

Lambeth Council's Community Plan 2013-16

Foreword from the Leader of the Council

Over the last year Lambeth has continued to improve its services to residents and to deliver innovative projects across the borough. It is a great achievement to be the only local authority in the country to secure four 'outstanding' awards in children's services for adoption, fostering, looked after children and safeguarding; and to be the only authority in the country to be empowering young people to shape and fund their activities through the ground-breaking Young Lambeth Cooperative. The focus for the year ahead is to keep challenging ourselves to improve further.

While many local authorities are closing libraries and leisure centres, we continue to deliver modern public facilities including an award-winning library and leisure centre in Clapham and very shortly two new leisure centres will be opening in Streatham and Norwood. We know through our work as a cooperative council that activities are better delivered with residents. Over 5,000 tenants have helped shape Lambeth's standard for council homes, one of the largest engagement processes undertaken, and we are confident that our plans for a record £450 million investment will bring about the kind of transformation that our tenants and leaseholders want and have waited too long to see. And we also know through our work as a cooperative council that our response is more creative when we work closely with the community: there is some excellent innovation in the personalisation of adult care.

As we move forward, we know that the financial landscape will make our job even more difficult. By 2016, we will see a reduction of over 45% in the funding we receive from government. That translates into a loss of £174 million - nearly a halving of our budget. We know that the scale of these cuts make it inevitable; we will have to stop some of our services.

We want to respond to our residents' concerns: so jobs and sustainable growth is at the top of our list. Unlocking the benefit of our regeneration schemes across the borough is vital to increasing the opportunities we can create for Lambeth's residents. In Vauxhall Nine Elms we have the largest regeneration scheme in Europe; we need to make sure this development really benefits our residents. Improving the environment, expanding public transport provision, and ensuring that our job charter, signed with local contractors, brings jobs for local people are critical components of future success. It also means tapping into our essential strengths as a borough – our strong entrepreneurial and creative traditions, our much cherished and vibrant town centres and our smaller businesses that make up 80 per cent of the jobs in Lambeth. I will make sure that every part of the council considers how it can add value to this priority.

We also have a challenge to value safety in the widest context. The safety borne from community resilience and strength and one that values community well-being is integral to the way we need to move forward. The welfare cuts affect 20,000 of our residents. Good advice, practical help and community strength will be important in supporting our most vulnerable residents; and the council's take up of public health functions presents an opportunity to invest in a preventative agenda, critical to future decision making.

We want to make sure that our neighbourhoods remain attractive places for businesses, visitors and critically residents; and that the deep held interest and activity around green issues prominent in Lambeth remains at the forefront. I am also committed to improving our housing in Lambeth – we must make sure that the record £450 million investment in our council homes is well spent, that our homes for older people are improved, and that we champion the rights of all our borough's residents whether they are in council or private housing.

In Lambeth we have long believed that a cooperative approach is at the heart of the solution. Working with the community, drawing much more closely on their experiences and putting residents at the heart of decision making will lead to much better, more cost effective and innovative solutions. I am confident that in 2013 we can realise the ambitions we have for the borough because of the work we can do together.

Councillor Lib Peck
Leader of Lambeth Council

Introduction from the Chief Executive

The transformation of the council is happening. The operating model that we need to make the cooperative council work is being introduced and the move to commissioning activities with our residents is falling into place. This year we will embed the approach across the organisation so that our focus is on the outcomes that our residents tell us matter most.

We will achieve all this by focusing our efforts on getting the process and structures right; by encouraging a culture of innovation and collaboration; and by addressing the finances in an open and transparent manner.

We have appointed our cooperative commissioners and they now have the outcomes framework within this document as a guide. There are also changes to delivery, enabling and development happening. This is alongside the move to support cabinet in their commissioning role and to enable councillors to be the vocal representative of their communities. It is more than putting people into the right place but is about a way of working that is flexible and moves at pace.

All these changes need a culture across the organisation and beyond that is about making brave choices confident in the knowledge that this is what is wanted. It means matrix working being the best way to do things. Collaboration is something everyone will apply to their day to day work. We will provide the opportunity to be part of this approach and we will be honest and tough with those that do not wish to be part of it.

The major financial reductions that are happening could knock us off course. However the cooperative council is not a symptom of the budget but is a factor that must simply be played into the thinking. In the same way we will map out the available talents and abilities within our communities we must consider the available financial resources against what we want to do. Inevitably it will impact on choices but we have programmes already in place to reduce costs, improve efficiency and still be mindful of our residents' priorities.

The transformation of the council and the borough must not be underestimated. From a one star authority in 2007 we can now confidently talk about and deliver a cooperative council. Our role will be to increasingly nudge forward this exciting and changing borough. We are already seeing investment in the north of the borough which will create more jobs and housing as well as new facilities being built in every neighbourhood across the borough. We have local communities with an increasingly confident voice and an entrepreneurial business sector that demands to flourish.

The values that underpin what we do ensure we will not lose sight of those that need our help. This is not patronising support but a determination to give everyone the opportunity to live the lives they want for themselves. This sits at the heart of the cooperative vision and one that will drive the organisation forward this year.

Derrick Anderson
Chief Executive

Working together

Working together with local citizens¹ to understand our communities' strengths and needs is vital if we are to really improve outcomes and strengthen our communities. In the coming months and years we are clear that we want citizens to become meaningfully involved in commissioning in all areas of our business. This means we must use a range of different approaches to enable everyone to participate.

This year we have held workshops and focus groups with partners, our cabinet, local residents, our organisation's senior managers, community organisations and businesses to develop the outcomes framework and equalities objectives in this plan. These discussions have enabled us to build on, and move beyond, a solely quantitative assessment of evidence to really focus on the things that matter. However, we recognise that this is just the start of an ongoing conversation and that more work is needed to ensure citizens are truly shaping the sort of activities the council supports.

Our quantitative evidence base shows us that **crime** continues to be the main concern for local people. However, continuing the trend over recent years, concern about crime has fallen over the last twelve months. Reflecting the broader economic context, **lack of jobs** remains the second top worry. The **level of council tax** and **litter and dirt on the streets** continue to feature in the top five concerns. Over the last year we have seen increasing concern about the lack of affordable housing. A third of residents say their personal financial situation has got worse in the last year. This is fewer than a year ago, nevertheless, there has been no increase in the proportion who say things have got better, only one in ten doing so, suggesting that the state of the economy continues to have an adverse impact on Lambeth residents. In this climate it is vital that we continue to demonstrate that we are using public finances well and delivering good value for money.

We have worked together drawing on the personal experiences and priorities of our citizens alongside the political priorities of our cabinet and quantitative evidence to develop this plan and the outcomes we all want to see for Lambeth. Over the coming months we will be working together with our citizens to start to define and deliver the activities which will really make a difference to our communities.

¹ When we say citizen we mean all residents, visitors, students, businesses and partner organisations like the voluntary sector, NHS, police, probation service and Job Centre Plus.

What are the changes we want to see?

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

- More jobs and sustainable growth
- Communities feel safer and more resilient
- Cleaner, greener streets

Part of our journey to becoming a cooperative council is to acknowledge that council activities are not the single or always the most important means of making a difference. At their best our services complement and support the activities of active and committed citizens, local neighbourhoods, citizen groups and associations, voluntary and community sector services, local businesses and other public services. We know that the more we work cooperatively with our communities the more we can all deliver for Lambeth. Working together we will be able to meet the aspirations set out in this plan for our borough.

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

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

The Community Plan provides the framework through which the council prioritises resources and this outcomes framework drives all the activities we commission. All our efforts are designed to deliver our outcomes, or enable our staff and partners to do this, through providing high quality cooperative support services. This is often referred to as the 'golden thread' and will be demonstrated through commissioning plans, business plans and employee appraisals.

Communities feel safer and stronger

Cleaner streets and greener neighbourhoods

Vulnerable children and adults get support and protection

People are healthier, for longer

All Lambeth communities feel they are valued and are part of their neighbourhoods

People lead environmentally sustainable lives

Crime reduces

People take greater responsibility for their neighbourhood

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

Lambeth residents have more opportunities for better quality homes

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

People achieve financial security

Lambeth plays a strong role in London's economy

All young people have opportunities to achieve their ambitions

People have the skills to find work

More jobs and sustainable growth

Our equalities priorities

Lambeth is one of the most diverse places in the UK and Europe. In a very real sense it is “the world in one borough”². It is important that every community feels at home here, secure both in their separate identity and also as part of Lambeth as a whole. We must therefore work, in a cooperative fashion, with all our communities to ensure their ambitions are met because no single model of service provision can possibly meet such a complex patchwork of needs.

We see real strength in the diverse and changing nature of our population. We feel it is because of the different skills, strengths, ambitions and needs within our borough that cooperative working can be achieved here, in a way that would not be possible in some other places. Indeed, our citizens consistently say that diversity is one of the top things that they value about living, working and studying in Lambeth. However, our citizens are also concerned that within a context of constrained public resources that the council does all it can to protect and support the most vulnerable.

We recognise that we cannot prioritise every area and so we have worked with a range of citizens to come up with key equality outcomes we will focus on between 2013 and 2016. These are our equalities objectives³:

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

We also believe it is important to formally set out our commitment to embedding equality considerations into everything we do. Our equality commitments have been developed together with our communities and are set out below.

Equalities in what we do

Lambeth is a cooperative borough where all sections of our diverse community are valued. We believe the borough’s diversity is one of its greatest assets and so we are committed to ensuring everyone is confident that their voice will be heard and taken seriously. When interacting with council-provided or -commissioned services all people can get involved, will be treated with respect and treated without discrimination. We recognise that we have a duty to support the most vulnerable in our borough and so in addition to the protected characteristics enshrined in law we also consider socio-economic equality in all of our strategic work.

Equalities in the workplace

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

² For more detailed information about the demographic profile of our borough see appendix one.

³ The equality objectives set out here are those required by the Public Sector Equality Duty within the Equality Act (2010).

How we will deliver the outcomes

Becoming a cooperative council

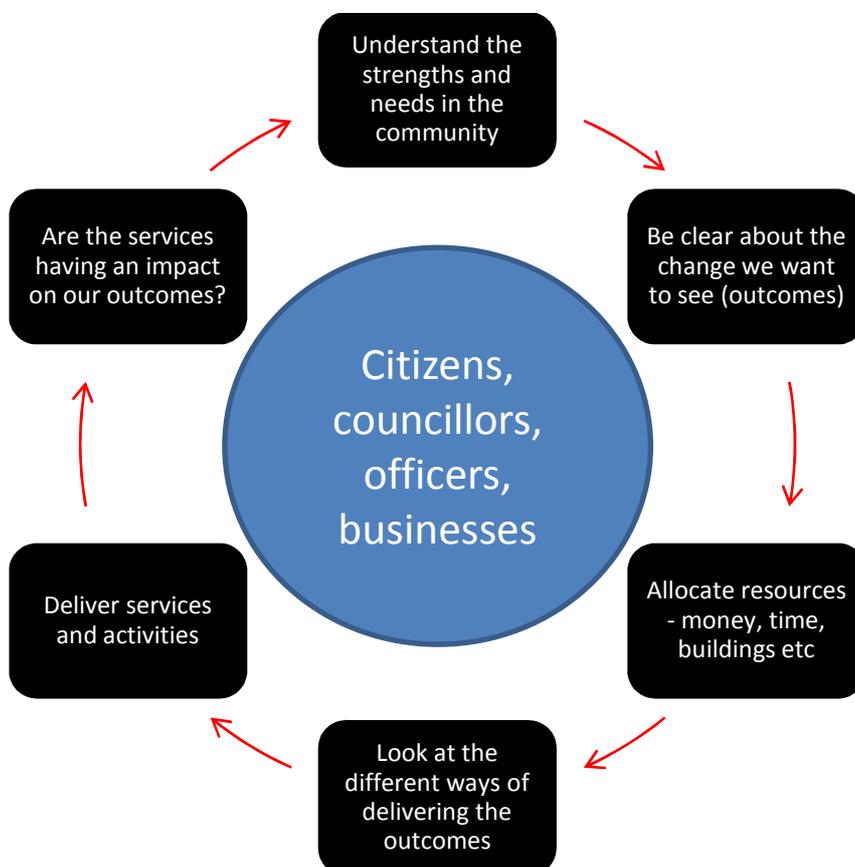
We have stated our ambition to become a cooperative council. We believe that the challenges facing the borough can only be met by fundamentally changing the relationship between the council and our citizens so that we work together on a basis of mutual respect. The cooperative council ambition is about finding new ways in which citizens can participate in everything the council does from understanding the strengths and needs of local communities through to buying, delivering and monitoring services.

Over the last two years we have adopted an organic approach to developing the cooperative council, initiating a number of projects that offer learning to the wider organisation. This has helped us to develop a better understanding of how our cooperative ambitions might work in practice. There are now [many positive examples](#) of cooperative working such as Aspire (Lambeth Resource Centre), Green Community Champions and Lambeth Living Well.

But these projects will not in themselves be sufficient to generate the scale of change to which we aspire. If citizens, councillors and council staff are to work together in genuine partnership, then a more fundamental change will have to take place, and we need to build on our successes and learning from our journey so far. The structures and the supporting infrastructure through which we operate will have to be altered to enable citizens and councillors to be firmly placed at the centre of what we do.

The cooperative commissioning cycle

We are changing the whole way the council works and how it is structured so that the community is at the centre of everything we do. A fundamental part of this is the introduction of cooperative commissioning as our way of working. Our approach is different to traditional public sector models of commissioning - where the public sector professional still retains the power to decide the outcomes and work out the best way to achieve them. Our approach is truly cooperative because it requires a different relationship based on mutual respect to be established between councillors, officers and citizens, with the experience of our communities to be valued alongside professional expertise and political input.



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

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

Adopting this approach across the council will not be easy, and there may be times when we don't achieve as much as we had hoped. But we will not allow that to stifle our ambitions, and we will always look to learn from our experiences and those of our citizens and share this learning across the organisation. This has already been the case with our early adopters and this has allowed us to develop our approach to cooperative commissioning.

Involving citizens

The citizen, along with councillors and officers, is at the heart of cooperative commissioning and there is a role for them both directly and indirectly at every stage of the commissioning cycle. By listening more to our citizens, officers and councillors will be able to enhance their own understanding of what citizens' want and believe will work best. This means opening up new ways of communicating.

Citizens might be involved in the early stages of the cooperative commissioning cycle through traditional means like meetings, focus groups, workshops, complaints analysis and surveys. These are ways that citizens can say what the strengths and needs are in their local community, and the changes they want to see. But these standard methods are not enough so we are also seeking to involve a much wider group of citizens through other methods such as ethnographic research, peer research (where citizens become researchers in their own communities), social media, and mapping social networks. Also, rather than setting up new meetings or workshops we can enable conversations between citizens, councillors and officers at the places people visit every day such as at the school gate or the local supermarket. These are methods that are already being used, for example the ethnographic research with black Caribbean residents.

Citizens may have a fundamental role in relation to delivery as well; they are firstly the service user, but they are potentially also a service provider. Many service users are already actively involved in the delivery of services – from tenant management organisations and management boards through to community trusts such as the new Young Lambeth Cooperative. These roles place citizens in direct control of some service providers and make services more directly accountable to citizens. Citizens are also involved in partnerships to deliver services directly. For example, Community Freshview gives paint, plants, and DIY equipment to local neighbourhoods so they can lead community clean-ups; snow wardens operate in times of poor weather and as street party organisers; and citizens are directly involved in the delivery of some youth services. We want to build on this and promote further involvement of citizens in the delivery of services.

This approach is not completely new and there are some areas of the council's existing business which operates very effectively like this. However, the involvement of citizens will have to be the expected way of operating and needs to be an integral part of everyone's role. This will involve a new way of working for everyone – citizens, councillors and officers. The relationships with citizens will be more complex and fluid than has been the case in the past and there will be a key responsibility for council officers to support citizens and councillors as they take on these new roles.

Using our resources effectively

Finance

We have already, and we will continue to, face cuts in government funding of 45% over six years. As a result we will have had to reduce spending by an estimated £174m between 2011/12 and 2016/17. At the same time, we have maintained a commitment to residents to keep our council tax as low as possible and our Council Tax has been frozen for the fifth year in a row.

Furthermore, recent changes to local government funding mean that we are no longer insulated from swings in the economic cycle; instead we are exposed to direct risks to our income streams and expenditure projections during this current period of extended economic downturn. We are continuing to see increased demand from residents requiring additional support as well as needing to provide additional discounts on council tax charges. Reduced business activity across the borough is impacting on business rate income whilst a stalling property development sector is affecting our potential income from New Homes Bonus (NHB) and Community Infrastructure Levy (CIL).

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

- Tackling the fundamental change in business and function that funding reductions of 45% over six years and rising demand pressures must necessarily entail by becoming a cooperative council. As part of this approach, we are developing our financial planning processes with the community to ensure we allocate our resources most effectively (both revenue and capital) to deliver the outcomes set out in this plan and away from lower priority activities. This will allow us to manage our spending within our substantially reduced funding.
- Seeking to minimise dependence on central government funding by maximising income from other sources including regional and international funding and maximising opportunities afforded by recent national policy and legislative changes (including local business rates retention, NHB, CIL and new community rights as enshrined in the Localism Act 2011).
- Maximising the potential income and expenditure opportunities from a shared service approach with other local authorities, public sector partners and social enterprises if they contribute to the outcomes set out in this plan. Current examples being developed include the “One Oracle” project with five other boroughs and a joint approach to homelessness across three South London boroughs.

Natural Resources

We will continue to demonstrate sustainable resource use, seeking to protect our environment and reduce CO₂ emissions produced through our own activities and within the wider community. Corporately, our work to improve environmental sustainability is underpinned by our [Carbon Management Plan](#) (CMP) which aims to reduce carbon emissions by 20 per cent by 2016 from our corporate buildings and street lighting. The CMP will also help to avoid costs on energy bills and reduce the number of allowances purchased under the Carbon Reduction Commitment legislation which will see us paying annually for each tonne of CO₂ that we emit.

In the community we are working to reduce Lambeth’s environmental impacts through a variety of cooperative initiatives, including the Green Community Champions programme and the community energy programme.

Effective programme and project management

Since 2011, we have adopted a formal portfolio management approach to manage all our strategically important and high profile transformation. This is called our Cooperative Council Portfolio.

Our Operational Board will lead and coordinate the portfolio to ensure all the projects and programmes are aligned with our outcomes and ambition to be a cooperative council. The portfolio consists of three workstreams which reflect the different types of transformation and change required:

- transforming service delivery
- transforming enabling services
- transforming the organisation

As well as an organisational restructure, a number of other business changes are needed for us to move to cooperative commissioning as our way of working. These new processes, systems and tools are included in the scope of 'transforming the organisation'.

All projects and programmes in the cooperative council portfolio have detailed plans and their delivery is quality assured through a robust approach to programme management, to ensure the benefits are delivered and any risks are understood and mitigated appropriately.

The Operational Board act as a programme board, receiving regular assurance reports every six weeks in relation to these programmes and the portfolio is also governed by a board of programme sponsors and senior responsible owners, chaired by the Chief Executive.

Appendix One: Our diverse borough

Densely populated: Lambeth has the largest geographic area of any inner London borough, and 303,000 people live here. Largely residential, it is one of the most densely populated places in the country, with over 100 people living in each hectare of land, more than twice the London population density. Although slightly better than inner London and improving over time, Lambeth is among the worst nationally for households with too few rooms (22% of households lack at least one room). Household sizes are in line with Inner London.

Population change: We have a high turnover of population - about 10% of the population leave each year and are replaced by around 10% new arrivals; but this high churn level masks the fact that most of our residents have lived in the borough for a long time – the April 2012 residents' survey indicates that 66% of the population has been resident for over five years, and 52% over ten years.

Mix of household types: A quarter of people live as adult couples with no children (26.2%), next most common are families comprised of two adults and dependent children (22.2%), followed by single adults living alone (19.7%), It is interesting to note that 17.5% of Lambeth's households are those with three or more adults and no children – this probably reflects the high proportion of young house-sharers in private accommodation in the borough (2012 residents' survey). There has been a marked decrease in the proportion of households renting from the council and from 29% to 20% and an increase in the proportion renting privately from 18% to 28% between 2001 and 2011.

Very ethnically diverse: Our borough has a complex social and ethnic mix, with large African and Portuguese populations, and has been an important focus for the Caribbean population since the SS Empire Windrush arrived in 1948. The proportion of black Caribbean people has decreased from 12% to 10% and the proportion of people of mixed ethnic origin has increased from 4% to 7%.

As well as short term international visitors, there are also many young, qualified migrants who live here; working for a short time in London before returning home (this group are often in the UK on two year working holiday visas). For example, one in seven of all National Insurance numbers allocated to non-UK residents in Lambeth between 2002 and 2010 was to someone from Australia, New Zealand or South Africa, and a further one in eight was from Poland.

The proportion of white British people has decreased from 50% to 39% in the last 10 years and has among the lowest proportions of white British people in the country.

Deprivation and affluence together: The borough is the 14th most deprived district in England; but, similar to other inner London boroughs, Lambeth has a mixed profile, with areas of affluence and deprivation often side by side. Overall, the pattern of socio-economic classification in Lambeth is similar to inner London, although 27% of Lambeth's working age population is in lower managerial, administrative and professional occupations, higher than inner London (25%). 5% of Lambeth's working age population has never worked, less than inner London (7%) and about 18,400 children live in poverty.

Lots of young working-age people: Similar to other inner London boroughs, Lambeth has a young age profile. But it is worth noting that this is because there are many working age people, rather than large numbers of children and teenagers (0-19 year olds represent 22.4% of the population and 52% of residents are aged 20-44 years).

A significant aging population: Lambeth's older population (aged 60+) is projected to grow by 44% in the next 20 years (2012-31), compared to a 17% growth across the whole population. However, there are substantial differences between ethnic groups. For example, whilst the 60+ population is projected to grow by 44% overall, the black Caribbean 60+ population is projected to grow by 60%, from around 5,100 to 8,300 residents. This is compared to no change in the black Caribbean population overall. Similarly, the black African population is projected to grow by 16% overall, but the 60+ black African population is projected to increase by 164% (albeit from a smaller base line – from 2,300 to 6,000)

Average proportions around disability and faith: There are approximately 29,200 disabled people of working age. Of these, around 17,000 have a moderate or severe disability in Lambeth. This represents 14.9% of the working age population, in line with the London average (15.3%).

Over half of the population of Lambeth are Christian (53%) which is below the London population (58%), 7% are Muslim (compared to 13% in London), 2% Buddhist, and 1% Hindu. Around 4% of the population is from other religions, whilst 28% say they follow no religion at all which is much higher than the 19% recorded across London.

Language: Lambeth ranks 13th in the country for having no people in a household age over 16 with English as a main language and 20th for having no people of any age. Around 140 different languages are spoken across the borough.

Large LGB population: Recent health estimates suggest that Lambeth has one of the largest populations of men who have sex with men (MSM) in the UK. MSM accounts for up to 15% of the male population, nearly three times the London average of 5.3%. Around 4% of people identify as being lesbian, gay or bisexual on our residents' survey and we have a number of thriving LGB venues in and around Vauxhall.

Mixed health outcomes: Like other inner London boroughs the health of people in Lambeth is generally poorer than the England average although 53% of Lambeth residents say they are in very good health. Life expectancy for both men and women is lower than the England average. Life expectancy is 5.3 years lower for men and 3.8 years lower for women in the most deprived areas of Lambeth than in the least deprived areas.

Rates of sexually transmitted infections including HIV, road injuries and deaths, and smoking-related deaths are worse than the England average. The incidence of malignant melanoma and the rate of hospital stays for self-harm are better than average. Mental health conditions are highly prevalent, especially depressive and anxiety conditions. Lambeth is in the highest quartile nationally for all common mental health conditions.

Over the last 10 years mortality rates have fallen. The early death rate from heart disease and stroke has fallen but remains worse than the England average. About 23.9% of Year 6 children are classified as obese, higher than the average for England. Estimated levels of adult 'healthy eating' and obesity are better than the England average.

Our businesses: In Lambeth there are around 10,000 VAT/ PAYE registered enterprises, a quarter of which are more than 10 years old, and 40% are less than two years old. This demonstrates a good mix of established businesses and new start-ups. The built-up urban nature of the borough means there is little manufacturing - 45% of businesses in Lambeth are Professional, Scientific & Technical, Information & Communication, or Arts, Entertainment and Recreation. A further 30% are in the Retail, Business Administration & Support Services, Accommodation & Food Services and Health sectors. This demonstrates the importance of service-based industries to the Lambeth economy and recognises the borough's strengths in our central London location, excellent transport links and skilled residents.

Visiting Lambeth: The South Bank complex is the most visible element of a thriving and expanding arts and leisure industry in the borough including internationally known theatres. The north of the borough is bounded by the River Thames and is home to the London Eye bringing thousands of tourists to the borough each year. Brixton is the borough's largest retail town centre, and attracts visitors to attractions such as the Brixton Market, Brixton Village and the Brixton Academy music venue. The Black Cultural Archives in the centre of Brixton will open in late 2013.