeth
• Chief Executive, Lambeth Living
• Borough Commander, Lambeth Police
• District Manager, Jobcentre Plus
• Director of Public Health, NHS Lambeth
Appendix Two - Performance Reward Grant Outcomes Framework

Following the priorities and activities which have been discussed at the two collaborative conversations, and in reference to the outcomes agreed in the Sustainable Community Strategy, a Lambeth First PRG outcomes framework has been developed.

The outcomes relate to the two areas of activity being developed by the partnership.

- **Boosting Growth and Employment** - These outcomes relate to delivering Lambeth First’s core aim of reducing worklessness in the borough as a means to deliver wider improvements in the lives of all residents. The outcomes seek to express the need to deliver services for residents and to ensure that Lambeth’s physical environment and reputation support economic growth and investment.

- **Cooperative Borough** - These outcomes relate to changing how services are delivered in the borough and how partners work together for residents.

<table>
<thead>
<tr>
<th>Boosting Growth and Employment</th>
<th>Cooperative Borough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment decreases and more residents are in high quality employment</td>
<td>Residents are at the heart of determining the needs of their communities and setting the agenda for engagement in their neighbourhoods.</td>
</tr>
<tr>
<td>Employment across Lambeth increases and more residents are in higher skill, better paid jobs. Those in employment are able to access training and opportunities to increase their financial security.</td>
<td>Community-led commissioning and community budgets are in place. Co-production of service priorities and delivery is widespread.</td>
</tr>
<tr>
<td>There are higher levels of investment and business growth</td>
<td>There are more opportunities to engage with all levels of service delivery that fit residents’ lives and choices</td>
</tr>
<tr>
<td>Lambeth is seen as open to and supportive of business and investment. Regeneration and development opportunities deliver opportunities for enterprise (including social enterprise) and employment.</td>
<td>Residents are able to engage with local priorities and services at times, places and through media which maximise their usefulness and return for residents.</td>
</tr>
<tr>
<td>More young people are in high quality jobs or training</td>
<td>Services are more accessible and flexible, with unnecessary bureaucracy removed and innovation supported</td>
</tr>
<tr>
<td>Levels of NEET are reducing and young adults (19 – 24 year olds) are able to access employment or education that supports their life ambitions. Local enterprise and employers support young people and benefit from their innovation and entrepreneurialism.</td>
<td>Data and knowledge is shared between services to improve services and with citizens to support innovation and accountability. Services share assets and locations. Public sector partners are more engaged with local enterprise through more open and accessible procurement processes.</td>
</tr>
</tbody>
</table>
More socially excluded adults are financially secure, primarily through access to employment or training. Poverty amongst socially excluded adults (e.g. long-term unemployed residents, lone parents, residents with physical or learning disabilities, residents with mental ill health, carers) is reducing. Independent living and participation in local communities is increasing.

Lambeth has a resilient workforce equipped with the skills and competencies required to tackle the boroughs challenges. Staff in partnership organisations have the skills and culture to deliver the cooperative borough. Partners share skills, competencies and working practices and engage with local enterprise.

Outcomes for the Theme Partnerships
Further to the overarching outcomes identified for the partnership above, there are some specific outcomes for each of the Theme Partnerships (apart from Economic Development, whose outcomes form part of Worklessness + above):

<table>
<thead>
<tr>
<th>Health and Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>The health and wellbeing of Lambeth’s population is improving at a faster rate than nationally, with the greatest improvements being for those communities with the poorest outcomes</td>
</tr>
<tr>
<td>Action is taken early to prevent ill health and poor wellbeing, services are integrated around the needs of the people they serve and citizens are actively involved</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Children and Young People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children, young people and families are supported to be happy, healthy, safe and achieve their full potential.</td>
</tr>
<tr>
<td>Providing effective support to families, with special attention given to those who are most vulnerable and at risk, through prevention and early intervention services developed across the partnership.</td>
</tr>
<tr>
<td>Cross cutting priority: Children and young people are safeguarded and protected from harm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safer Lambeth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime has reduced and residents feel safer in their communities.</td>
</tr>
<tr>
<td>There is tangible action across partner agencies in planning, delivering and commissioning services to prevent crime and the causes of crime, manage offenders to reduce re-offending and increase residents' perceptions of safety.</td>
</tr>
</tbody>
</table>
Appendix Three: Agreed PRG allocations

At their meeting in February, Delivery Group (DG) agreed six PRG proposals and requested detailed business cases be completed for their review. These business cases have been circulated to DG and agreed. A new business case has not been submitted for Every Pound Counts as it reflects the same business case submitted to the Delivery Group and agreed in 2011/12.

<table>
<thead>
<tr>
<th>Project</th>
<th>Theme Partnership</th>
<th>Revenue (Y1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Safety</td>
<td>Safer Lambeth</td>
<td>150,000</td>
</tr>
<tr>
<td>VAWG</td>
<td>Safer Lambeth</td>
<td>146,227</td>
</tr>
<tr>
<td>Every £ Counts</td>
<td>Health and wellbeing</td>
<td>208,312</td>
</tr>
<tr>
<td>No Rules Zone</td>
<td>Delivery Group</td>
<td>41,030</td>
</tr>
<tr>
<td>Annual Partnership Event</td>
<td>Delivery Group</td>
<td>2,000</td>
</tr>
<tr>
<td>Borough Wide Currency &amp; Coop Borough Incentive Scheme</td>
<td>Delivery Group</td>
<td>275,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>822,569</strong></td>
</tr>
</tbody>
</table>

At their May meeting, Delivery Group (DG) agreed a further five revenue allocations against activity which had strong business cases and either levered in additional funds to the borough through matched funding, or which were of particular strategic importance.

<table>
<thead>
<tr>
<th>Project</th>
<th>Theme Partnership</th>
<th>Revenue (Y1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Against Gangs</td>
<td>Safer Lambeth</td>
<td>375,125</td>
</tr>
<tr>
<td>Prevent</td>
<td>Safer Lambeth</td>
<td>41,030</td>
</tr>
<tr>
<td>Teenage Pregnancy</td>
<td>Children’s Trust Board</td>
<td>342,000</td>
</tr>
<tr>
<td>In Harmony</td>
<td>Children’s Trust Board</td>
<td>40,068</td>
</tr>
<tr>
<td>Activity to support citizen engagement</td>
<td>Health and wellbeing</td>
<td>25,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>823,223</strong></td>
</tr>
</tbody>
</table>

Taken together these allocations sum to £1,645,792. This leaves £515,171 in revenue and £1.478m in capital still to be allocated. The Delivery Group agreed that all remaining funds need to be allocated against the two core aims of the partnership – becoming a cooperative borough and employment and growth - and not to the broad outcomes of the individual theme partnerships. Bids for the remaining funding pot will be developed via collaborative conversations undertaken in 2012.