

Cabinet

Date of Cabinet: 21 March 2016

Report title: Community Plan

Wards: All

Report Authorised by: Chief Executive, Sean Harriss

Portfolio: Leader of the Council, Councillor Lib Peck

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Report summary

This is a report outlining Lambeth Council and partners' vision and priorities for the borough over the next four years. It constitutes Lambeth Council's key strategic document. The proposals set out in this report are the basis on which we will consult and engage people and organisations in the borough with the aim of developing our priorities into a detailed plan for the borough to be agreed by cabinet and Council and published later in the year.

Finance summary

The Community Plan will set the priorities for the organisation, which will need to have regard to the medium term financial strategy of the council. Lambeth Council is facing a budgetary challenge of unprecedented scale over the coming years as it seeks to balance rising demand for services with a significant reduction in funding from central government. The council has recently set a budget that has identified the need to find savings of £40m in 2016/17 in order to balance the budget. Further savings of £55m will be needed by 2019/20 with the majority of £30m required within 2017/18. The Council will have less funding, fewer staff and will have to focus on fewer priorities.

Recommendations

- (1) To agree the priorities set out in this report as set out in 2.3.
- (2) To note the equalities analysis informing this report in the accompanying Cumulative Equalities Impact Analysis 2016.
- (3) To agree the approach to consultation and engagement proposed in order to develop the Community Plan before it is brought back to cabinet for approval.
- (4) To agree the approach to renewing partnership arrangements in Lambeth.

1. History and Context

Context

- 1.1 In 2016, we will publish a new Community Plan for Lambeth. The Community Plan is our vision for the borough, and its place within London. The political leadership of the Council was elected in 2014 with a mandate to increase 'ambition and fairness for all'. Since then, the Council has worked with partners to make this a reality, by building more affordable housing, supporting people into work, driving up standards in our schools and nurseries, and regenerating parts of the borough to bring in new businesses and jobs.
- 1.2 However, time moves quickly. The economy, the borough's population, and the funding available to public services have all changed since 2014. As a borough, we need to review our progress, and look ahead to 2020, to refocus our goals in order to continue to deliver on our commitments to the people of Lambeth.
- 1.3 Over the last two years, we have had many conversations with people living, working and visiting the borough, whether through our residents and business surveys, the Lambeth Big Health Debate, our consultations on local economic development, or neighbourhood forums. People have told us what is important to them, and about their ambitions for their families and their neighbourhoods. We have drawn on this here, and we will actively engage local people over the next few months in the choices we have set out in this report, in order to develop the Community Plan further.

2. Proposal and Reasons

Our vision for Lambeth

- 2.1 Our vision for Lambeth in 2020 is for a borough of opportunity, where new and old communities live shared lives and have equal chances to realise their potential and improve their lives. We want to use the once-in-a-generation regeneration and investment to build on our strengths – as the cultural and artistic heart of London, as an internationally recognised hub for health innovation, as a place renowned for its diversity and creativity, and cohesive communities.
- 2.2 Our challenge over the next four years is to drive and shape economic growth so that it benefits our communities, creating the investment that will sustain our mixed communities, and tackling entrenched inequalities so that growth narrows, rather than widens, the gap.
- 2.3 We are setting three strategic objectives for partners in the borough to work towards in order to achieve our vision:
 1. Drive economic growth;
 2. Maintain and invest in good neighbourhoods; and,
 3. Narrow the gap.

Driving economic growth

- 2.4 Lambeth is a borough that is changing - and growing - fast, as more and more people choose to come here to live, work and study. As the capital's economic growth continues, its centre of gravity has shifted and Lambeth is now at the heart of central London. We are home to world-class universities and teaching hospitals, major arts and cultural institutions, and global businesses. We are known throughout London for our creativity and diversity.

- 2.5 The huge opportunities that Lambeth offers are increasingly being recognised, attracting investment and development. People want to come here to start new businesses, build homes and workplaces, and open new galleries and museums.
- 2.6 We are ambitious for Lambeth and we want to use this once-in-a-generation opportunity to change the borough, and the lives of the people living here, for the better. We have worked hard to regenerate Lambeth, to bring in new jobs and affordable homes to ease the housing crisis, and we are committed to continuing these improvements across the borough in the years ahead.
- 2.7 Lambeth succeeds when London succeeds. We recognise the vital role Lambeth plays in London's economy, and are committed to doing all we can to support growth. We believe Lambeth has far more potential, particularly in the centre and south, but to unlock this we need long-term investment in transport. We will work with the London Mayor, Transport for London (TfL) and neighbouring boroughs to develop these plans.

Good neighbourhoods

- 2.8 Lambeth is not just recognised for its geography and infrastructure; its history, culture and communities are equally valuable. In a global city, Lambeth offers communities and places to which people can belong, prosper, and have a stake in the future. Every year, people come to Lambeth to make their home and improve the opportunities for themselves and their families: Lambeth's population is projected to grow from 303,100 in 2011 to 357,000 in 2030. The new arrivals join long-established communities that have shaped the five distinctive town centres of Lambeth, creating rich and vibrant cultural scenes.
- 2.9 Our task over the next five years is to work with businesses and residents to ensure our neighbourhoods remain attractive places where people want to live and do business. But neighbourhoods are more than pieces of the economic puzzle; they are also communities, and our aim must also be to protect and enhance their resilience. This means ensuring we have great schools and nurseries that drive further improvements in educational attainment, further reductions in crime so we have safe and clean streets, attractive high streets, and places for the community to come together, such as libraries and parks.

Narrowing the gap

- 2.10 We are facing a period of unprecedented opportunity, and many have benefited from the economic recovery through rising asset prices and a strong labour market. However, others have seen living standards stagnate or decline as wages and benefits have failed to keep pace with the cost of living. The latest data places Lambeth as the 8th most deprived borough in London and 22nd most deprived in England. The ratio of Lambeth house prices to average (median) earnings rose from 6.4 in 2000 to 9.7 in 2013, making property ownership in Lambeth unaffordable to all but a few. One in 5 of our residents earn less than the London Living Wage; 1 in 3 children in Lambeth live in poverty.
- 2.11 Inequality manifests itself in many ways; in children's life chances, the cohesion of communities and levels of crime, but it is particularly visible in the health and wellbeing of the population. Although many people in Lambeth say they have good health, higher proportions are experiencing poor health and wellbeing than nationally. Our success in helping people improve their lives rests to a large extent on how they can maintain or attain good physical

and mental health and wellbeing. We need to make progress on improving the social, environmental and economic conditions that affect our health, as well as directly addressing existing inequalities.

- 2.12 Our challenge is to shape the investment and development taking place to ensure it leads to lasting change for all parts of our local economy and communities. We will focus on using the proceeds of growth to improve the prospects of those who most need our support: we want to reduce the number of people in long-term unemployment, improve opportunities for people in long-term low pay, and improve the life chances of children living in poverty and those living with complex needs. We will continue to work to reduce health inequalities, recognising the benefits this has for individuals and for the whole community.
- 2.13 We expect to see 17,000 new jobs created in Lambeth over the next 15 years. However, there will always be those in our community who are not able to work, through age, ill-health or disability. It is everyone's responsibility to ensure they can live with dignity, security and as much independence as possible.
- 2.14 We are also committed to ensuring the best outcomes for our children and young people in terms of their safety, health, education and employment. We will do this by working with families to prevent problems from escalating and intervening early to keep families together wherever possible.

Our priorities

- 2.15 In this report, we are setting out our three strategic priorities for the next five years. They are: Driving economic growth, Investing and maintaining good neighbourhoods & Narrowing the gap
- 2.16 These three priorities emerge from our analysis of resident and business priorities and population change, our assessment of national policy, and equalities analysis. They reflect our conversations with partners and draw on the many consultations and conversations we've had with people over the last few years. They are confirmed in the vision of the political leadership of the organisation.
- 2.17 We are publishing the research and evidence we've drawn on to date alongside this report. They include:
- a report on inequality in Lambeth;
 - a report on citizen insight, including the residents' survey 2015 and business survey 2015;
 - a report on demographic change in Lambeth; and,
 - The Joint Strategic Needs Assessment.
- 2.18 In some areas, we have already agreed our goals for the next four years, and these are restated here. But in other areas, there are choices to be made. We have set out these choices in this report, and they will form the basis for the engagement and consultation we hold over the next few months, before we publish our final community plan.

Driving economic growth – aims and questions

- 2.19 Lambeth has some of the best opportunities for economic growth in the country. We are not pursuing growth for growth's sake, but because it is by strengthening the local economy, and contributing to the success of the wider London economy, that we will create the opportunities for people in Lambeth to improve their lives. By 2020 we will have significantly increased the number of new homes, built on our economic strengths to attract more businesses to the borough, and worked with partners to improve our transport infrastructure to make Lambeth one of the best places for businesses to locate in London.
- 2.20 Lambeth is already seeing businesses move to the borough, particularly the north, taking advantage of the central London location, good commuter links and regeneration taking place there. We need more business to start, move into or grow within the borough; and this means Lambeth needs to be able to offer flexible space, even better transport, and access to a highly skilled workforce.
- 2.21 Although we are clear that we want to drive economic growth in Lambeth, there will be choices about how we can best do that, and where we focus our efforts. As regeneration and development opportunities arise, we will need to decide the extent to which we prioritise employment space. We already have strengths in the arts and health, but are there other sectors we should encourage, for example technology, green industries and hospitality, and if so, how can we best support their development?
- 2.22 Access to good quality, affordable housing is important for all Londoners. But housing is also a driver of economic growth, and brings investment and revenue that can improve neighbourhoods. Lambeth has historically offered lower cost housing than other inner-London boroughs, and was seen as an 'escalator' borough, where people could make their homes and get jobs, improving their lives before moving on elsewhere. However, a combination of market forces and national policy means that owning a home in Lambeth is now out of reach of average earners, good quality rental housing is similarly unaffordable in many parts of the borough, and social housing is only available to the very few. This leaves the vast majority of average earners – including teachers, police and nurses – unable to afford to live in Lambeth.
- 2.23 Increasing the supply of housing is a national priority. In Lambeth we are committed to playing our part in this, and have set out in our Local Plan how we will meet the London Mayor's target of building 40,000 homes over the next 10 years. The political administration of the Council has already committed to building 1000 homes by 2018 that will be available at Council levels of rent, and is investing unprecedented sums in improving the quality of council homes.
- 2.24 However, there are still choices to be made about what sort of housing is built, and where, in order to meet the target. Should Lambeth continue to focus on building council housing, or start to look at what housing we can develop for the growing number of people who will not qualify for council housing, and are unlikely to be able to privately rent or own?
- 2.25 Lambeth is already a densely populated borough, and there are limited choices as to where new homes can be built. In many cases, the best chances of increasing the number of homes will be to build on land already owned by the public sector, and by building more homes in places that have relatively low density at the moment. But building more homes will

entail compromises for existing communities, and therefore choices for the whole borough about its relative importance.

- 2.26 Lambeth has benefited from a stronger labour market in recent years, and the employment rate is among the highest in London. Work is essential to maintaining a decent standard of living, and good health and wellbeing. However, for some people finding appropriate work and sustaining that work is more difficult. Lambeth has relatively high rates of long-term unemployment, particularly for older people. We also have concerns about the number of people who may have been out of the labour market for some time due to poor health and younger people who struggle to find higher skilled work.
- 2.27 It is clear the majority of people can find work themselves, but structural unemployment has serious consequences, and so the question remains what, if anything, we as a partnership of public, private and third sector agencies, can do to change this; and, if we can provide more effective support, where this support should be focused.

Good neighbourhoods – aims and questions

- 2.28 Lambeth's five distinctive town centres make the borough the place it is. Beyond that there are many more small neighbourhoods that provide homes and communities for our 300,000 residents. Good neighbourhoods that are safe and clean, with good schools and community, sports, leisure and cultural facilities make a tangible difference to peoples' quality of life. We recognise that these are some of the things that bring people together and help build cohesive and resilient communities along with the many voluntary and community sector organisations and businesses. Over the next five years, we will use the proceeds of growth to improve our neighbourhoods.
- 2.29 Clean and safe streets are a priority for our residents and businesses. Even with diminishing resources, we believe we can keep our streets clean. However, this will mean closer working with our residents and businesses to prevent litter, dispose of waste efficiently, and increase recycling.
- 2.30 Lambeth has benefitted from falling levels of crime over the last 10 years, and it is essential that this continues. The close partnership between the police, council, health services, residents and community groups has made Lambeth a safer place to live. The police will continue to lead this work in the borough.
- 2.31 Lambeth has seen nothing short of an education revolution over the last 10 years. 92% of our schools and 100% of our children's centres are recognised by OFSTED as being 'good' or 'outstanding'. Our schools are acknowledged as among the best in the country for teaching poorer children and enabling them to succeed at school, improving their life chances. But just as importantly, schools are the heart of communities.
- 2.32 We want to see this continue, with further improvement in attainment at every key stage, more children starting school ready to learn, and a narrowing gap in attainment between different groups of children. Crucially, we want to make sure more of Lambeth's young people have the skills and support to get good quality jobs, and so our task will be to strengthen the partnership between schools, colleges, universities, employers and families to make young peoples' success not just possible, but probable.

Narrowing the gap – aims and questions

- 2.33 Inequality blights all our lives, fracturing communities and preventing people from fulfilling their potential. The opportunities and revenues generated by growth are our best means of tackling inequality. Our challenge over the next five years is to narrow the gap between our poorest and most vulnerable residents and the rest of the borough. We will work to connect local people with the opportunities being created in the borough.
- 2.34 We have looked carefully at the population of the borough, and how it is changing. All partners acknowledge that many peoples' lives are improving, but that there are also signs that inequalities in some areas are growing.
- 2.35 These are huge challenges, and as part of a global city, we are subject to global economic forces. No public agency, charity or business can tackle inequality alone. For public agencies in particular, limited public spending means that we must focus our efforts, working toward the same goals.
- 2.36 Our research so far, published alongside this report, has shown that Lambeth still has significant pockets of deprivation, and that there are some groups for whom things seem to be either getting worse, or not improving. These include people who have been unemployed for long periods of time, people who have been in low pay for over 10 years, people with complex needs, and particular groups of children living in poverty, including those in temporary accommodation, those with a disability, or with parents with a disability, and children subject to a child protection plan.
- 2.37 Improving the outcomes and opportunities for these groups will require new thinking, new ways of working, and sustained effort. We want to use the next few months to discuss with residents and partners where we need to focus our efforts, the goals we'll set ourselves, and how we will achieve them.
- 2.38 Much of our focus over the next few years will be to support and enable people to take advantage of the opportunities being created in Lambeth. However, the Council in particular has a set of responsibilities to protect and care for a small number of older and disabled people, and children. Our work here is to ensure older and disabled people to live with dignity and with as much independence as possible. Though the Council has statutory responsibilities here, we recognise that there are a multitude of carers, voluntary and community organisations and public agencies that play a vital role in keeping people safe and living independently. This will be increasingly important over the coming years as the number of older people increases, outpacing increases in funding available.
- 2.39 Every year a small number of children and families require support and protection. Our aim over the next four years is to ensure that more families are kept together wherever possible so that fewer children require the highest levels of support from children's social services. For those children who are in our care, we will make sure they have stability in their lives as quickly as possible.

Lambeth's partnerships, devolution and public sector reform

- 2.40 Lambeth is fortunate in having within its boundaries organisations that are leaders in their field, be that in education, health, the arts, or media. Our public services have strengths that are recognised throughout London, and as well as having national charities based in the

borough, our local voluntary and community sector is embedded in each and every neighbourhood.

- 2.41 The relationships between many of these organisations are excellent, but the challenges we face require collective action, and collective relationships. The Community Plan will set out our shared vision and goals for the borough, but the task will then be to develop plans together for how we will achieve them, and ongoing partnerships to implement this.
- 2.42 We have been working with partners over the last six months to develop this plan. As we publish this report, we also want to put in place more permanent governance arrangements to ensure the implementation of this plan is led, and overseen by the partnership. We will establish some smaller working groups to develop the Community Plan, with the aim of formalising these to provide the ongoing leadership and governance.
- 2.43 Lambeth's partnerships stretch beyond the boundaries of the borough; we are part of the grouping of central London boroughs, and the south east London health economy. Our experience in recent years has shown that for public services to be effective, they need to be tailored, responsive, and accountable to their local populations. We have made significant progress in integrating health and social care services, and bringing statutory and voluntary sectors together to develop services that work for the individual. Our collaborations with neighbouring boroughs have allowed us to start to shape and influence the local economy, skills and labour market more effectively, and support those who need the greatest support into work.
- 2.44 We want to go further and faster to reshape public services to meet the needs of local people and support the local economy. There has already been welcome progress on health devolution. We look forward to working with the government, new Mayor and London boroughs to progress devolution and to make the case for London having greater control over the things that will determine its success as a global city.

The cooperative council

- 2.45 In 2010 we became a Cooperative Council. In the Community Plan we will reaffirm our commitment to being a Cooperative Council, and set out how we will build on the progress we have made so far.
- 2.46 By becoming a Cooperative Council we were pursuing an ambitious agenda to transform the relationship between the Council and citizens. We recognised that people in Lambeth are often best placed to understand how to improve their lives and their communities and that, as a Cooperative Council, our task would be to support them to do this, rather than doing it for them. By working together, we would achieve more than we could alone.
- 2.47 There are many examples of the Council and local people working more closely together; for example, we have supported communities who want to take action in their area, we have involved people in designing and commissioning the services that they use, and we have worked with local people who are willing to share their time and skills with others who can benefit from them. More significantly, we have changed the culture and outlook of the Council. We are more outward looking, collaborative and focused on the skills and strengths of our communities, not just need.

- 2.48 A lot has changed since 2010. A new government was elected in 2015 with a clear deficit reduction strategy, and agenda for housing, welfare reform, and education. We face unprecedented financial challenges, with reductions in our funding set to continue and the end of grant funding for local government on the horizon. The Council will have fewer staff, less funding, and will have to focus on fewer priorities. We remain a Cooperative Council, because we believe that, in challenging times, working together is more, not less, important. We need to continue to encourage people to take more responsibility and to participate in their community.
- 2.49 However, we acknowledge that we can no longer afford to provide some of the support we used to, or continue to trial and test alternative service models. We must draw on what we've learned, and apply those aspects that will help us achieve our goals.
- 2.50 The original cooperative vision for Lambeth made clear that a new relationship between local people and the Council would require a change on both sides. We were clear that the Council needed to become more transparent, collaborative, and responsive. But we were less clear on how citizens needed to change too.
- 2.51 In this plan, we will make clear the social contract between the Council and its residents and businesses. We will set out what the Council and partners will do, and what residents will need to do if we are to achieve our goals.
- 2.52 In this plan, we are setting out our goals and priorities. These are the areas in which we will seek to work with people in order to find the best solutions. Being cooperative is not an end goal, it is a way of working, a culture, and an attitude which we will apply and adopt to achieve our goals.

3. Finance

- 3.1 The Community Plan sets the priorities for the organisation, and will be reflected in the budget setting process. There are no specific capital or revenue implications arising as a direct result of this report.

4. Legal and Democracy

- 4.1 There are no legal implications arising directly from this report.
- 4.2 This proposed key decision was entered in the Forward Plan on 23 October 2015 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. Consultation and co-production

- 5.1 This report sets out our thinking so far, and the key choices we face. This has drawn on the available evidence we have on resident priorities, taken from the residents and business surveys, and analysis of recent consultations. Over the next three months, we will work with partners, stakeholders and residents to test, refine and develop the goals and plans laid out here.
- 5.2 We need far greater detail about the goals we will pursue, how to achieve them, and how to judge success. On health and wellbeing, housing, business, growth, crime, employment, education and the environment, we want to set out what we will achieve over the next four years. This will help to focus our work with communities and partners and enable people to hold us accountable for our progress.
- 5.3 The choices for Lambeth are not easy. Pursuing growth will change the borough, and impact existing communities. We believe our best chances of reducing inequality are by focusing more support on a few small groups. However, this will mean providing more help and support to some, rather than others.
- 5.4 We plan to hold a number of different engagement and consultation events over the next few months. The aim of these is to:
- share the evidence and information we have gathered on Lambeth and how it is changing;
 - share our vision for Lambeth and key aims;
 - discuss the choices facing the borough; and,
 - discuss the goals we'll work towards and develop the targets.
- 5.5 This will include a stakeholder conference in April, and a number of partnership workshops as described above. The changes we have described in this report will affect different parts of the borough differently. In recognition of this, we want to bring people together to discuss the community plan and what it means for each of our neighbourhoods.
- 5.6 We hope the conversations we have over the next few months will not only help develop the detail of the plan, but also build the coalition to achieve the goals we set ourselves.

6. Risk management

- 6.1 There are no direct risks arising from this report. The risks associated with the Community Plan will be identified and analysed as the detailed outcomes and targets are developed, alongside implementation plans. This will be in accordance with Lambeth's risk management policy.

7. Equalities impact assessment

- 7.1 Equality, and a commitment to narrow the gap, is at the heart of this plan. This reflects the vision of the political leadership of the borough to achieve 'ambition and fairness for all', and a commitment across the partnership.
- 7.2 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.

- 7.3 Our work to develop the Community Plan has started with our assessment of inequality in Lambeth, and this is published alongside the report. This report provides the equalities analysis to inform the development of the Community Plan to date, and sets out how we have considered equality in developing our vision and strategic objectives so far, and how this work will continue.
- 7.4 As a public body, we publish a set of equalities objectives that guide the work of the organisation and partnership. Because reducing inequality is central to this Community Plan, we intend for our equalities objectives to be one and the same as our community plan objectives or goals.
- 7.5 We will develop these objectives and measurable targets over the next three months with partners and residents, publish them within the Community Plan, and monitor progress against them.

8. Community safety

- 8.1 There are no community safety implications arising from this report.

9. Social value

- 9.1 Like many local authorities, Lambeth Council is facing a budgetary challenge of unprecedented scale over the coming years as it seeks to balance rising demand for services with a significant reduction in funding from central government. Lambeth has already made a series of difficult decisions to make significant savings; The Council will have achieved savings between 2011/12 and 2017/18 totalling some £182m. The Council faces a combination of an estimated 56% reduction from core Government funding between 2010 and 2018, additional burdens and continued demand led pressures.
- 9.2 As we face increasing pressure on services and on our financial resources, we must achieve the maximum possible value and impact from every pound we spend.
- 9.3 The Public Services (Social Value) Act 2012 requires authorities to endeavour to add social value (economic, social or environmental benefits) to their local area via its service contracts valued above the relevant EU procurement threshold.
- 9.4 As a matter of best practice the Council seeks to go beyond the requirements of the Social Value Act (or the general duty of Best Value) and achieve maximum value - in terms of impact on our outcomes - in all that we do.
- 9.5 As we consider how the Council can continue to achieve high quality outcomes for local people with less financial resource, social value could become a key element of our strategy, for example by enabling the Council to achieve wider social outcomes through leveraging

resources that are being spent on other priorities, helping to capture and demonstrate the benefits of growth for local people and potentially mitigating the impact of reductions in spending in some areas of the council's business.

- 9.6 In very simple terms, social value in Lambeth should be about how we achieve maximum impact across our community outcomes through all commissioning activity across the council.
- 9.7 Lambeth's Community Plan 2016-20 will set out the organisation's priorities and strategic objectives for the next four years and these will be underpinned by a refreshed community outcomes framework. It is important that the organisation's social value ambitions align with the strategic priorities outlined in the Community Plan and it is proposed that a social value policy and guidance document is developed once the council's refreshed priorities and outcomes framework has been agreed, and published alongside the Community Plan.

10. Organisational implications

10.1 Environmental

None.

10.2 Staffing and accommodation

None.

10.3 Procurement

None.

10.4 Health

The ambition to grow Lambeth's economy, have good neighbourhoods and increase opportunity depend on the health and wellbeing of the population. Lambeth's Health and Wellbeing Strategy is being updated in 2016, but there is a clear relationship between this and the Community Plan. We recognise that many of the social determinants of health and wellbeing will be affected by the priorities set out in the Community Plan, and that they will both set out the work of partners, stakeholders and residents to reduce health inequalities.

- 10.5 We have drawn on the Joint Strategic Needs Assessment in the development of this report, and in the accompanying equalities analysis.

11. Timetable for implementation

Date	Action
March 2016	Community Plan cabinet report published
March – June 2016	Resident and stakeholder consultation on the Community Plan
June 2016	Community Plan published
Late 2016	Delivery plan published
April 2017	Implementation of Community Plan

Audit Trail				
Consultation				
Name/Position	Lambeth directorate/department or partner	Date Sent	Date Received	Comments in para:
Jackie Belton	Strategic Director for Corporate Resources	05.03.16	08.03.16	
Sean Harriss	Chief Executive	05.03.16	08.03.16	
Helen Charlesworth-May	Strategic Director for Children, Adults and Health	05.03.16	08.03.16	
Sue Foster	Strategic Director for Neighbourhoods and Growth	05.03.16	08.03.16	
Martin Crump	Corporate Resources – Financial Planning & Management	10.03.16	10.03.16	3
Christina Thompson	Director of Finance	10.03.16	10.03.16	
Alison McKane, Legal Services	Corporate Resources: Corporate Affairs	10.03.16	10.03.16	
David Rose, Democratic Services	Corporate Resources: Corporate Affairs	03.03.16	04.03.16	Throughout
Councillor Lib Peck	Leader of the Council	05.03.16	05.03.16	
Imogen Walker	Deputy Leader of the Council, Policy	05.03.16	05.03.16	
Corporate Management Team	08.03.2016			

Report History	
Original discussion with Cabinet Member	July 2015
Report deadline	09.03.16
Date final report sent	10.03.16
Report no.	189/15-16
Part II Exempt from Disclosure/confidential accompanying report?	Yes / No
Key decision report	Yes
Date first appeared on forward plan	23.10.15
Key decision reasons	1. Will amend Community Plan Outcomes Framework or Budget and Policy Framework 3. Meets community impact test
Background information <u>MANDATORY</u>	State of the Borough 2015 Lambeth Residents Survey 2015 Lambeth Business Survey 2015 Lambeth's Joint Strategic Needs Assessment Lambeth's Cumulative Equalities Impact Assessment

Appendices

- Key facts about Lambeth: State of Borough Report 2015
- Local determinants of inequality Report
- Inequality in Lambeth Report