

LONDON BOROUGH OF LAMBETH

Future Lambeth

Our borough plan

2016-2021

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1.0 Our shared vision

Lambeth is a thriving central London borough that has a strong regional, national and even international profile. It's a microcosm of the global trend towards urbanisation; with population growth, successful businesses, opportunities for creativity and redevelopment abound. The borough's patchwork of communities, town centres, neighbourhoods and open spaces all have their own story, and they all feed into why Lambeth is such a special place.

That energy, that movement of people, that social change can support people's aspirations to improve their circumstances, give their families a decent upbringing, to live an enriching life, to enjoy good health and to achieve their goals. But at the same time, as the borough naturally changes, develops and grows there will also be challenges; with the risk being that some people may be crowded out, that not all will be well placed to benefit economically and that the borough's advances in terms of prosperity, knowledge and quality of life may be unevenly spread.

To face up to the future, to work towards reducing inequality, and to help ensure that a better quality of life is enjoyed by as many people as possible needs collective action, and directing that collective action is the aim of Lambeth's Borough Plan. More than 40 organisations, including the NHS, local businesses, universities and housing associations, have worked together in its development.

Their collective work acknowledges that the factors influencing people's lives are manifold and complex, some are intangible, some are very present, and the wide range of service providers involved can have an impact on people's lives in a whole spectrum of ways. The strategy identifies key areas where the influence, resources, skills and knowledge of those involved can collectively be brought to bear.

Lambeth's Borough Plan has a series of focussed and targeted goals, developed in dialogue with people in the borough, that signal the way that progress will be made. Working together towards these goals has added impetus as the public sector goes through an extended period of financial contraction resulting from reductions in central Government funding, and the borough more broadly faces a period of uncertainty in the wake of the EU referendum outcome.

But there are big ticket items on the table including housing, crime, health, jobs, transport, culture, education, infrastructure and the environment, and accordingly Lambeth's Borough Plan is an ambitious plan looking to harness the success our borough has already enjoyed and ensure that the ongoing benefits are felt as widely as possible in the most important aspects of people's lives.

We have identified three priorities where we will focus our efforts over the next five years. These three priorities are equally important, and mutually reinforcing.

Inclusive growth

Our people, location, character and assets make Lambeth a great place to invest. We will encourage investment and regeneration and make sure that it benefits all. By improving transport infrastructure, increasing labour market participation, building more housing and increasing the

number of businesses in the borough we will increase opportunities for local residents and tackle disadvantage.

We will focus on playing our part in the economic success of London by attracting more businesses in to the borough from the creative, digital, higher education and clean technology sectors. We will strengthen infrastructure so that more of the borough benefits from growth and investment and people can connect with the opportunities London offers. We will work together so our young people have the skills they need to succeed in London's future economy. In turn, we want to see more good jobs, more and better apprenticeships for young people, and more of our residents paid the London Living Wage or higher. We will increase new homes for sale and rent, and use this to cross subsidise affordable housing, ensuring Lambeth is a place for all.

Reducing inequality

We will use the opportunities and proceeds of growth, regeneration and housing to reduce inequality. Our focus will be on giving our children and young people the best start in life and ensuring they have a fair chance to fulfil their potential by reducing inequalities in education, skills, employment and general life chances. We will protect and support our most vulnerable children and adults, supporting them to be resilient and to have fulfilling lives. We will promote and protect health and wellbeing and reduce health inequalities.

We want to make sure that children can fulfil their potential, and that all partners are working together to make Lambeth a great place for children and families. So we will work to reduce inequalities in school readiness and attainment, particularly between children living in poverty, from black Caribbean and Portuguese backgrounds, children in care and the general population. We will work with schools so that children in the most deprived wards have the same chance of going to a good or outstanding school as children in other areas. We want more people to have the opportunity to improve their lives through work, and so we will work to reduce long-term unemployment, particularly for people over the age of 50. We want life expectancy to rise for all, and for the gap between the poorest and wealthiest to narrow.

Strong and sustainable neighbourhoods

We will invest in our communities so that they are places that bring people together, maintaining the cohesion and diversity of the borough. We will seek to maintain the social mix of our neighbourhoods through better quality housing, and our parks and cultural facilities will help to improve health and wellbeing. By working with residents and businesses we will make sure our streets are places people are proud to live and work in, we'll continue to make Lambeth a safer borough, and we'll support people to act more sustainably to improve the quality of our neighbourhoods.

We will maintain our streets so they are clean and tidy, and increase the amount of waste that is sent for reuse, recycling and compost, to play our part in making London a more sustainable city. We will work together to reduce violence and its impacts, and in particular empower and support those who have experienced gender based violence. Over the next five years we want more residents engaged in sport, physical activity and culture.

Our strategic priorities

2.0 Inclusive growth

Lambeth has experienced considerable growth and investment over the last 5 years, particularly in the north of the borough. We have seen the benefits of that for local people through increased number of jobs, building more affordable housing, and investment in vital community facilities such as leisure centres, health centres and schools and new transport infrastructure. This growth needs to continue to ensure Lambeth residents can flourish, but also so Lambeth can play its part in the London economy.

However, there are risks that political uncertainty will lead to economic slowdown, which would make investment very difficult and impact on the delivery of affordable housing and other benefits to the local community. Without the inward investment economic growth brings, Lambeth and its residents will be even more exposed to the extremes of the economy and public spending cuts. But economic growth is not without its problems. We can see across London the way in which inequality is growing, fragmenting communities and damaging children's chances of fulfilling their potential, and we know that an economic slowdown could exacerbate these trends.

Despite these challenges, we remain determined to encourage and enable investment and regeneration, while making sure that it benefits Lambeth's neighbourhoods, not just in the north, but throughout the borough. The public sector partners own significant land holdings across the borough and we will need to bring forward development to realise change ourselves as well as facilitating others. We have attracted high quality developers and investors and made good partnerships with them that we will sustain over the next 5 years.

Where we can foster growth it needs to be inclusive. We will continue to play a more active role in influencing the way regeneration takes place.

Our challenge is twofold: to use our power and our partnerships to sustain growth and investment and to shape it so that it leads to a fairer economy with more living wage jobs, better public transport, and affordable housing. Secondly, we need to use the proceeds of growth to invest in people and places to help reduce inequality and bring communities together, maintaining the mixed and vibrant nature of Lambeth's neighbourhoods.

We will know that we've been successful when we see more homes, more jobs, and better transport in the borough, but equally when we see the health, education and employment prospects of our poorest residents matching those of the more affluent residents.

What we have achieved so far

Lambeth has been benefitting from investment and regeneration for some years. Local people, council and partners have worked hard together to make sure that this changes our borough for the better, preserving Lambeth's unique character, and creating opportunities for the people who live here.

We have attracted investment into our two opportunity areas, Vauxhall and Waterloo, along with West Norwood, Brixton, Streatham and Clapham, and this has already delivered significant benefits:

- We have seen over 20,000 new jobs created in the borough since 2009¹, and the regeneration that is in train already is set to deliver a further 25,000 by 2031. Employment in Lambeth is among the highest in London.
- Lambeth's population is highly skilled, but regeneration has helped bring further investment into skills, including 1,000 apprenticeships at Nine Elms Vauxhall.
- We have created 13,000 more homes in the borough over the last 10 years,² £435 million has been invested in improving social housing. North Lambeth, Waterloo and Brixton alone will provide 14,000 new homes over the next 15 years.
- Lambeth is on course to gain further tube stations at Nine Elms Vauxhall, but other improvements include the development of Waterloo station and investment in our roads and bus services to ease congestion, improve air quality, and encourage walking and cycling.

Our goals and ambitions

Our ambition is to build on the strong foundations of economic growth in Lambeth to continue to grow our local economy so that it benefits people in Lambeth either through more housing, more and better jobs, opportunities for training to improve skills, or generating revenues that we can invest in community facilities. We also want a more inclusive economy that helps to reduce inequality and provides opportunity for all, maintaining Lambeth's diversity.

We have set ourselves clear goals that we will work towards over the next 10 years, but also what we'll achieve over the next five years in order to get there.

Ten year outcome: **Increase investment and regeneration in the borough, ensuring that this creates benefits for all.**

By 2021 we will have:

- Increased the number of good jobs in the borough above the trend forecast
- Worked with the Mayor to identify those areas within the borough, particularly the south, with growth potential and which would benefit from increased investment in transport, housing and infrastructure.
- Increased new homes for sale and rent to cross subsidise affordable housing in the borough.

Ten year outcome: **Improve transport infrastructure in the borough, including improved rail and underground capacity to Streatham, Brixton and Clapham. Narrowed the gap between the connectivity of the north and south of the borough.**

By 2021 we will have:

- Worked closely with our communities to maximise the benefits of Crossrail 2 for the south of the borough

¹ Nomis Labour Market statistics https://www.nomisweb.co.uk/reports/lmp/la/1946157253/subreports/bres_time_series/report.aspx

² Net additional dwellings by local authority district, England 2004-5 to 2014-15, DCLG

- Played a leading role in shaping rail devolution in south London, focussing on more reliable, more frequent, better connected metro rail services in the south of the borough
- Worked in partnership to deliver major improvements to our road network at key locations such as Vauxhall and Tulse Hill
- Enabled significant development in the north of the borough made possible by the extension of the Northern Line
- Worked with TfL to improve bus capacity and reliability on key routes

Ten year outcome: **Increase the levels of labour market participation for our population, supporting more people into employment and increasing employment for those who are underemployed.**

By 2021 we will have:

- More young people with the skills they need to succeed in London's growing economic sectors
- More and better apprenticeships with local employers for young people
- More employment of local young people by local employers
- Narrow the gap in employment rates for: young people (aged 25 and under), people with mental health issues, disability, from black African, black Caribbean and Portuguese groups, residents aged 50+, and the general population.
- Increase the proportion of Lambeth residents paid London Living Wage or above
- Narrow the gap between the proportion of BAME residents (particularly black African and black Caribbean), residents with mental health issues or disabilities in paid work on London Living Wage or above, and the general population
- Reduce the rate of long term unemployment amongst residents aged 50+
- Increase the opportunities available to those people needing support to access and sustain work, particularly Looked After Children and people with mental health issues

Ten year outcome: **A larger business base that makes a greater contribution to London's economy.**

By 2021 we will have:

- Attracted more businesses into the borough from the creative and digital, professional and financial services, healthcare and life sciences, and tourism and hospitality sectors, making Lambeth a hub for these specialisms
- Increased the amount of affordable workspace in the borough, to support small businesses and entrepreneurs in the early stages of development

3.0 Working together to reduce inequality

In setting our vision for the next five years, we are setting out a vision of a Lambeth for all Lambeth residents.

Lambeth has enjoyed good economic growth in recent years and residents can see evidence of this on our high streets, in our neighbourhoods, in our parks and other public spaces. This brings a range of benefits including more local jobs, thriving local businesses and more leisure opportunities. However, we know that some of the trends associated with this growth, particularly gentrification and increasing house prices, affect how some of our residents feel about the borough and, more importantly, make things more difficult for some.

Not all residents are benefiting from this growth to the same extent, and that some feel left behind. These include those residents who have not been able to find work, or who cannot work because of their personal circumstances, such as through ill health or disability. Increasingly, they also include those in work but on low incomes, who are struggling to meet everyday costs, particularly once the cost of housing is taken into account.

As a result of these more recent and sometimes longstanding issues, there are a number of life domains in which there is significant inequality between different groups of residents: in particular to education, employment, income, housing and health.

We believe that this inequality is unacceptable. We also know that it is bad for individuals, affecting their health, wellbeing and life chances. We want to raise the standard of living for those who are currently worst off so that they feel that they can participate more fully and have better life chances. When people are disadvantaged in several life domains this leads to them being at much higher risk of poor health which in turn further affects their ability to find work and participate actively in family and community life. This is clearly the case in Lambeth where people experiencing socio-economic disadvantage are also much more likely to have a long term condition such as heart disease, mental ill health, chronic lung disease or diabetes, and are much more likely to die earlier than their wealthier and more advantaged neighbours. Poverty, deprivation and inequality are also bad for communities, especially where the physical environment is also poor. Neighbourhoods can fragment, people are more likely to be socially isolated, and are more at risk of crime.

A global city, London is more exposed to some of the changes and pressures that influence inequality, and as has been the case in the past, Londoners in similar circumstances may have found themselves more upwardly or downwardly mobile, for reasons outside their control. There is a limited amount local authorities can do about these trends.

Our approach to inequality also needs to acknowledge the significant budget pressures that we are under and in this context the fundamentally important role that growth needs to play in helping us to achieve our objectives.

However, we are clear that our commitment to pursuing growth needs to be inclusive and not leave anyone behind. We believe that as a partnership, working with central and regional government, we

can make a difference. That is why as well as committing to work towards the goals set out here, we are also launching an Equality Commission, that will kick-start our work to understand the causes and consequences of inequality in the borough, and how we can best work together to narrow the gap and improve social mobility.

What we have achieved so far

There are a range of inequalities that we can influence as a partnership, and we have made significant gains in understanding and tackling some of the most important causes and symptoms of inequality over the last few decades. Our young people are achieving their best ever school results and we are narrowing gaps in performance so that all young people have an equal chance to succeed. Local employment is growing and we are focusing our efforts on making a difference to the groups that are furthest from the labour market. We have invested £500m in improving our housing stock.

We are supporting more vulnerable people to live at home and outside of residential and nursing care than ever before and we have made progress in preventing people from becoming homeless. Our Black Health and Wellbeing Commission made a series of recommendations about how we might tackle the disproportionate impact of mental health issues within our black communities, and we are currently implementing these. The Lambeth Early Action Partnership (LEAP), will be investing £36m worth of funding, secured from the Big Lottery, to improve the life chances and outcomes for babies and children in some of the most deprived areas in Lambeth.

However, there is still more work to be done. Despite improvements in GCSE attainment, there continues to be a gap in educational attainment between black Caribbean children and young people, children and young people from low income families, and the general population. There are also significant inequalities in employment for some groups of residents, with black Caribbean and black African residents, residents with mental health issues and disabilities being less likely to be employed, and if employed, more likely to be earning less than the London Living Wage. These low income households are increasingly dependent on private sector housing, with poor living conditions and overcrowding affecting many.

These inequalities are reflected in the health and wellbeing of our communities, with rates of childhood obesity, mental health issues, preventable deaths and some chronic conditions being significantly more common for residents on low incomes, living in more deprived parts of the borough, and from particular ethnic groups.

Our goals and ambitions

We believe that as a local authority there are important things that we can do to reduce inequality among our residents. We need to not only attract investment to the borough, but also to incentivise and manage this investment so that it offers opportunities to those residents who need it most, and make sure that any impacts of associated change are well understood and adequately mitigated.

We want to focus on helping our residents at those points in their lives where our help can make the most difference: in their early years and childhood; in their transition to adulthood and employment. That said, as well as giving residents a good start in life, we also want Lambeth to be a borough that helps older residents to stay independent and continue to participate in their local communities.

Education, skills and employment

- 10 year outcome: **Make sure that all children in Lambeth get the best start in their educations and working lives**, and that their transitions between different life stages are as successful as possible. We will do this by ensuring that all of our children's centres, nurseries, schools and colleges deliver good or outstanding education for all, with diverse and high quality academic and vocational pathways.

By 2021 we will have:

- Increased the proportion children achieving good levels of social, emotional, communication, and language development by the end of Early Years Foundation Stage
 - Reduced inequalities in school readiness between children living in poverty, from black Caribbean and Portuguese backgrounds, boys, children in care, children at risk; and the general population
 - Ensured that children living in the most deprived wards have the same level of access to good or outstanding primary schools as the general population
 - Reduced inequalities in achievement between children in receipt of Pupil Premium, black Caribbean and Portuguese pupils, looked after children and those at risk, boys; and, the general population at key stage 2
 - Increased the proportion of children with SEN identified early
 - Ensure that more childcare settings in the borough are rated good or outstanding, and more children aged 2 and 3 take up their free early years entitlement
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- 10 year outcome: **Reduce inequality of education, training and employment outcomes for children, young people and adults from different backgrounds.**

By 2021 we will have:

- Narrowed the achievement gap at key stages 3 and 4 between children eligible for Pupil Premium, Looked After Children, children from black Caribbean and Portuguese backgrounds, boys children with SEN; and the general population their peers
- Improved the identification of, and support for, young people at risk of disengagement from education and training
- Increased the numbers of students in Lambeth Schools and colleges at KS5 achieving at least 3 A Levels A*- E or equivalent
- Narrowed the achievement gap at Key Stage 5 between: young people on Pupil Premium, black Caribbean and Portuguese young people, looked after young people/those at risk, young people with SEN, disabled young people, boys; and the general population
- Reduced the numbers of young people (16-19) whose status is unknown or who are not in education, employment and training, particularly looked after children, and children with SEN and/or disabilities
- Reduced inequalities in employment rates between young people (aged 25 and under), Looked After Children, people with health issues and disabilities, from black African and

- black Caribbean and Portuguese groups, residents aged 50+, and, ex-offenders; and the general population
- Reduce the rate of Lambeth young people entering the youth justice system, particularly from those ethnic groups who are currently overrepresented

Housing

- 10 year outcome: **Maintain socially mixed communities in Lambeth by building homes of all tenures**

By 2021 we will have:

- Built 1000 high quality new homes available at council rent
- Built new homes available at below market rent for low income families, homes at secure market rent for those who can't afford to buy, and affordable housing for those who can. We will have also built new homes for market sale and rent to help fund more affordable housing.
- 10 year outcome: **Prevent homelessness, placing people in suitable, affordable, permanent homes as quickly as possible.**

By 2021 we will have:

- Increased the stock of council owned Temporary Accommodation. Some of this will be "in borough" through the remodelling of our hostel portfolio, but other homes will need to be outside of Lambeth in areas that are more financially sustainable

Health and wellbeing for all

We know that there are a range of factors which have an important influence on the health and wellbeing of our residents, including housing quality and availability, employment, income and access to leisure opportunities. Lower income households are more exposed to negative impacts from these, and we will look to address these throughout the plan.

As a group of partners, our responsibility is to promote and protect the health and wellbeing of all. However, the council and health partners have a particular responsibility to protect and support vulnerable children and adults through our social care services.

Over the past year one of Lambeth's key priorities has been to take necessary steps to improve following Ofsted's judgement in 2015 that children's social care services were inadequate. We must make sure that we not only fulfil our statutory responsibilities but also help children and young people to have the best possible start in life. We are now implementing an ambitious improvement plan with partners and believe that the necessary foundations are in place. We need and expect everyone to share responsibility for making sure that vulnerable children have the best start in life. This can only be achieved through close partnerships and strong communities sharing this responsibility.

We are clear about our responsibilities to protect and support the most vulnerable. However, we also believe that we have an important role to play in promoting independence and recovery for residents so that they have control of their own lives and are able to live the lives they want. With service users, South London Integrated Care (SLIC) has coproduced a set of integrated care outcomes³. Our aspiration is that we and other local partners work in way that help residents and carers to achieve these outcomes, for example, through integration and by investing in support for self-management and crisis prevention and response.

10 year outcome: **All children receive the support that they need for happy and secure childhoods which give them the best start in life**

By 2021 we will have:

- High quality universal services in place so that families in Lambeth have the resources and opportunities to give their child the best start in life.
- Made sure families experiencing problems are consistently identified, assessed and quickly provided with the support and help that they need.
- Support families to be strong and resilient, providing effective support to enable children to achieve their potential and to be safe and secure.
- When it is not possible to keep families together, timely and decisive action is taken so that children are afforded permanency, secure attachments and opportunities to grow and thrive.

10 year outcome: **Integrated care which actively promotes recovery and independence, and which protects the vulnerable**

By 2021 we will have:

- Supported more disabled, vulnerable and older adults to maintain their independence, stay healthy, active and engaged for longer, and remain in their homes. Should their health deteriorate, we will aim to treat and support them close to home. If hospital treatment is required, we will support them to go home more quickly.

10 year outcome: **Improve health and wellbeing for all, and ensure it has improved fastest for those communities with poorest health and wellbeing**

By 2021 we will have:

- Reduced childhood obesity, with the greatest reduction for children living in poverty and from particular ethnic groups
- Reduced the rate of mental health issues across the borough, with the greatest reductions for those groups with the highest rates of mental ill health (black Caribbean and other black groups)
- Reduced the rate of avoidable deaths for the borough (in particular cancer and cardiovascular disease), with rates reducing most for the worst affected groups (low income groups and residents in specific parts of the borough)

- Reduced the rate of diabetes amongst our residents, with the greatest reductions amongst those living in the most deprived areas and from ethnic groups more likely to develop the disease (Asian and black residents), and the borough at a whole.
- Ensure that life expectancy is rising for all, and the gap between poorest and wealthiest is narrowing
- Reduced food and fuel poverty and their associated impacts, particularly for children and young people, and older residents
- Reduced inequalities in health and well-being between people with mental health issues, disability, lone parents and general population

4.0 Strong and sustainable neighbourhoods

Travel through Lambeth and you'll discover the amazing diversity that characterises the borough – from the lively South Bank to the residential suburbs of West Norwood, from its vibrant town centres to its relaxing green spaces. We want to work with citizens, businesses and other organisations to help make our neighbourhoods places people enjoy, feel proud to live and work in, and which encourage people to live active and healthy lives.

When neighbourhoods work well, they help to bring people together creating strong communities. We know that people who live in strong communities are less lonely, are less worried about crime, are more engaged and active, and have people to turn to when they need help, support and advice. As a group of partners we cannot create simply strong communities, but we can help to put in place some of the things that enable residents, businesses and voluntary and community groups to bring people together.

We want people to feel safe in their borough, to walk down clean streets, to live on clean estates, and take advantage of the excellent facilities Lambeth has to offer, from good childcare and schools to accessible transport.

As a borough with a young population, it is particularly important that our neighbourhoods and communities are good places to raise children, so that children have access to good education and health, that they are safe, and that families have the support they need. Our schools, children's centres, community and voluntary groups and health services are crucial here, but as we pursue regeneration and invest in improvements to our neighbourhoods, we want to make sure that we are mindful of the impact on children and young people, and that these changes contribute to making Lambeth a family friendly borough.

These are all areas that people think are important in making their local area a good place to live. They are also some of the top things people think need improving. That's why we'll do all we can to ensure our streets and public spaces are kept clean, safe and accessible for all. It's why we will make significant investment in many of our town centres and public spaces over the next five years, benefitting residents and businesses as well as making them places people want to come and visit. It's why we will also make sure that all residents can enjoy and participate in cultural and physical activities.

We want our neighbourhoods to keep retain their social mix, with people of different backgrounds living side by side. This is one of the things that people most value about living in Lambeth, but it is threatened by a lack of housing for those on middle income incomes. As a landlord alongside other social housing providers we will continue to improve the quality of social housing in the borough, and where we build new social housing we will make sure it meets our ambitious Housing Design Principles to create good quality homes.

We all have a role to play in making our neighbourhoods places that people feel proud to live and work in, and we know we can't do this alone. One way we can work together to make our neighbourhoods more sustainable is by improving the way we deal with waste and increasing recycling. Cleaner streets and waste collection are the issues that the most residents identify as being important to them but dealing with waste costs £25.4 million per year and we expect that to increase by £11 million by 2028 if we don't all do things differently.

We also want to develop neighbourhoods that enable people to lead healthy and fulfilling lives and to help themselves and each other. That's why we are investing in helping people be healthier and more connected to their communities through being able to enjoy accessible and affordable cultural and physical activities. Our award winning parks will continue play a valuable role in bringing communities together and improving Lambeth residents' wellbeing, as well as supporting biodiversity and improved air quality.

What we have achieved

Over the last five years there have been almost 1,800 net affordable housing completions and we have invested £435m in improving existing council homes to meet the Lambeth Housing Standard. The private sector offers good quality housing for rent or sale to those with sufficient income. However, we know that there are a large number of residents who currently have no prospect of a home that meets their needs. To tackle this Lambeth has launched the biggest house building programme for a generation to make best use of the space that we have available to us. At the same time, we are campaigning against aspects of central government housing policy that will make it harder to increase the amount of affordable housing available.

Safe and interesting spaces like libraries, leisure centres, community centres, parks and open spaces are things that matter to our local residents⁴. Over the last five years partners in Lambeth have built two new leisure centres, a new library, as well as embarked on a capital programme to improve our parks.

Lambeth has a rich cultural heritage and world-class cultural offer, with the South Bank, Ovalhouse, Brixton Academy, South London Theatre and the Black Cultural Archive. Without forgetting the borough's smaller cultural groups, clubs and enterprises where the talent of the future are often found.

We have made good progress in making Lambeth a more sustainable borough by improving transport, helping us to become a more cycle and walking friendly borough. This includes the removal of the Tulse Hill gyratory, as well as improved facilities for walking and cycling in West Norwood. We've introduced a borough-wide 20mph limit, Cycle Quietways and Superhighways are being built in Oval, Streatham, Waterloo and Clapham and traffic calming projects are being implemented across the borough to reduce road dangers.

We are tackling the causes of pollution to improve air quality through changing parking permits according to vehicle emissions and trialling fixed penalty fines for idling engines. We are working with primary school pupils to carry our air quality monitoring activities and to raise awareness about air pollution.

We are acting sustainably as a Council, consolidating our office buildings, reducing carbon emissions, introducing more flexible working and installing solar panels on our properties. We are also changing our street lighting to LEDs and halving the energy used by street lights.

⁴ See <http://www.lambeth.gov.uk/elections-and-council/about-lambeth/find-out-about-lambeth-and-the-people-that-live-there#what-we-know-about-local-residents> and <http://www.lambeth.gov.uk/culture2020>

Our goals and ambitions

Our vision is of a borough with strong and sustainable communities where everyone is able to enjoy a good quality of life and is able to get involved in their communities and feel valued as a local resident. We want our neighbourhoods to retain their social mix, and to be places where people of different ages and backgrounds come together and feel at home.

Over the next 10 years, we will work with partners, businesses and communities to:

10 year outcome: **Make our streets places people feel proud to live and work in**, helping people and businesses reduce their waste and litter through giving them the resources to do so and enforcing where necessary. We will collect waste and clean streets in the busiest areas and times

By 2021 we will have:

- Worked with people and businesses to increase the percentage of waste that is sent for reuse, recycling or composting in order to reduce the amount of residual waste generated per household
- Improved people's pride in our streets, by maintaining our streets on a regular basis to ensure they are clean and tidy and introducing enforcement to tackle people that behave irresponsibly.

10 year outcome: **Make the borough a safer place and keep people safe from harm**, by reducing violence in all its forms and reducing the gap between Lambeth and other boroughs, in particular on areas such as violence against women and girls, serious youth violence and gang crime, as well as anti-social behaviour

By 2021 we will have:

- Made the borough safer and reduce the gap between Lambeth and other boroughs, by reducing violence in all its forms
- Ensured that our residents are less fearful of gender based violence, and that victims of such violence are empowered to take control, with our support
- Made Lambeth a place for all young people to grow and learn, particularly those in our black and minority ethnic communities who are affected the most, by reducing the levels of risk taking behaviour and serious youth violence
- Reduced incidences of harassment and anti-social behaviour

10 year outcome: **Make our communities places where people can enjoy a good quality of life and everyone is able to make a contribution and feel valued**, designing our public spaces to make them more accessible and supporting groups and businesses to deliver cultural activities for everyone.

By 2021 we will have:

- Kept our parks and public spaces clean⁵, well maintained and enjoyable for all
- Ensured that residents live within a 20 minutes' walk of affordable cultural activities and that 85% of residents are engaged in culture and keep themselves fit and healthy⁶
- Increased the number of Lambeth residents engaged in sport, physical activity, or wider cultural enjoyment as part of routine life, and reduced inequalities in participation between residents living in the most deprived areas, disabled people, older people, girls and young women, and the wider population

10 year outcome: **Enable people to act more sustainably** through redesigning highways and town centres to make them safer and encourage walking and cycling. We will also make our homes, buildings and lighting more energy efficient and incentivise environmentally friendly behaviour amongst our residents and businesses

By 2021 we will have:

- Made it easier and safer to walk or cycle around the borough, so that residents shift to more sustainable forms of transport and that more journeys in Lambeth are completed by bike by 2020 and car ownership is reduced
- Reduced the amount of energy the council uses

10 year outcome: **Increase the quality of Lambeth's housing**

By 2021 we will have:

- Brought all of Lambeth's council homes up to Lambeth's Housing Standard and ensured they are maintained to this level
- Where appropriate, regenerated estates to build high quality housing, in line with our 10 Housing Design Principles, that meets the needs of Lambeth's families
- Maintained housing association properties at a decent standard
- Made sure that private sector tenants are aware of their rights and taken action against rogue landlords

⁵ Green Flags for parks

⁶ In particular people at highest risk of ill health, limited disposal income, physical disability and those above the state retirement age

5.0 Our public service reform principles

We will shortly publish our delivery plan, which describes how we will go about reaching the goals we have set out in this plan. However, in the context of ongoing cuts to public spending, and significant changes to public service policy by central government, we already know we will have to work very differently if we are to make progress.

We are therefore setting out five principles that describe our approach, and how we will work.

Prevention and early action

Our ambition as a partnership is to tackle the causes of problems, not react to the symptoms. By focusing on prevention and early action we can find better, more cost effective solutions. As a partnership, we know that this approach has the potential to significantly reduce demand across the public sector, benefitting us all. The Lambeth and Southwark Early Action Commission clearly set out the benefits of this approach, and how we could go about it. Our new Health and Wellbeing Strategy identifies early action as one of its four priorities.

There are a number of areas where we will be focusing on developing our approach to prevention and early action, and building our evidence base. This includes the ground breaking LEAP project; a 10 year partnership of local and national organisations working together with families in several of Lambeth's more deprived wards to transform children's start in life. We are already rolling out aspects of this project, such as the Family Nurse Partnership, across the whole borough.

Another is our work to change the way we support older people. Here we are redesigning the way public services work together in Local Care Networks, building partnerships with families and voluntary and community groups to support more people to keep well in their communities, reducing demand on hospitals.

Finally, in Lambeth a significant number of people have poor mental health. Through the Living Well Collaborative we have pioneered an approach that has moved support from the managing crises, to enabling and supporting people to live well in their communities. Over the next five years we want to see this approach extended across the borough, reaching more people and transforming the mental healthcare system.

These three programmes describe the focus of our early action and prevention work, but this approach will require the involvement of a far greater range of services, organisations and people. Over the next five years we will need to look at how we invest and improve our neighbourhoods so they can play a part in keeping people well and connecting people together, how we strengthen and collaborate with our voluntary and community sector, and how we use evidence and data to build our understanding of where prevention and early action is most effective, and where we can anticipate problems.

Partnership

Lambeth has a history of strong partnerships between public, private and third sector organisations in the borough. By working together we have achieved much, including better services, innovation, and investment. For example, our partnership with Lambeth College has resulted in 'Lambeth Apprenticeship Ambitions', a joint programme of collaborative working with all Lambeth employers, post-16 providers, and schools to promote apprenticeships. Other partnerships have led to more

affordable housing in Streatham, new leisure and health facilities in West Norwood, and improvements to parks and open spaces.

We believe that partnership is more important than ever. For the public sector, reducing public sector spending combined with increasing demand will require us to work more closely together to find more effective and cost efficient ways of providing services. We are also aware that many of the things that matter most to our residents, and that will make the biggest difference to their lives, are not within the gift of any one organisation, and that existing separations between different public services often don't make sense for those using them.

Over the next five years, we will need to strengthen our partnerships within the borough to lead the work needed to achieve the goals set out in this plan, and to bring about reforms to the ways we work. But we will also need stronger partnerships with neighbouring boroughs, such as through Central London Forward, to help develop London's approach to devolution so that it benefits Lambeth's residents and to continue to use our collective influence to shape markets and design new services. In key areas, such as health and social care, groups of councils, CCGs and health providers are increasingly working together in groups to integrate services and improve outcomes for residents.

Our approach will be to focus our partnership working on achieving the goals set out in this plan. Where we establish partnership bodies or boards, we will ensure they are transparent and accountable to residents and other partners. We will be clear about the roles and responsibilities of partners, and how residents can work with us.

Integration

Some of the challenges we will face over the next few years will require us to move beyond partnership, towards integration between different organisations and agencies. Integration is about joining up services so that they are more responsive to what matters to service users, and better meets their needs through more holistic and co-ordinated care and support. Integration also allows early intervention and prevention, and also has the potential to save money.

Lambeth has been exploring close multi-agency working and integration for some time, including as part of our successful Aspirational Families programme and shared working across the NHS and social care. Learning from our work thus far has informed our subsequent integration activity.

Integration is now a main driver of change in health and social care and we already have a range of programmes underway covering services from birth through to older adults and across both physical and mental health. The Council, the local NHS and other partners are progressing shared strategic planning and care models, including Local Care Networks designed to support care closer to home and to help individuals to be as healthy and independent as they can be.

There is a move to greater integration in other areas, beyond health and care. As part of our Whole Place Community Budget Initiative with Lewisham and Southwark, we have been delivering the Pathways to Employment pilots, as part of which we have joined up employment and welfare

services, to co-ordinate initiatives and to streamline and improve the customer journey through these services.

We think that integration has a range of potential benefits, including delivering better outcomes for residents, and savings for us and for partners. Going forward we want to explore more opportunities for integration, both at borough, sub-regional and London level.

Cooperative

In 2010 we became a Cooperative Council, and later as a partnership, committed to being a cooperative borough. We became a Cooperative Council because we wanted to continue to improve as an organisation, and believed that working more closely with our communities would enable us to improve services and decision-making. This continues to be true: for us, being cooperative is about how we work with our residents, businesses and other partners, involving people in the decisions that affect them and supporting them in improving their communities.

We have achieved a lot since 2010. 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. Some of our flagship projects, from the Lambeth Living Well Collaborative to the Young Lambeth Coop, are recognised nationally for their innovation and impact. 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.

Over the next five years we will continue this work, making sure that as a partnership we are open, transparent, and accessible – and empowering. We will actively involve residents in decision-making, and work together with voluntary and community organisations, residents and businesses to develop shared solutions to the challenges facing our borough. Our communities help make the borough what it is and we want to strengthen and build on this in the way we work both as an organisations, and as individuals.

Excellent workforce

We are setting out a plan that will guide our work through a period of significant transformation. The public service reform principles set out here will require us to change the way our organisations work, and crucially, our workforce.

We are moving to an era of data driven, digital public services. Collaboration across public, private and third sector organisations will become increasingly common. New forms of democratic accountability will be required as new partnerships are formed and by 2020 local government will have to move to a new funding model.

This will require a different set of skills in our workforce, and organisations that can support, develop and enable them effectively. We know that without the right workforce and culture we will fail to achieve the goals set out here.

We know the value of our workforce, and over the next five years, our approach will be to recruit, train, develop and enable a workforce that can deliver excellence. As a council, we will shortly

publish our plan for how our organisation will change over the next five years, and how we will support our workforce to change with it.

6.0 What people in Lambeth have told us

To inform the priorities and outcomes set out in this plan, we have used a variety of different methods to ensure the plan is evidence based. We have drawn on the research and conversations we have had with residents over the past few years to find out what priorities matter to them, what has changed in their lives and how they would like to shape that change.

Over nine in ten residents are happy with Lambeth as a place to live⁷ and almost two in five residents see their area as a better place to live compared to two years ago, with three in ten saying they have benefited from change⁸. However one in ten say their area has changed for the worst, with changes in the area causing difficulties in particular for black Caribbean residents, the unemployed, those in receipt of benefits, those with a disability or long-term illness and carers.

Four in five residents say they are likely to be living in Lambeth in two years time, but one in eight say this is unlikely. Those who say they are unlikely to do so cite the main reasons for this as being the cost of living, the cost of buying a home or for better job opportunities.

Even if people's financial situation has worsened for one in seven of our residents, this has significantly improved since two years ago, where the proportion was over two in five. Residents for whom things have worsened include those who are unemployed, part-time workers, disabled, carers, have a long term illnesses, aged 45 to 54 and social housing tenants. In contrast, people who are more likely to say their financial circumstances have improved include those in full time work, aged 25 to 34, in private rented accommodation and who live in multiple adult households.

The issues that matter most to residents

Public transport, clean streets, the level of crime and the multicultural community are all areas which people think are most important in making Lambeth a good place to live⁹.

Having clean streets is the issue that most residents identify as needing to be improved; almost two in ten now saying it needs improving. It is also seen as important for making our neighbourhoods more attractive to live in and to do business¹⁰.

Lambeth is generally seen as a safe place, with over 19 out of 20 residents feeling safe from crime in their local area during the day, and six in seven feeling safe in the evening. Lambeth residents now feel safer than ever. Addressing the level of crime and anti-social behaviour is among the issues residents identify as most needing to be improved¹¹ as well as being factors negatively impacting business aspirations¹².

Affordable decent housing is third in residents' priorities for what most needs improving in Lambeth. It is also an issue for businesses too; house prices are seen as a factor negatively impacting their aspirations. The second most common reason given for why residents are unlikely to be living in Lambeth in two years time is the cost of buying a home.

⁷ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

⁸ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

⁹ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

¹⁰ Lambeth Council, 2016, Community Outcomes BID Forum

¹¹ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

¹² Lambeth Council, 2015, Business Survey <http://bit.ly/insightlambethgov>

Engagement with various organisations highlighted the importance supporting people furthest away from the labour market¹³, such as ex-offenders, individuals with health issues or who are long-term unemployed. Young people are keen on more flexible opportunities to be able to work and study, apprenticeships, as well as being better prepared for work, through training and work experience¹⁴.

More than four out of ten Lambeth businesses make a point of looking to recruit local people and also encouragingly appear more likely to offer apprenticeships compared to the London wide position¹⁵. A quarter of Lambeth businesses also offer work experience.¹⁶ Employers would like to do more in supporting local people into work and securing local employment opportunities.¹⁷

The issues that matter most to businesses

Six out of ten businesses rated Lambeth as a good or very good place to do businesses. One in four businesses within Business Improvement District areas agreed or strongly agreed that being located in the BID area had benefitted their business. However, businesses based in Norwood, Streatham and Stockwell are less likely to rate Lambeth's strengths as a business location.¹⁸

Being near to good transport links, being a generally good location and being close to central London were considered strengths of Lambeth as a business location. Living in Lambeth and being familiar with the area are among key reasons for new business start-ups choosing it as a business location.

Key challenges to business aspirations include parking for customers, business rates, commercial rents, sector competition, space for smaller businesses, crime, housing prices, street cleanliness and traffic congestion¹⁹. For BIDs²⁰ key priorities include promoting Lambeth to attract investment and identify priority sectors, ensuring adequate levels of investment in public realm and neighbourhood services, supporting businesses in locating, growing and creating jobs, making the night time economy safe and vibrant and being able to access super-fast broadband.

How people feel about their health and wellbeing

Five in six residents say their general health is good or very good. Whilst only 4% rate their health as bad or very bad this rises to three in ten among disabled people, one in five among those with a longstanding illness or infirmity and one in seven for those not in a job or training.

A half of residents exercise at least several times a week, and three quarters at least once a week, and this has increased over the past year. However, almost one in five say they never or hardly ever exercise and this has gone up in the past twelve months. Lack of time, costs, family commitments and access issues were raised as key barriers to people doing physical exercise.²¹

¹³ Lambeth Council, 2014, Investment and Opportunity Strategy Consultation and Engagement

¹⁴ Lambeth Council, 2015, Routes to work: focus groups with young people research findings

¹⁵ Lambeth Council, 2015, Business Survey <http://bit.ly/insightlambethgov>

¹⁶ Lambeth Council, 2015, Business Survey <http://bit.ly/insightlambethgov>

¹⁷ Lambeth Council, 2016, Community Outcome Education and Employment and BID Forum workshops

¹⁸ Lambeth Council, 2015, Business Survey <http://bit.ly/insightlambethgov>

¹⁹ Lambeth Council, 2015, Business Survey <http://bit.ly/insightlambethgov>

²⁰ Lambeth Council, 2016, Community Outcomes BID Forum

²¹ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

All our residents want to be able to live the life they want and get the support they need to do that. They want to manage their own health and wellbeing and be supported to do this. They want to have as much social contact and support as they would like, in particular for carers. Indeed, being older, using mental health services and having caring responsibilities were identified as putting people at greater risk of loneliness.

People want to be able to plan their care with people who work together to understand them and their carer, allow them control and bring together services to achieve the outcomes important to them. They want to feel they are safe, secure and protected from harm. They want to have systems in place to help at an early stage to avoid crisis and as small a disruption as possible if a crisis happens and live independently, with assistance if necessary.

How people feel about their local environment

Residents tell us that leading a sustainable life is important to them. They want to be supported to help prevent waste, reuse and recycle more. Many residents turn down thermostats or switch off lights but fewer will pick up litter if they see it lying around in the street or eat locally grown food. Almost nine in ten businesses tell us that they recycle where possible, four in ten monitor their energy use and set targets for reduction and one in five use renewable energy sources for their energy needs.

How people feel about their local community

Having a multicultural community is seen by residents as one of the top four most important things in making Lambeth a good place to live and community cohesion is very high, with almost nineteen in twenty people saying their local area is a place where people from different backgrounds get on²². In the past year there have been increases in residents' positivity in relation to a number of indicators of neighbourliness.

Out of the cultural offer that the borough benefits from, residents value most libraries and community buildings, parks and open spaces, physical activity, sports and leisure centres²³. Nine in ten people were most supportive of having affordable cultural activities within a 20 minute walk of their home.

How people want to work together

Just under a half of residents believe they can influence decisions affecting their local area, down from last year²⁴, and only two in five believe they can influence housing decisions.

Among Lambeth residents there is a strong sense of belonging to neighbourhood. Seven in eight feel they belong to their neighbourhood and five in six would speak highly of it and both have increased in the past year. Five in six residents would want to work with others to improve their neighbourhood and gain this has gone up.

²² Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>

²³ Lambeth Council, 2015, Culture 2020 Consultation <http://bit.ly/culture2020consultation>

²⁴ Lambeth Council, 2016, Residents Survey, <http://bit.ly/insighthublambethgov>