



**Lambeth Community Strategy  
Consultation Draft  
February 2004**

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## Table of Contents

<b>Introduction .....</b>	<b>3</b>
<b>Facts about Lambeth .....</b>	<b>6</b>
<b>Creating a Cleaner and Greener Environment.....</b>	<b>8</b>
<b>Making Safer Communities .....</b>	<b>10</b>
<b>Investing in Children and Young People.....</b>	<b>12</b>
<b>Supporting Healthy Citizens .....</b>	<b>14</b>
<b>Building Better Homes.....</b>	<b>16</b>
<b>Encouraging Enterprise, Employment and Culture .....</b>	<b>18</b>
<b>North Lambeth.....</b>	<b>21</b>
<b>Clapham and Stockwell .....</b>	<b>23</b>
<b>Brixton.....</b>	<b>25</b>
<b>Norwood.....</b>	<b>27</b>
<b>Streatham.....</b>	<b>29</b>
<b>Appendix One – Action Plan .....</b>	<b>31</b>

## **Introduction**

### ***Purpose of the Strategy and Action Plan***

The Lambeth Community Strategy sets out the long-term vision for the borough to 2015. The strategy and the accompanying action plan are designed to promote the social, economic and environmental well being of our residents. It provides a framework for joined up solutions and brings together existing plans and partnerships in Lambeth, helping to co-ordinate the delivery of services and share information more easily. It establishes a mechanism for planning for change and acts as a link between social, economic and environmental improvement.

The strategy is one phase of a continuous process. Future phases will be about delivery and continuous improvement. The current phase of setting out a strategy will enable us to use our existing resources better and allow access to sources of funding for improving Lambeth.

### ***Our Vision***

Lambeth will be an inclusive place where people are treated with fairness and respect. We will maximise the opportunities the borough can offer for the benefit of individuals, communities and Lambeth as a whole.

### ***Lambeth 2015***

By 2015 the London economy will have grown and substantially shifted southwards. This will have a big impact on the Lambeth economy, both in terms of creating wealth for the borough but also creating divisions in opportunity and income. There may also be new and changing forms of governance in London and across the boroughs.

The population and its density will increase with accompanying pressures on land, open spaces, transport, infrastructure and housing type and prices.

Lambeth will be a younger place with high levels of diversity. Two changes will develop – some parts of the borough will become more diverse, while other parts will continue the trend of gentrification. This could potentially lead to greater disparities between rich and poor.

All of these factors will have a huge impact on services – how we are going to provide them, where they will be provided and how well they are delivered.

This Strategy will manage the risks associated with these changes and enable us to respond flexibly to the changes and opportunities in Lambeth.

### ***Our Partnership***

Lambeth First, the Lambeth Local Strategic Partnership (LSP), brings together the Council, the Police, Primary Care Trust, the community and voluntary sector, Lambeth College, local businesses, Jobcentre Plus, faith organisations, the Tenant's Council, housing associations and resident representatives of the five town centres in the borough.

### ***Governance and Accountability***

The Lambeth Community Strategy sets out the shared commitment of the Council and its partners for the borough. The government requires every borough to produce a Community Strategy. The strategy must describe how partners will promote

economic, social and environmental wellbeing, give a long-term direction for the borough and include an Action Plan for delivery.

This Strategy is based on what our residents tell us are their priorities – the environment, community safety, children and young people, healthier citizens, better housing and encouraging enterprise, employment and culture. The Strategy sets out a long-term direction for Lambeth up to 2015. The Action Plan will help us begin delivering these long-term objectives.

Lambeth Council is responsible for the performance management of the Community Strategy. As the lead authority the council will ensure objectives are realistic and achievable and the action plan clearly establishes how to meet these objectives.

A lack of joint working at the local level is one of the key reasons for a lack of progress in delivering sustainable economic, social and physical regeneration in Lambeth and this strategy will help us to work more closely.

### ***Delivering the Strategy***

This strategy will be judged not by what it says but by what it achieves. Our residents want to see the objectives we have set turned into an action plan delivering positive results.

There are three aspects to delivering the plan:

- Locally co-ordinated action,
- Quality services, and
- Active citizens,

#### **Locally co-ordinated action**

Services working together and working with residents will deliver better results.

There is already a lot of locally co-ordinated action – for instance, we have neighbourhood safety teams, town centre teams, local regeneration partnerships and voluntary sector networks and projects. The police, council and voluntary organisations are working effectively to improve community safety at the local level. Community-led initiatives, responding to local needs and solving local problems are a real strength of the partners in Lambeth First.

In many areas we are already working successfully at a local and area level – for example the Safer Estates Task Force has police, youth and community safety workers and housing staff is based on a local estate responding to residents' needs. Local housing associations working to regenerate the estate are also involved. As well as estate-level work, joint service centres, town centre teams and housing Area Offices, are all successful examples of integrated service delivery.

#### **Quality services**

Providing high quality services is the most important work of every public authority. We must build and maintain an infrastructure that works – healthcare, environmental improvement, good quality housing, proper transport systems and excellent education for our children.

Culturally sensitive services are vital and access to information and services by electronic and digital means are just as important. All our services must be accessible to people regardless of their background – services that give our residents value for money must be accessible and draw upon our commitment to equality.

Services are increasingly being challenged to enable access through computer networks and there is great opportunity to use electronic information and communication in a more collaborative manner.

Many of our services are working in innovative ways to increase access to their services. There is a major opportunity, through partnership working, to pool this expertise and develop shared approaches.

### **Active citizens**

The communities of Lambeth have a long and proud history of voluntary involvement. Residents have told us how much they value being involved in developing the strategy and continuing to be involved as the plan moves from development to action. The amount of time people freely give to their community is impressive and underlines the importance of voluntary and community activity.

We have a strong culture of people helping themselves – for example refugees and newly arrived residents. There are already a series of networks and forums encouraging activity and involvement across Lambeth. Some are based on community locations such as Area Committees and Forums, some on shared interest such as Tenants' and Leaseholders' Councils and the Public and Patient Involvement initiatives of the Health Trusts.

Providing services that support communities to help themselves and enable them to work together will be the most effective way of delivering change.

### **Short Term Priorities**

- Action D1: Ensure that effective partnership and delivery arrangements are in place to deliver the Community Strategy.**
- Action D2: Develop a performance management framework for delivery of the Community Strategy.**
- Action D3: Maximise the physical opportunities for joint service delivery.**
- Action D4: Increase the delivery of services by electronic means.**
- Action D5: Ensure inclusion and equality in the implementation of the Community Strategy.**
- Action D6: Involve users in the development and delivery of services.**
- Action D7: Promote collective action, self-help and volunteering.**

For more information on this strategy see Lambeth First's website at [www.lambethfirst.org.uk](http://www.lambethfirst.org.uk) or contact Ian Jackson on 020 7926 2462.

## **Facts about Lambeth**

Lambeth is a place of contrasts. World-famous tourist landmarks sit alongside some of the poorest areas in the country. Diversity and tolerance for others are hallmarks of the area. Vibrant nightlife, bars and restaurants attract people to the borough. Crime, poverty and deprivation are problems to be solved, but there is a lot to be proud of in Lambeth.

Our streets are cleaner. Our schools are improving faster than the national average. New schools are being built. Crime is coming down. The creative and cultural industries are growing, with music companies, design companies and artists' spaces proliferating.

Reducing inequality is a key aim for the partners in Lambeth First – and can only be achieved by cutting unemployment, tackling crime, improving the environment, raising educational achievement and reducing ill health.

We want to celebrate and promote Lambeth, showing its potential for investment. Most importantly, we want our residents and others to know what we're doing to make Lambeth a safe and thriving place to live.

### ***People***

- 266,170 people live in Lambeth
- 118,440 households in the borough
- 38% of our residents are from minority ethnic communities
- 45% of people are aged between 20 and 39

Lambeth has the largest population of the inner London boroughs. It is also one of the most densely populated areas in the country with the 5<sup>th</sup> highest density in the UK. The largest minority ethnic groups are the Black Caribbean and Black African communities.

### ***Housing***

- 41% live in council or housing association properties
- 22% live in private rented homes
- 37% own their own home

Households with one person, not on a pension, far outnumber any other type of household.

### ***Children and Young People***

- 72 primary schools, 10 secondary schools
- 157 languages spoken in schools

More places are being created at the secondary school level. New facilities are being built at St.Martin-in-the-Fields in Tulse Hill, Dunraven School in Streatham, Lillian Baylis School on Kennington Lane and at the new City Academy in Clapham.

### ***Healthy Citizens***

- Population density of 99.2 people per hectare

- Life expectancy of 70 years for men and 80 years for women
- 71% of residents describe themselves as being in good health

### ***Safer Communities***

- Street crime down 42% since 2002
- Crime still the biggest concern for Lambeth residents

Crime in Lambeth remains high compared to the rest of central London.

### ***A Cleaner and Greener Environment***

- 64 parks and open spaces
- Five major transport hubs including Waterloo, Britain's gateway to mainland Europe
- 85% of street lighting needs replacing

### ***Enterprise, Employment and Culture***

- 46% of Lambeth residents are in full time employment
- 9,200 businesses in Lambeth
- 53% of all jobs in the borough are in the Cultural and Creative Industrial (CCI) sector - the CCI sector in the borough generates £654 million each year.
- Retail and hospitality (hotel, restaurants and bar) are the fastest growing sectors in Lambeth accounting for 19% of all employment,
- Business and financial services accounts for 28% of all jobs.

## Creating a Cleaner and Greener Environment

***We will create and maintain well-designed, safe, clean and accessible public realm. We will promote a high-quality, integrated public transport network.***

The quality of Lambeth's environment is improving. But it needs to remain a priority where it is in poor condition. A low quality environment undermines the confidence of our residents and business and gives rise to crime.

Lambeth residents care about their environment and want to see their neighbourhoods improved, made safer, and more accessible.

In the recent residents' survey, there was great dissatisfaction (56%) with the quality of our roads and pavements. Half of all the households in Lambeth don't own a car, so it is understandable that residents also place improved public transport services high on their agenda. The need for improvement becomes particularly important when looking at the figures for car ownership:

- In wards such as Coldharbour, Vassall, Stockwell and Larkhall up to 89% of households don't have a car;
- Over 80% of the borough's pensioners and 62% of Lambeth's lone parents don't have a car;
- Three quarters of people in employment rely on public transport to get to work.

Car ownership is decreasing. Many households have a choice and now choose alternative means of transport such as walking and cycling. More people than ever need safe and accessible routes to reach the public transport network and ideally this should be close to their homes.

But Lambeth is dominated by routes serving London's main road artery network. The majority of road users simply travel through the borough. There were nearly 5,000 road accidents last year, including 38 fatalities and the majority of accidents happened along the commuter routes and at transport hubs. Rising traffic has seen a huge increase in vehicle emissions – it's estimated that by 2005 more than half the borough will exceed national pollution standards.

This isn't just a local problem. Action is needed across London to see any dramatic reduction in traffic levels to reduce the risk to people's health. In Lambeth we need better quality, more choice and improved reliability of public transport into and across London. At the moment we don't have the ability to lobby successfully for such improvements.

Many areas need substantial work to improve the environment. Streets are poorly lit and littered. Parks and open spaces need major investment. Roads and pavements are in serious need of repair. An environment like this undermines the confidence of residents and business and fosters crime.

In Lambeth 85% of the street lighting is below the national standard. The quality of lighting impinges directly on people's perception of safety and where lighting is poor the fear of crime grows. Continued effort and investment in the quality of the public realm is needed to create and maintain safe, accessible, well designed attractive street environment.

- We will begin a programme of replacing 80% of Lambeth's public lighting in April 2004, using £35.2m of government funds.
- We must continue to invest in street cleaning to create and maintain a safe, accessible, well-designed and attractive street environment.

- We need to lobby to improve the current transport network and improve the quality of services. Better integration, reliability, accessibility, safety and availability day and night will help improve our public transport system.

Lambeth manages over 64 open and green spaces, representing an average of 9.87 square metres per person. This is low compared to the national standard of 24 square metres per person. It's a problem that directly affects the health and wellbeing of our residents, especially in wards such as Ferndale and Larkhall. With such limited open space, we must continue to resist development on open and green spaces and invest in local amenities.

Our work to increase recycling in Lambeth is expanding. For example, the Lambeth Total Recycling pilot scheme began in October, covering 500 residents in the Clapham area. Despite the availability of local recycling facilities, before the scheme got underway residents were recycling in line with the borough average of 10.6 per cent of their rubbish. Four weeks later, a massive 50 per cent of the rubbish was being recycled.

### ***Strategic Objectives***

<b>Objective E1:</b>	<b>Establish a safe, accessible and attractive transport network prioritising walking, cycling, and public transport.</b>
<b>Objective E2:</b>	<b>Improve local street and environmental cleanliness (BV199).</b>
<b>Objective E3:</b>	<b>Improve environmental quality in Town Centres, around transport hubs, on estates and along transport corridors.</b>
<b>Objective E4:</b>	<b>Promote and encourage good quality urban design.</b>
<b>Objective E5:</b>	<b>Extend the range of recycling facilities.</b>
<b>Objective E6:</b>	<b>Protect and enhance open and green space.</b>
<b>Objective E7:</b>	<b>Improve the condition of highways and footways.</b>

### ***Short Term Priorities***

<b>Action:</b>	<b>Introduce new cleansing service.</b>
<b>Action:</b>	<b>Introduce additional and improved roadside arrangements for recycling.</b>
<b>Action:</b>	<b>Commence street lighting replacement programme.</b>

**Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS**

## **Making Safer Communities**

### ***We will reduce crime and the fear of crime.***

Crime in Lambeth is falling. Increased policing and concerted action by the Council, voluntary agencies and local communities have begun to make a difference. There is now a clear and sustained downward trend in street crime, burglaries, drug offences and motor vehicle crimes.

But crime remains high. The intensity of action and effort needs to be sustained.

Reducing crime and the fear of crime is a critical factor in transforming the quality of life and well being of our residents. Crime affects everyone, determining how people view their homes and neighbourhoods and affecting the choices made in daily life. Crime has stigmatised Lambeth, effecting our outside reputation and limiting our potential to attract investment and take advantage of the opportunities of the borough's central London location.

Domestic violence in Lambeth is shockingly high. In 2002-03 there were 4,184 domestic violence offences, six of which were murders. In 2003-04 there have been 3,372 offences.

Equally shocking, women suffer on average 35 incidents of domestic violence before going to the police. Reducing domestic violence means enabling and encouraging victims to come forward. We need to increase the rate of reporting, using awareness campaigns, education, information and prevention measures.

Burglary and Street Crime are still high. In this year there have been 2,818 burglaries and 3,305 incidents of Street Crime. Good partnership working has already had an impact in reducing these figures but we are clear that reducing these crimes needs to be a key objective of this Strategy.

Lambeth is unique and diverse – and we do not accept racist or homophobic crime. We will reduce hate crime through increased reporting and preventative partnership working. Victims of these crimes frequently believe that nothing can or will be done and we need to work hard to change this perception.

We have had notable success against crack cocaine in the borough, but this momentum must be maintained to keep it off our streets. The council's housing and legal teams will support police and other agencies in the campaign against crack.

Transport hubs in Lambeth are crime 'hot spots'. Of all the people arrested by local police and referred on for drug related issues, half come from outside Lambeth. There is a perception that Lambeth is a place to buy drugs. We must reduce the drugs market, improve the environment around transport hubs, improve the treatment services available – and work to change the image of the borough.

On our housing estates we need to work together to reduce crime, antisocial behaviour and environmental degradation. The Safer Estates Task Force, launched in November 2003, shows how effective joint working can be when agencies act together, providing resources concentrating on reducing crime and the fear of crime on our housing estates.

Unfortunately, young people are disproportionately represented as both victims and perpetrators of crime in Lambeth. Drugs, violence and theft are the main offences. We must reduce young people's involvement in crime through Improved educational attainment, support for the most vulnerable young people and increasing out of school hours activities. For example, summer and half term youth activities in 2003 reduced street crime in Lambeth by 20% on the same period in 2002 when these activities were not available.

Over the next 10 years all the partners involved in Lambeth’s Community Strategy, including local residents, will work together to reduce crime. We know that success will come from a number of approaches.

- Using our excellent data, so we know where and when crimes are committed and where the ‘hot spots’ are;
- Using problem-solving approaches with agencies and working together to improve environments that encourage crime;
- Taking appropriate measures to tackle anti-social behaviour and resolve the many issues that can result in crime;
- Promoting Warden schemes and more visible policing to provide greater confidence and community collaboration;
- Co-operating closely with agencies to target work on reducing particular crimes, such as closing crack houses;
- Encouraging collective responsibility to improve the local quality of life.

### ***Strategic Objectives***

- |                       |   |
|-----------------------|---|
| <b>Objective CS1:</b> | <b>Reduce crime in the borough.</b>   |
| <b>Objective CS2:</b> | <b>Reduce incidents of domestic violence through the increase of reporting and partnership working.</b> |
| <b>Objective CS3:</b> | <b>Reduce incidents of hate crime.</b>  |
| <b>Objective CS4:</b> | <b>Successfully close down crack houses.</b>  |
| <b>Objective CS5:</b> | <b>Reduce crime in crime hotspot areas at transport hubs and on estates.</b>                            |
| <b>Objective CS6:</b> | <b>Reduce anti-social behaviour.</b>  |
| <b>Objective CS7:</b> | <b>Increase the number of substance users accessing treatment.</b>                                      |

### ***Short Term Priorities***

- |                |  |
|----------------|--|
| <b>Action:</b> | <b>Deliver additional warden and park ranger schemes.</b>  |
| <b>Action:</b> | <b>Increase the means of reporting and responding to racial and domestic violence incidents.</b> |
| <b>Action:</b> | <b>Close down crack houses</b>   |

**Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS**

## **Investing in Children and Young People**

***We will enable children and young people to enjoy life and achieve a successful progression to adulthood. We will enable children and young people to value learning as a route to their health, well-being, prosperity and future potential.***

Lambeth is young. There are over 57,000 children and young people in the borough and this number is expected to rise to over 62,000 by 2006. The children and young people of Lambeth are our most valuable asset – not just for their potential but also for the energy, enthusiasm and vision they bring to the borough.

The progression from home to childcare, early years learning and into school provides many opportunities for children. Lambeth schools are vibrant and exciting places. Over 150 different languages are spoken. The school age population is even more diverse than the borough, with 80% of school children and young people from black and ethnic minority communities. However schools need to address the issues their pupils arrive with – issues often shaped by deprivation and poor physical and social environments. One in four Lambeth pupils have special educational needs. The same number has poor levels of literacy and numeracy. Four out of 10 pupils are eligible for free school meals.

The longer a child or young person stays in school the better they will do in life. But with many pupils moving in and out of the borough achievement can be significantly affected. Further, the achievement of children with English as a second language initially is much lower than children with English as a first language

It's crucial we provide enough facilities and places for children: We aim to create 591 new childcare places by 2006. By 2010 our services will reach 8,840 under fives.

The creation of a network of Children's Centres will help ensure every child gets the best start in life. It will ensure there are better opportunities for parents, that there is affordable and good quality childcare and as a result, stronger and safer communities. Positive experiences at home, in childcare and in early education, as well as health and family support, make a real difference to the life chances of every child.

Lambeth schools will continue to focus on underachieving groups. We must ensure standards are improved for all groups and that increasing numbers are included in the raised standards. A drop in achievement, attendance and behaviour often marks the transition between primary and secondary school, so we must continue to find ways of making this transition easier.

Around one in five 16-18 year olds are not in education, employment or training. We need to ensure there is more focus on this group. The work of Connexions, the Youth Service and a range of community and voluntary organisations is vital to encourage and guide young people. Currently, 70% of Lambeth pupils over the age of 16 stay on in education. Nationally this figure is 75% and we plan to improve our performance to above the national average.

We also need to develop a curriculum for those who may not be receiving their full educational entitlement due to mobility, exclusion or other factors. This 'virtual' curriculum, or school-outside-school, could help to fill an important gap.

In the face of these challenges Lambeth's schools continue to improve. New developments will continue this improvement, with more places at the secondary school level and new facilities at St.Martin's in the Fields in Tulse Hill, Dunraven in Streatham, at the new Academy in Clapham and the new Lillian Baylis on Kennington Lane.

New developments in schools are ensuring that the facilities that schools have to offer are extended beyond the school day to the benefit of pupils and the wider community. This will create a learning culture in our neighbourhoods and will ensure that schools are the hubs at the heart of strong and sustainable communities.

We are committed to setting up a Children and Young People’s Strategic Partnership to oversee the delivery of quality services. The Partnership will focus on vulnerable children and young people – those in care, in the youth justice system or excluded from school; or who are disabled or have learning difficulties. It will also co-ordinate services for children and young people across the borough.

We want two things to happen for our children and young people. Firstly, that the experience of growing up in Lambeth is a positive one, enjoyed, celebrated and lived to the full. Secondly, that children and young people grow into educated, employed, secure and healthy adults. It’s a challenge that we have set a number of objectives to meet.

<b><i>Strategic Objectives</i></b>	
<b>Objective C7YP1:</b>	<b>Establish 10 Children’s Centre networks</b>
<b>Objective C&amp;YP2:</b>	<b>Increase educational attainment across all schools particularly targeting the attainment gap of underachieving pupils including Caribbean, Portuguese, bi-lingual and newly arrived.</b>
<b>Objective C&amp;YP3:</b>	<b>Provide enough good quality school places for all children who want places in the borough.</b>
<b>Objective C7YP 4:</b>	<b>Increase the number of pupils staying in education or moving into employment or training at age 16.</b>
<b>Objective C&amp;YP5:</b>	<b>Deliver integrated services to young people, particularly vulnerable young people.</b>
<b>Objective C&amp;YP6:</b>	<b>Increase the use of libraries by children and young people.</b>
<b>Objective C&amp;YP7:</b>	<b>Create more opportunities for young people in out of school education.</b>
<b>Objective C7YP8:</b>	<b>Reduce teenage pregnancy.</b>

<b><i>Short Term Priorities</i></b>	
<b>Action:</b>	<b>More children achieving better results.</b>
<b>Action:</b>	<b>Build new secondary schools.</b>
<b>Action:</b>	<b>Increase the range of out of school services for young people.</b>

**Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS**

## Supporting Healthy Citizens

***We will improve the health and well being of Lambeth residents and reduce health inequalities.***

Lambeth is the capital of London's health service. World-class hospitals and a Primary Care Trust delivering quality services for residents are our strengths.

But many factors affect the health of local people.

Life expectancy for men is 73 years and for women, 80 years. The major causes of death in men under 75 are heart disease, stroke, injury and suicide. Rates of heart disease, cancer, diabetes and stroke are all above the national and London average, as are the figures for suicide. We have high rates of malaria and tuberculosis. More people smoke in Lambeth than anywhere else.

These high rates are seen across the borough, not just the most deprived wards. There are similar patterns for most causes of death and other measures of illness, with Lambeth residents having higher rates than the London average, which in turn is higher than England. These health inequalities illustrate the gap between the health of local people and the rest of the country. This is not surprising given that 19 of Lambeth's 22 wards are in the 20% most deprived in England and Wales.

The outside environment has a drastic effect on the quality of people's lives. Crime, poor housing, lack of work and money and poor nutrition can all reduce the health of our residents. Low quality housing is often central to our residents' health, particularly if the problems are outside their control. High rents or mortgage payments can impact on health by reducing money for food, heating or normal social activities. Nuisance or noise from neighbours causes stress and can lead to social isolation. Lack of suitable accommodation can isolate people with disabilities and limit the independence of people with chronic health and social problems.

Work is usually good for a person's health – as long as their income is adequate and they have reasonable control over their work. Individual loss of work is a stressful event. It increases the risk of health problems for our residents, partly through the impact on income and partly through the loss of peer support and status. The work environment can promote individual health by providing a healthy environment, supporting access to sport and leisure facilities, promoting healthy behaviour through smoking and alcohol and drug policies and through access to advice services.

Good community networks, involvement with local groups and organisations and a supportive social environment all contribute to better health and well being: places where people can meet, associate and organise are vital. But places accessible to local communities, such as schools and private facilities, are often closed to the public. We plan to set up community use agreements providing a programme of activities at a local level, targeted at specific needs and potentially delivered by local people.

Schools can be a major influence on health, both through education programmes and the influence of the school community. We plan to expand existing local initiatives, such as the Healthy Schools programme, free fruit in schools, safe routes to schools and 'walking buses'.

We look at solving the problems of housing, environment and employment elsewhere in this strategy. We recognise they are central to improving the health of our residents and reducing health inequalities.

Closer working between agencies can produce many benefits for our residents' health. Research has shown the economic cost of inactive lifestyles – lack of

exercise can lead to serious health problems such as obesity, heart disease and diabetes. Government research has highlighted the economic costs of inactive lifestyles. For example, Sport England found that only 32% of the population undertakes moderate physical activity, about five 30 minute sessions each week. The resulting cost of this inactivity is obesity, coronary heart disease, diabetes and a range of other health problems.

Gardening, DIY and walking are the most popular leisure activities. In Lambeth there is 115,000 square metres of allotments – 81,000 of these in Thurlow Park. The community groups that have organised themselves within their allotments are seeking to develop links with schools to promote healthy living and eating initiatives.

### ***Strategic Objectives***

- Objective Health1: Work in partnership to tackle local health issues and assess the health outcomes of policies.**
- Objective Health2: Develop a programme for the delivery of health and health related services including prevention, targeting areas where residents' health is poor.**
- Objective Health3: Improve access to high quality primary care.**
- Objective Health4: Reduce sexually transmitted diseases.**

### ***Short Term Priorities***

- Action: New health centres.**
- Action: More preventative services.**
- Action: Reduce incidence of Sexually Transmitted Diseases**

**Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS**

## **Building Better Homes**

***We want to increase the supply of affordable housing in Lambeth and improve the quality of existing homes.***

We have the fifth-highest population density in the country and we continue to grow. The Mayor of London's target for new homes in Lambeth over the next 15 years is 29,000 – we think this is unrealistic and have set a target of 15,000 new homes to be built, half of which are to be affordable.

At the moment one in four council houses don't meet the Government's Decent Homes standard. At current costs it would take an estimated £265 million to bring all these properties up to standard.

In Lambeth over the last decade there have been many changes in the population of the borough and the numbers of people owning or renting their homes. There is a wide range of housing from large Victorian and Georgian properties in Kennington to small workers' cottages in Clapham, larger family homes in Streatham and one bedroom flats on large housing estates. A lot of homes have been converted to flats, increasing population density in areas like Brixton, Clapham, Norwood and Streatham.

As the demand for homes increase, so does the price. The facts illustrate the challenges we are facing to provide a home for everyone who wants one:

- At the start of 2003 the average house price was £233,000.
- Property prices are rising faster in Lambeth than in any other borough in London.
- In Kennington, the rent on a three-bedroom home has risen by 103% in the last five years.

People coming into the borough to buy or rent often have high incomes, while local people on lower incomes are effectively being priced out of the housing market. If they have the means and the choice, they are moving to cheaper areas south of the borough.

These supply issues, coupled with the impact of 'right to buy' has led to a reduction in available affordable housing, particularly in the north of the borough. There are now over 24,000 people on Lambeth's housing waiting list and nearly half of the people on the homeless register have children.

A quarter of the Council's housing stock doesn't meet the Government's Decent Homes Standard. One in ten homes in the private rental sector are considered unfit for living in. This low standard of housing affects people's health, their ability to work and study and their quality of life.

People living in areas where there are large concentrations of social housing – for example in the Coldharbour and Princes wards – are more likely to have long term limiting illness, be victims of crime, underachieve at school and to be long-term unemployed. Residents from Black Caribbean and Black African communities are worst affected, with 68% of Black Caribbean and 71% of Black African residents living in Council or other social housing properties.

We know we have a long way to go to improve our existing housing. Providing better quality homes is central to improving opportunities for our residents.

**Strategic Objectives**

- Objective H1:** Optimise the supply of affordable housing by 500 homes a year consistent with the application of Unitary Development Plan (UDP) policies.
- Objective H2:** Facilitate high-density development in accessible and central locations consistent with the application of UDP policies.
- Objective H3:** Achieve the decent homes standard for all our properties by 2010.
- Objective H4:** Bring back into use residential space above commercial premises around transport hubs and in Town Centres.
- Objective H5:** Promote good quality design and environmental sustainability in new housing developments.

**Short Term Priorities**

- Action:** More affordable homes
- Action:** Improve Council housing
- Action:** Tackle quality of life issues on estates

***Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS***

## **Encouraging Enterprise, Employment and Culture**

***We will create a place where businesses and individuals achieve their full economic potential.***

Lambeth is a key part of the expanding central London economy. We have an opportunity to secure significant local economic and social benefit over the next ten years.

There are wide disparities, both economic and social, between our residents. Research shows that some of Lambeth's poorest residents live close to the most highly qualified and well paid people in the capital.

For Lambeth, the challenges and opportunities for our economic growth and sustainability will be to compete as part of the London economy and sustain the level of local employment in newly emerging growth sectors - cultural and creative industries and the service sector. Economic deprivation in some areas of the borough requires targeted initiatives to break the cycle of chronic social and economic disadvantage.

As in many other parts of London, there is immense pressure for us to meet the growing need for housing caused by population and demographic changes and the expanding London economy. Our challenge in local economic development is to balance housing priorities with the need for business retention and employment growth. New employment and job expansion may need to be via premises renewal and selective higher-density and mixed uses.

Between 1998 and 2001, jobs in Lambeth grew at the rate of 2.8% per year, compared with 2.2% a year across London and 1.5% a year for Britain. But this growth in jobs has not benefited many of Lambeth's poorer and lower skilled residents. Nearly half the jobs in the borough are in North Lambeth, with the majority of these filled by in-commuters. The next highest proportion of jobs, around one in five, is in Brixton.

Five of Lambeth's wards were in the top 10% of employment deprived wards in England and Wales – Coldharbour, Vassall, St Martin's, Tulse Hill and Prince's.

Eight out of Lambeth's 22 wards account for almost half the unemployment, mainly around Brixton and Streatham. New Deal and 'back to work' initiatives have benefited eligible groups – particularly young people – but other unemployed residents have fared less well.

In 2000 Lambeth was the 17th most employment-deprived borough in England and Wales, with unemployment rates higher than inner London in 2002-2003 – 8.4% compared to the London average of 7%. Long-term unemployment is a growing problem with Lambeth having the highest rates in the capital. There are over 4,500 long-term unemployed in the borough, nearly half of all unemployment benefit claimants. If we take broader International Labour Organisation definition, total unemployment in Lambeth could be as high as 17,000.

Low income and unemployment are clear indicators of deprivation. One in five households in Lambeth have a gross income of less than £10,000 a year. By contrast, almost another fifth have gross incomes of over £50,000 pa.

Lambeth has 9,200 businesses, 8,000 of which employ 10 employees or less. Town centres such as Brixton and Streatham have a wide range of minority ethnic-owned businesses. The local economy is expanding in the service sectors, notably in shopping, leisure and the night-time economy. Public sector employment, the second

highest employment sector in Lambeth, has been diversifying through new forms of public service delivery.

The challenge for the future is to maximise opportunities for economic growth, particularly in the CCI sector and support local people into jobs.

***Strategic Objectives***

- Objective EEC1: Use the development process to facilitate economic growth and local employment.**
- Objective EEC2: Reduce financial exclusion.**
- Objective EEC3: Reduce long term unemployment.**
- Objective EEC4: Maximise the potential employment opportunities for local people amongst partner agencies.**
- Objective EEC5: Maximise potential of the Cultural and Creative Industries.**
- Objective EEC6: Strengthen the business support infrastructure.**

***Short Term Priorities***

- Action: Develop Lambeth Credit Union.**
- Action: Pilot Employment Task Force on estates.**
- Action: Improve support to small businesses.**

**Working for the future – CASE STUDY TO BE PROVIDED BY PARTNERS**

## **Area Sections**

**North Lambeth**

**Clapham and Stockwell**

**Brixton**

**Norwood**

**Streatham**

## North Lambeth

### *[strapline]*

North Lambeth is home to icons such as the London Eye, Royal Festival Hall, the BFI, Hayward Gallery, County Hall, and the Oval Cricket Ground. But at least half the households in the borough's four wards have an income below £20,000 a year and 70% of homes in Vassall ward are deprived or seriously deprived. The area has the lowest rate of car ownership in Lambeth and nearly half the homes in Princes ward are rented from the council.

It contains Britain's rail link to mainland Europe – Waterloo – but is also dominated by major stations and interchanges, with railway barriers and busy roads dividing communities and causing congestion and pollution. Estates such as Ethelred and Myatts Field need significant regeneration work. While there is a world-class sports ground at the Oval there are no public sports facilities in Bishops, Princes or Oval.

Because of North Lambeth's unique location and tourist attractions, there are more policies on land use than anywhere else in Lambeth and a pressing need to balance the requirements of local residents and the demands of developers.

There are three distinct areas in North Lambeth – Waterloo, Vassall and the Kennington, Oval and Vauxhall area.

As well as major historic and architectural landmarks, Waterloo has a substantial residential community, both in recent private developments and in longstanding social housing estates. There have been numerous regeneration efforts over the past 10 years, supported by the government. The public realm has gradually been transformed, bringing many run-down sites close to the river back into use. Regeneration is now entering a second phase. The most difficult and challenging sites, such as the redevelopment of the Southbank Centre, are coming forward.

An expansion in public transport capacity will be needed to support new developments and increasing capacity to an acceptable level may take a number of years. Waterloo Station is considered to be reaching capacity, as is the Tube Station. Some measures depend on the remodelling of Waterloo Station, but in the short term we can improve bus capacity and the main pedestrian routes.

Vassall ward is the second-most deprived in Lambeth. More than half the households in the area have an income less than £20,000. Unemployment is around 7%, above the Lambeth average. There are also a high number of single parent households, at 15% again above the average for the borough.

Vassall suffers from a severe lack of childcare provision and a lack of healthcare facilities. Levels of cancer and stroke-related death are the highest in Lambeth and there are not enough GPs for the area. There are high rates of drug offences and vehicle crimes as well as a poor quality environment, with graffiti, dumped cars and rubbish. It has a high rate of teenage pregnancies. It has a high density of social housing and a large quantity of poor quality housing such as that on the Myatts Field North Estate.

A railway viaduct and the Albert Embankment divide Vauxhall, effectively cutting off the riverside from the residential areas. It means much of Vauxhall is a place people pass through rather than visit. Vauxhall Cross is particularly intimidating for pedestrians and a key challenge will be linking the river to the community. Lambeth has been pursuing ambitious proposals to transform Vauxhall Cross for a number of years.

Away from the railway the area many areas have large social housing estates, with severe problems of deprivation and social exclusion. However much of Vauxhall also has interesting arts and community projects and places of significant employment.

Kennington Cross is expanding as a specialist restaurant area and has a strong local interest in keeping the area's identity. There are significant challenges from traffic engineering work related to congestion charging.

The Oval area is dominated by the Oval Cricket Ground, which has plans to redevelop its northern spectator stand. Oval has a number of significant development sites north of the cricket ground. The adjoining Oval Neighbourhood housing estate has prepared a neighbourhood plan for the regeneration of the area, which we fully support.

### **Opportunities**

Promoting the creative and cultural industries around Festival Hall and the South Bank complex by supporting smaller businesses and clusters of projects offers substantial opportunities, including the creation of a Cinema Museum. Vacant railway arches in the area also have the potential to be converted for small businesses.

There are significant employment opportunities around St Thomas' hospital and the redevelopment of the Lower Marsh Market. London South Central has potential for expanding business and residential communities. New developments can draw upon Section 106 money to fund community improvements. Coin Street initiatives including a pool and cinema will be built in the area.

Unused assets could be returned to use for community benefit – such as the Beaufoy Centre. We also need to work to protect existing green spaces in the area, such as Jubilee Gardens near the London Eye.

### **Strategic Objectives**

- |                          |  |
|--------------------------|--|
| <b>Objective North1:</b> | <b>Reduce deprivation on estates.</b>  |
| <b>Objective North2:</b> | <b>Protect the interests of local residents and businesses and optimise the opportunities of the area's central London location.</b> |
| <b>Objective North3:</b> | <b>Improve the quality and availability of local leisure and community facilities.</b>   |
| <b>Objective North4:</b> | <b>Co-ordinate delivery of borough-wide objectives at a local level.</b>   |

## Clapham and Stockwell

### **[strapline]**

Stockwell is where many immigrants and refugees settle and has large areas of public housing. Clapham benefits from links to the City and central London job markets, has high property prices but also has housing estates along Wandsworth Road and Clapham Park.

Stockwell is the third -most deprived ward in the borough while Clapham Common is one of the most affluent. Over 65,000 people live in the area, with marked differences in opportunity and income between them. Stockwell has 72% of households classified as deprived or severely deprived. More than half the residents of Stockwell and Thornton have incomes below £20,000 a year, while in Clapham Common nearly one in five residents earns more than £60,000. Resolving the high levels of inequality faced by residents is a major challenge.

Stockwell has a large Portuguese community and the area is becoming even more diverse with the arrival of many new Black African residents. Many BME self-help groups provide support and assistance to the local communities, especially to refugees and asylum seekers from East Africa. These groups work well within the area, conducting outreach and awareness-raising programmes as well as successful community festivals and events.

Large public housing estates were built in Stockwell before and after the Second World War – these estates have benefited from investment, there is a continuing need to support local people develop community services, employment and enterprise initiatives and environmental projects.

Stockwell borders Vauxhall and East Battersea – areas that feature prominently in the Mayor's Plan for London as areas of development opportunity for increased density of housing.

Clapham is popular but expensive – the average cost of a two-bedroom flat in the area is now over £230,000. For many people this is simply too expensive to ever afford. The main shopping and entertainment areas of Clapham are popular and well served. Bars, restaurants and gay venues dominate Clapham High Street's night time and evening economy.

But this vibrancy hides the situation faced by many people. There is a distinct lack of choice for people who cannot benefit from the more expensive facilities and amenities because of low incomes.

Clapham has good bus, tube and rail links. But crime remains a problem around stations and transport hubs. Investment is needed to improve these areas and their physical environment – less than half the households in the area own a car.

There are also few facilities for children and young people. Quality childcare places are lacking. However primary schools are all of high standards and Stockwell Park Secondary is now one of the fastest improving schools in the country. A new City Academy is due to open in 2005.

There are many groups working together in the area demonstrating the extent of local activism. For example the Clapham Park New Deal for Communities (NDC) is community-led and has a 10-year programme setting out objectives to transform the area. Over 7,300 people live in Clapham Park, with more than a third from black and minority ethnic communities. Currently the population is highly transient with high turnover rates for tenants in council homes. Local people are keen to see this change and the NDC funding will substantially improve opportunities for people in Clapham

Park and neighbouring areas. Other groups include West Stockwell Health and Community Centre, ‘Friends’ groups working with libraries and parks and the important network of Community Partnerships in Clapham, Stockwell and Clapham Park.

### **Opportunities**

There are significant opportunities across Clapham and Stockwell for developing and improving the area. Clapham Common would benefit from improved recreational facilities, as well as an agreed strategy for public events.

There is an existing network of local partnerships who can help deliver change in specific areas, such as Stockwell. We can also draw upon the network of groups in Stockwell to support delivery within BME communities – for example, there are local churches, the Stockwell Green mosque and local youth groups.

The Stockwell Urban II programme will sustain regeneration and improve prospects for people in the area. The extension of the Cross River Transit to Stockwell would bring huge benefits and we will continue to campaign for its extension.

### **Strategic Objectives**

- |                            |   |
|----------------------------|---|
| <b>Objective C&amp;S1:</b> | <b>Develop projects that meet the needs of Africans, refugees, asylum seekers and young people.</b>               |
| <b>Objective C&amp;S2:</b> | <b>Reduce deprivation on estates.</b>   |
| <b>Objective C&amp;S3:</b> | <b>Support and further develop the work of existing partnerships, with a focus on Clapham Park and Stockwell.</b> |
| <b>Objective C&amp;S4</b>  | <b>Co-ordinate the delivery of borough-wide objectives at a local level.</b>                                      |

## **Brixton**

### ***[strapline]***

Over 27,000 people use Brixton tube station each day. More than 200 buses travel through the town centre every hour. People come to work, to shop at the Electric Avenue, Market Row and Granville Arcade markets and to visit some of the many entertainment venues, cafes, bars and restaurants. Brixton is the centre of Black media and culture and is home to one of the largest collections of Black archive material in the country.

Stereotypes still persist – but Brixton is changing. Crime is down by a third since 2002. Cultural and creative industries in the area generate over £150 million and employ over 3,000 people. Significant funding for regeneration in the 90's led to new businesses such as nightclubs, bars and restaurants which in turn attracted younger residents.

Brixton is a young place. One in five residents are under the age of 16. A quarter of Lambeth's population lives in Brixton.

The area includes Coldharbour ward, one of the 10 most deprived wards in England and Wales. Coldharbour has the highest population and most number of households. It has always been the area where people from other countries have settled, with over half the current population from black and minority ethnic communities. Nearly half the homes in the ward are council rented properties and over 60% of households are deprived. It's a challenging area, but an area with potential. Coldharbour has many opportunities for regeneration based on the creative and cultural industries and the development of the new City Academy.

Brixton has significant deprivation in all its wards. As well as Coldharbour, there is a high number of overcrowded council homes in Tulse Hill and Ferndale. Brixton has the highest number of unemployed single-parent families in Brixton Hill, Coldharbour and Tulse Hill.

But of all the borough-wide themes, in Brixton, community safety is the most important.

Fear of crime is the area's biggest problem. Street crime around Brixton tube and railway stations is the highest of any transport interchange in Lambeth and nearly half the drug offences in the borough are committed in Brixton. This in turn encourages related crime such as robbery, vehicle crime, burglary and prostitution.

Brixton is a major transport interchange. Three overland train stations and the tube station provide easy access to London Bridge and Victoria. The A23 runs through the town centre and around this main road are three quite distinct areas:

- Open, residential areas to the north and south
- The retail centre between these open areas
- Small independent shops, railway arches and market arcades to the east

Brixton has a lot of potential for redevelopment and preservation as a niche retail centre. Instead of trying to compete with larger centres, consultation with local businesses and residents has emphasised the unique nature of Brixton.

### ***Opportunities***

There are many opportunities in Brixton. The area's niche retail market can be expanded and the creative and cultural industries encouraged. There is a lot of redevelopment potential east of Atlantic Road and the nearby railway arches –

especially as spaces for the creative and cultural industries. In 2011 the Cross River Transit will terminate in Brixton, further improving transport access to the town centre. A proposed new City Academy could provide up to 900 more secondary school places, easing the strain on existing schools in the area.

In addition the area hosts a number of partnerships and voluntary organisations that continue to play an active part in the regeneration of the area.

***Strategic Objectives***

- |                      |   |
|----------------------|---|
| <b>Objective B1:</b> | <b>Reduce deprivation on estates.</b>   |
| <b>Objective B2:</b> | <b>Develop and promote cultural and creative industries.</b>  |
| <b>Objective B3:</b> | <b>Optimise redevelopment opportunities in Brixton to reinforce its unique role as a key retail centre.</b> |
| <b>Objective B4:</b> | <b>Co-ordinate delivery of borough-wide objectives at a local level.</b>                                    |

## **Norwood**

### ***[strapline]***

The area's three wards contain one of the poorest in the Borough – Gipsy Hill – and one of the wealthiest – Thurlow Park. Norwood has the largest concentrations of industrial land in the borough yet is seen as a mostly residential area. It is an area under pressure for regeneration of its industrial base yet there is equal pressure to build more affordable housing. The area also includes two conservation zones, Gipsy Hill and Chatsworth. The Norwood area borders five other boroughs and so is in a strategically important position. The intersection with Crystal Palace is significant because of its restaurants, facilities and development potential.

Despite pressures on land use from commercial and housing needs, Norwood has two outstanding open spaces – Norwood Park and West Norwood Cemetery. The cemetery is one of London's magnificent seven Victorian gothic cemeteries and remains a valuable local asset, both in terms of historical legacy and the wildlife species and habitats it contains.

Thurlow Park is the least diverse ward in Lambeth, yet Knights Hill and Gipsy Hill are as diverse as any ward in Lambeth. Despite the relative affluence of some of the area, the southern borders on Norwood have a large concentration of social housing – Knights Hill has a high proportion of lone parent households in social housing. There is also a large proportion of people aged over 60, many with long term limiting illness across the Norwood area..

Isolation affects the area in a number of ways. Norwood has the second highest number of pension households in the borough, but Norwood's older residents feel cut off by the limited number of community facilities and opportunities to meet and socialise.

The area around Tulse Hill train station is a major transport hub, with the station bringing residents from across Streatham, Tulse Hill and West Norwood to work in central London. The sheer volume of people commuting out of the borough using Tulse Hill, West Norwood and Gipsy Hill stations into major employment destinations explains why transport issues are so keenly debated.

Many residents, both young and old cite the lack of youth centres and facilities for young people generally. There is also an under provision of secondary school places with only two schools, both for girls, in the area.

Local people believe Norwood needs more energy and investment channelled into some of its neighbourhoods for fear of these neighbourhoods experiencing further decline and deprivation.

### ***Opportunities***

Developing and implementing a strategy for the West Norwood Industrial Area would help existing businesses, attract new business, provide an enhanced environment and give a much-needed boost to the local Norwood economy.

Libraries are key community hubs, reaching varied sections of the community. What is on offer could be improved, bringing in a variety of services and ensuring the libraries are places promoting community involvement, self-help and a range of activities. Bringing the Old Library back into use provides many opportunities for increased facilities for young people and community involvement. The refurbished Upper Norwood Library can be expanded to provide more services and improved community access.

The new children’s centre and secondary school will become a community hub providing a range of services for people from across Norwood.

Outdoor leisure and sporting facilities need improvement through developing local parks and sites such as Rosendale Playing Field, St Luke’s Memorial Gardens and vacant land on Vale Street.

Around West Norwood, Tulse Hill and Gipsy Hill stations there is a need to improve the physical environment and community safety – there are also opportunities for the local economy to benefit from the flow of passengers through the stations.

Retail parades on housing estates are extremely valuable, especially for older, more isolated members of the community. By expanding these commercial units, small community businesses could be created and local community and voluntary organisations could make use of shop fronts.

**Strategic Objectives**

- |                        |  |
|------------------------|--|
| <b>Objective Nor1:</b> | <b>Regenerate the industrial and commercial area in West Norwood.</b>      |
| <b>Objective Nor2:</b> | <b>Increase parking facilities in West Norwood District shopping area.</b> |
| <b>Objective Nor3:</b> | <b>Reduce deprivation and isolation on estates.</b>                        |
| <b>Objective Nor4:</b> | <b>Co-ordinate delivery of borough-wide objectives at a local level.</b>   |

## **Streatham**

### ***[strapline]***

Streatham is one of the two major shopping areas in Lambeth and has over 300 shops along the length of Streatham High Road. There are also nightclubs, many restaurants and bars as well as a large cinema and bowling alley. The area still has the only ice rink in South London, which is one of only two Olympic sized rinks in the capital. Local efforts helped ensure the ice rink was saved when bought by a developer and work continues to develop modern sporting facilities

Many of the shops along the High Road are locally owned and independent. Although the shopping area has suffered as a result of the development of modern shopping areas in nearby areas, the number of vacant shops is falling. But the two-kilometre length of the High Road and the lack of parking provide real challenges to its development potential. A new road layout will soon be in place with priority for buses, cyclists and pedestrians. The improvements will help encourage residents to make better use of local shops.

In the last ten years Streatham had the highest rise in population of any town centre area. All of Streatham's wards have had population increases of over 11% with Streatham South increasing by over 21%. Over 16% of the population in Streatham South are Asian or British Asian, above the borough average of 4.6%. The original shopping area known as the 'Dip' has many Somali businesses and is a focal point for the local Somali community.

Streatham is quite affluent compared to the rest of Lambeth with the highest proportion of households not suffering from any form of deprivation. There remain pockets of deprivation in some areas – over one in five people between the age of 16 and 24 in Streatham South are unemployed.

While a range of housing exists in Streatham there is still pressure for increased density. Street properties range from very grand to small, ideal 'first homes' such as in Streatham Vale, but many of the larger houses have been converted to flats – often six or more in one house – bedsits and hostels.

There are few, if any significant development sites other than that between Streatham station and the Bus Garage. There is considerable pressure to build more housing and local people are concerned about loss of office space, as this would result in fewer people in the area to contribute to the daytime economy.

### ***Opportunities***

Despite the issues of congestion caused by through traffic and the loss of some major retailers, Streatham High Road remains central to Streatham and its major area of opportunity.

There are clear opportunities in managing the High Road to ensure competitive advantage over other nearby retail destinations. Furthermore there are opportunities to use the substantial floor space above commercial units.

Streatham Hub can bring a number of significant benefits to Streatham – improved transport, enhancement of conservation areas, development of housing and the creation of regional and local leisure facilities.

Lambeth Primary Care Trust is developing new plans for delivering primary care and public health services. There has been recognition of the need for more capital improvements and most of these schemes will be implemented through the Local

Investment Finance Trust (LIFT) programme. The Council has agreed to be a Level Two partner in the LIFT Company.

The growth of new communities in the area and the need to develop stronger community cohesion offers both challenges and opportunities. Much of the population growth is made up of young people and the lack of facilities is a further challenge.

Community, voluntary and faith groups can become increasingly involved in both planning and delivery of services. This would build on the work already happening in the area and promote new partnerships between these groups and public sector agencies. There is also an opportunity to link this objective to the enthusiasm and expertise of the growing arts community.

**Strategic Objectives**

- |                      |   |
|----------------------|---|
| <b>Objective S1:</b> | <b>Target business development improvements to maximise retail and leisure opportunities.</b> |
| <b>Objective S2:</b> | <b>Reduce deprivation and isolation on estates.</b>   |
| <b>Objective S3:</b> | <b>Improve youth and community facilities and support.</b>                                    |
| <b>Objective S4:</b> | <b>Coordinate delivery of borough-wide objectives at a local level.</b>                       |

# Appendix One – Action Plan

## Appendix One – Action Plan

Reference/ Source	Objective	Action	Accountable Lead Partner Other partners
<b>Delivering the Plan</b>			
D1	<p>Ensure that effective partnership and delivery arrangements are in place to deliver the Community Strategy.</p> <p><b>Measure</b></p> <p>Efficient and accountable partnerships take ownership of themes and objectives and deliver actions</p> <p><b>Baseline</b></p> <p>Some partnerships in place; others in need of review; others need creating</p> <p><b>Target</b></p> <p>All appropriate partnership arrangements and accountabilities in place in time for launch of Plan (July 04)</p>	<p>Year 1</p> <p>Conduct an independent review of current working arrangements</p> <p>Year 1</p> <p>Implement recommendations as agreed</p>	<p><b>LBL</b></p> <p>All partners</p>

## Appendix One – Action Plan

<p>D2</p>	<p>Develop a performance management framework and accountability for delivery of the Community Strategy.</p> <p><b>Measure</b></p> <p>The production and implementation of a performance management framework that measure the delivery of Objectives and actions.</p> <p><b>Baseline</b></p> <p>Plan with objectives and actions to be produced and agreed</p> <p><b>Target</b></p> <p>Performance management framework in place for the launch of the Strategy (July 04)</p>	<p>Year 1</p> <p>All baseline positions and targets identified</p>	<p><b>LBL</b></p> <p>All partners</p>
<p>D3</p>	<p>Maximise the physical opportunities for joint service delivery.</p> <p><b>Measure</b></p> <p>The number of service/community hubs involving more than one partner</p> <p><b>Baseline</b></p> <p><b>Target</b></p>	<p>Year 1</p> <p>Map current initiatives relating to buildings</p> <p>Year 2</p> <p>Agree joint service points</p>	<p><b>LBL</b></p> <p>All partners</p>

## Appendix One – Action Plan

D4	<p>Increase the delivery of services by electronic means.</p> <p><b>Measure</b></p> <p>% of services that could be delivered electronically that actually are</p> <p><b>Baseline</b></p> <p><b>Target</b></p>	<p>Year 2</p> <p>Deliver customer contact centre</p>	<p><b>LBL</b></p> <p>All partners</p>
D5	<p>Ensure inclusion and equality in the implementation of the Community Strategy.</p> <p><b>Measure</b></p> <p>The implementation of the Community Strategy is having a demonstrably positive impact in promoting inclusion and equality</p> <p><b>Baseline</b></p> <p>Plan yet to be agreed</p> <p><b>Target</b></p> <p>Inclusion and equalities audit tool developed by March 2005. Too introduced and used to measure actions from April 2006 onwards</p>	<p>Year 1 and ongoing</p> <p>Develop and implement an annual inclusion and equalities audit of the delivery of the Plan and the governance arrangements of the Partnership</p>	<p><b>LBL</b></p> <p>All partners</p>

## Appendix One – Action Plan

D6	<p>Involve users in the development and delivery of services.</p> <p><b>Measure</b></p> <p>Service providers can demonstrate the involvement of service users in the shaping and delivery of their services</p> <p><b>Baseline</b></p> <p>Some good practice but no consistency of approach</p> <p><b>Target</b></p> <p>By March 2005 there will be a Lambeth First User involvement Contract</p>	<p>Year 1</p> <p>Develop a Lambeth First User Involvement Contract</p>	<p><b>LBL</b></p> <p>All partners</p>
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## Appendix One – Action Plan

D7	<p>Promote collective action, self help and volunteering.</p> <p><b>Measure</b></p> <p>A modern and accessible voluntary sector resource centre</p> <p>A volunteer programme which supports collective action, self help and volunteering</p> <p><b>Baseline</b></p> <p>LVAC in poor and inaccessible premises</p> <p>No borough wide volunteer support programme</p> <p><b>Target</b></p> <p>By March 2006 there will be a new voluntary sector resource centre</p> <p>By March 2006 there will be a borough volunteer programme</p>	<p>Year 2</p> <p>Develop a Voluntary Sector Resource Centre</p> <p>Year 2</p> <p>Develop a Volunteer programme</p>	<p><b>LBL</b></p> <p>All partners</p>
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# Appendix One – Action Plan

<b>Creating and cleaner and greener environment</b> <i>We will create and maintain well designed, safe, clean and accessible public realm. We will promote a high quality, integrated public transport network.</i>			
E1 Unitary Develop. Plan 2005-2020	Establish a safe, accessible and attractive transport network prioritising walking, cycling and public transport. <b>Measure</b> Frequency and reliability of public transport Number of RTAs involving pedestrians and cyclists <b>Baseline</b> Establish in year 1 <b>Target</b> Establish in year 1	Year 1 Include the improvement of transport networks in the Borough Spending Plan 2005/06.	<b>LBL Environment</b> TfL Transport lobby groups

## Appendix One – Action Plan

<p>E2 BV(199)</p>	<p>Improve local street and environmental cleanliness.</p> <p><b>Measure</b></p> <p>Proportion of streets and open spaces cleaned to an acceptable standard</p> <p><b>Baseline</b></p> <p>Establish in year 1</p> <p><b>Target</b></p> <p>Establish in year 1</p>	<p>Year 1</p> <p>Introduce new cleansing service.</p> <p>Establish partnerships to improve the public domain.</p> <p>Develop enviro crime enforcement programme.</p> <p>Year 2</p> <p>Produce new service requirements in preparation for tendering service.</p> <p>Develop community based street cleansing lay inspection service.</p>	<p><b>LBL Environment</b></p> <p>Local forums</p> <p>LVAC</p> <p>CEN</p>
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## Appendix One – Action Plan

<p>E3 Community Renewal Strategy</p>	<p>Improve environmental quality in town centres, around transport hubs, on estates and along transport corridors.</p> <p><b>Measure</b></p> <p>Drop in the number of street drinkers</p> <p>Increase in the number of referrals of street drinkers to specialist support</p> <p>Decrease in % of sub standard lighting</p> <p><b>Baseline</b></p> <p>15</p> <p>..</p> <p>85% sub standard</p> <p><b>Target</b></p> <p>0 by 2007</p> <p>..</p> <p>70% by 2005, 50% by 2007</p>	<p>Year 1</p> <p>Contribute to the development of multi agency working in these areas.</p> <p>Explore the extension of Waterloo Street Drinking Control area boroughwide.</p> <p>Explore alternative methods of managing on street markets.</p> <p>Year 2</p> <p>Negotiate with new PFI contractor to prioritise street lighting programme in town centres.</p>	<p><b>LBL Community Renewal</b></p> <p>LBL Environment</p>
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## Appendix One – Action Plan

<p>E4 Unitary Develop. Plan 2005-2020</p>	<p>Promote and encourage good quality urban design. <b>Measure</b> As defined in Guidance <b>Baseline</b> Established in guidance <b>Target</b> Established in Guidance</p>	<p>Year 3 Produce Public Realm Supplementary Planning Guidance.</p>	<p><b>LBL Community Renewal</b> LBL Environment Regeneration Partnerships Civic Amenity Groups</p>
<p>E5 CPA Recovery Plan</p>	<p>Extend the range of recycling facilities. <b>Measure</b> % of total tonnage of household waste which has been recycled <b>Baseline</b> 14% in 2003/4 <b>Target</b> 17% by 04/05 21% by 05/06</p>	<p>Year 1 Introduce additional and improved roadside collection arrangements. Introduce Co mingled collection service to 80,000 properties. Explore additional waste minimisation initiatives. Continue the waste watch community education programme.</p> <p>Year 2 Extend estate based recycling services.</p> <p>Year 3 Increase recycling services in schools.</p>	<p><b>LBL Environment</b> LBL Housing LBL Education TRA's</p>

## Appendix One – Action Plan

<p>E6 Environ. Service Plan</p>	<p>Protect and enhance open and green spaces.</p> <p><b>Measure</b> Investment in upkeep of open and green spaces</p> <p><b>Baseline</b> To be established in Strategy</p> <p><b>Target</b> To be set in Strategy</p>	<p>Year 1 Develop the Parks and Open Spaces Strategy and Action Plan.</p> <p>Year 2 Develop Park Rangers Scheme</p>	<p><b>LBL Environment</b> LBL Community Renewal Friends of Parks Parks and Open Spaces Forum Local regeneration partnerships</p>
<p>E7 Public Service Agreement</p>	<p>Improve the condition of highways and footways.</p> <p><b>Measure</b> To be established</p> <p><b>Baseline</b></p> <p><b>Target</b></p>	<p>Year 1 Implement untaxed vehicle programme.</p> <p>Year 2 Prepare for “end of vehicle life” EU Directive.</p>	<p><b>LBL Environment</b> TfL Local regeneration partnerships ALG DVLA</p>

# Appendix One – Action Plan

<b>Making Safer Communities</b>			
<b><i>We will reduce crime and the fear of crime</i></b>			
<p>CS1 Community Safety Strategy/ Borough Policing Plan</p>	<p>Reduce crime in the borough.</p> <p><b>Measure</b> % of people who feel safe during the day % of people who feel safe at night</p> <p><b>Baseline</b> To be established</p> <p><b>Target</b> 95% of people who feel safe during the day 56% of people who feel safe at night</p> <p>All crime categories to fall 2% year on year</p>	<p>Year 1</p> <p>Aligning the work of the Community Safety Partnership with Lambeth First and develop clear lines of responsibility and accountability.</p> <p>Deliver Integrated Action Plan.</p> <p>Conduct Audit (including statistical analysis, public consultation and evaluation of local Community Safety. Delivery Teams and Anti Social Behaviour Case Review teams and Safer Estates Task Force) in preparation for the development of the new Community Safety Strategy 2005/08.</p> <p>Produce Community Safety Strategy 2005/08.</p> <p>Implement and resource an effective Communication Strategy.</p> <p>Year 2</p> <p>Deliver 2005/06 Integrated Action Plan.</p> <p>Establish a Witness and Victims programme including support, advocacy and professional witness services.</p>	<p><b>Lambeth Police</b></p> <p>Lambeth Community Safety Partnership DAAT</p>

## Appendix One – Action Plan

<p>CS2 Community Safety Strategy</p>	<p>Reduce the incidence of domestic violence through the increase of reporting and partnership working.</p> <p><b>Measure</b> No. of incidents reported</p> <p><b>Baseline</b> To be confirmed</p> <p><b>Target</b> Increased reporting of DV</p>	<p>Year 1</p> <p>Develop Domestic Violence Strategy. Provide additional, accessible 3<sup>rd</sup> party reporting sites. Expand services for victims of domestic violence.</p>	<p><b>Lambeth Crime Preventtion Trust</b></p> <p>Lambeth Community Safety Partnership DAAT</p>
<p>CS3 Community Safety Strategy</p>	<p>Reduce the incidents of hate crime.</p> <p><b>Measure</b> To be established</p> <p><b>Baseline</b> To be confirmed</p> <p><b>Target</b> Reduce hate crime by 10% over three years</p>	<p>Year 1</p> <p>Increase the number of 3<sup>rd</sup> party reporting sites. Commence service provision review, identifying gaps and resources to meet needs. Appoint a dedicated Racial Incidents Coordinator.</p> <p>Year 2</p> <p>Complete review.</p>	<p><b>LBL Community Renewal</b></p> <p>Lambeth Community Safety Partnership DAAT</p>

## Appendix One – Action Plan

<p>CS4 PSA</p>	<p>Successfully close down crack houses.</p> <p><b>Measure</b></p> <p>Numbers of crack houses open</p> <p><b>Baseline</b></p> <p>23 Crack houses open at any one time</p> <p><b>Target</b></p> <p>To be established</p>	<p>Year 1</p> <p>Improve efficiency in closing crack houses through effective partnership work and disseminate best practice to RSLs and private sector landlords.</p> <p>Year 2</p> <p>Develop a boroughwide programme for preventing the establishment of crack houses.</p>	<p><b>Lambeth Police</b></p> <p>Lambeth Community Safety Partnership</p> <p>DAAT</p>
<p>CS5 Community Safety Integrated Action Plan</p>	<p>Reduce crime in crime hot spot areas at transport hubs and on estates.</p> <p><b>Measure</b></p> <p>% of crime taking place within 250 metres of transport hubs</p> <p><b>Baseline</b></p> <p>16.7% of crime takes place within 250 metres of transport hubs</p> <p><b>Target</b></p> <p>Reduce crime around transport hubs to within 5% of the borough average</p>	<p>Year 1</p> <p>Extend multi agency working in these areas through the local Community Safety delivery teams.</p> <p>Develop the Safer Estates Task Force team linked to the Step Change programme.</p> <p>Appoint a dedicated Community Safety Officer for Norwood.</p> <p>Year 2</p> <p>Mainstream Community Safety Officer posts.</p>	<p><b>LBL Community Renewal</b></p> <p>Lambeth Community Safety Partnership</p> <p>DAAT</p>

## Appendix One – Action Plan

<p>CS6 Anti Social Behaviour Strategy</p>	<p>Reduce anti social behaviour.</p> <p><b>Measure</b> To be established in Strategy</p> <p><b>Baseline</b> To be established in Strategy</p> <p><b>Target</b> To be established in Strategy</p>	<p>Year 1 Implement Anti Social Behaviour Strategy and support work of the Anti Social Behaviour Case Review teams. Develop a strategic commissioning framework for CCTV and Street Wardens.</p> <p>Year 2 Deliver additional wardens and park rangers schemes throughout the borough.</p>	<p><b>LBL Community Renewal</b> Lambeth Community Safety Partnership DAAT</p>
<p>CS7 DAAT Treatment Plan</p>	<p>Increase the number of substance misusers accessing treatment.</p> <p><b>Measure</b> To be determined</p> <p><b>Baseline</b> To be determined</p> <p><b>Target</b> To be determined</p>	<p>Year 1 Provide a dedicated crack service in Coldharbour Lane Increase treatment agencies' capacity to deal with poly drug use. Develop and publish Lambeth Alcohol Strategy.</p> <p>Year 2 Implement Alcohol Strategy.</p>	<p><b>LBL Community Renewal</b> Lambeth Community Safety Partnership DAAT</p>

## Appendix One – Action Plan

Investing in Children and Young People			
<i>We will enable children and young people to enjoy life and achieve a successful progression to adulthood. We will enable young people to value learning as a route to their well being, prosperity and future potential.</i>			
C&YP1 Education Dev. Plan 2003-07	Establish 10 Children’s Centre networks. <b>Measure</b> Numbers of children’s centres established <b>Baseline</b> 0 <b>Target</b> 10 by 2006	Year 1 Develop core offer of services. Commence capital programme.  Year 2 Ensure all networks are meeting full core offer by February 2006.  Year 3 Sustain new networks and expand programme.	<b>LBL Education</b> PCT Social Services Voluntary Sector EYCDP DAAT Lambeth Community Safety Partnership

## Appendix One – Action Plan

<p>C&amp;YP2 Education Dev. Plan 2003-07</p>	<p>Increase educational attainment across all schools particularly targeting the attainment gap of underachieving including Caribbean, Portuguese, bi-lingual and newly arrived.</p> <p><b>Measure</b> Achievement at Key Stage 2 (4+) Achievement at GCSE (5 A-C)</p> <p><b>Baseline</b> English 81%, Maths 82% 46%</p> <p><b>Target</b> tbc 48% 2004/5</p>	<p>Year 1 Deliver 3<sup>rd</sup> year of Education Development Plan and seek targets agreed with DFES. Deliver the Ethnic Minority Achievement Programme.</p> <p>Year 2 Deliver 4<sup>th</sup> year of Education Development Plan and seek targets agreed with DFES. Evaluate Ethnic Minority Achievement Programme. Prepare for new Single Education Plan for LEAs.</p> <p>Year 3 Deliver 1<sup>st</sup> year of the Single Education Plan.</p>	<p><b>LBL Education</b> Schools</p>
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## Appendix One – Action Plan

<p>C&amp;YP3 London Challenge</p>	<p>Provide enough good quality school places for all children who want places in the borough.</p> <p><b>Measure</b></p> <p><b>Baseline</b></p> <p>72 Primary schools and 10 secondary schools</p> <p><b>Target</b></p>	<p>Year 1 Completion of first City Academy (Clapham).</p> <p>Year 2 Development work for new schools in Norwood and Brixton.</p>	<p><b>LBL Education</b></p> <p>DFES</p> <p>LBL Community Renewal</p> <p>Voluntary sector education providers</p>
<p>C&amp;YP4 Education Dev. Plan 2003-07</p>	<p>Increase the number of pupils staying in education or moving into employment or training at age 16.</p> <p><b>Measure</b></p> <p>% of 16 to 18 year olds not in education, employment or training (NEET)</p> <p><b>Baseline</b></p> <p>70% stay in education post 16 20% of post 16 year olds are NEET</p> <p><b>Target</b></p> <p>Increase post 16 staying on rates to 75%</p> <p>Reduce NEETs to 0%</p>	<p>Year 1 Develop programme particularly targeting young people with learning disabilities and YOT clients Roll out GEL Evaluation recommendations for young people focussed ET projects in town centres.</p> <p>Year 2 Delivery of programme.</p> <p>Year 3 Delivery of programme.</p>	<p><b>LBL Education</b></p> <p>LBL Community Renewal</p> <p>Lambeth College</p> <p>Learning and Skills Council</p> <p>Connexions</p> <p>Schools</p>

## Appendix One – Action Plan

<p>C&amp;YP5 Vulnerable Children's Preventative Strategy</p>	<p>Deliver integrated services to young people, particularly vulnerable young people.</p> <p><b>Measure</b> To be developed in strategy</p> <p><b>Baseline</b> To be developed in strategy</p> <p><b>Target</b> To be developed in strategy</p>	<p>Year 1 Establish the Children and Young Peoples' Strategic Partnership Board. Develop and agree Strategy.</p> <p>Year 2 Implement Strategy.</p>	<p><b>LBL Social Services</b> PCT LBL Education Voluntary Sector Schools YOT</p>
<p>C&amp;YP6 Library Plan 2003-07</p>	<p>Increase the use of libraries by children and young people.</p> <p><b>Measure</b> % of children and young people who use library services</p> <p><b>Baseline</b> tbc</p> <p><b>Target</b> Increase use of libraries by Children and Young people by 15%</p>	<p>Year 1 Agree a strategy for the delivery of the new Library Service.</p> <p>Year 2 Implement Strategy.</p> <p>Year 3 Implement Strategy.</p>	<p><b>LBL Education</b> Friends of Library Groups Library users Connexions Schools</p>

## Appendix One – Action Plan

<p>C&amp;YP7 Education Dev. Plan 2003-07</p>	<p>Create more opportunities for young people in out of school education.</p> <p><b>Measure</b> To be established</p> <p><b>Baseline</b> To be established</p> <p><b>Target</b> To be established</p>	<p>Year 1 Deliver 3 fully serviced extended schools.</p> <p>Year 2 Roll out programme across the borough.</p> <p>Year 3 Programme review.</p>	<p><b>LBL Education</b> Lambeth College Voluntary Sector organisations Schools</p>
<p>C&amp;YP8 Teenage Pregnancy and Parenthood Strategy 2001-2010</p>	<p>Reduce teenage pregnancy.</p> <p><b>Measure</b> Unplanned teenage pregnancies per 1000</p> <p><b>Baseline</b> 90.5/1000 (15-17 year olds)</p> <p><b>Target</b> Reduce rate to national average (43.8/1000)</p>	<p>Year 1 Develop a programme of health education in schools and out of school centres.</p> <p>Year 2 Deliver programme.</p> <p>Year 3 Deliver programme and review.</p>	<p><b>PCT</b> LBL Education Voluntary sector Youth service providers Connexions Schools Youth Council</p>

## Appendix One – Action Plan

<b>Supporting Healthy Citizens</b>			
<i>We will improve the health and well being of Lambeth residents and reduce health inequalities</i>			
Health1 PCT Local Delivery Plan 2003- 05	Work in partnership to tackle local health issues and assess the health outcomes of policies.  <b>Measure</b> To be established in year 1  <b>Baseline</b> To be established in year 1  <b>Target</b> To be established in year 1	Year 1 Establish Health Protection Partnership. Appoint Health and Regeneration post to coordinate and develop.  Year 2 Implement programme of improvement particularly in relation to accidents, infectious disease and food hygiene.	<b>PCT</b> LBL Environment Health Protection Agency Voluntary and community sector
Health2 PCT Local Delivery Plan 2003- 05	Develop a programme for the delivery of health and health related services including prevention, targeting areas where residents' health is poor.  <b>Measure</b> To be established in year 1  <b>Baseline</b> To be established in year 1  <b>Target</b> To be established in year 1	Year 1 Produce evidence based action plan.  Year 2 Deliver action plan.	<b>PCT</b> LBL Social Services Guys and St Thomas' SLAM Voluntary Sector

## Appendix One – Action Plan

<p>Health3 PCT Local Delivery Plan 2003- 05</p>	<p>Improve access to high quality primary care.</p> <p><b>Measure</b></p> <p><b>Baseline</b></p> <p><b>Target</b></p> <p>Provide integrated health services in new and improved buildings by 2006</p>	<p>Year 1</p> <p>Deliver pilot LIFT (Local Investment Finance Trust) in Streatham.</p> <p>Year 2</p> <p>Deliver 2 additional LIFT schemes at the Crowndale Centre (Norwood) and Myatts Fields (Vassall).</p>	<p><b>PCT</b></p> <p>LIFT Company</p> <p>LBL Social Services</p> <p>LBL Community Renewal</p> <p>LBL Environment</p> <p>Local service providers</p> <p>Users</p>
<p>Health4 PCT Local Delivery Plan 2003- 05</p>	<p>Reduce sexually transmitted diseases.</p> <p><b>Measure</b></p> <p>Rates of HIV, chlamydia and gonorrhoea</p> <p><b>Baseline</b></p> <p>1605 Lambeth residents living with HIV (2002)</p> <p>3087 diagnosed cases of chlamydia (2002)</p> <p>2328 diagnosed cases of gonorrhoea (2002)</p> <p><b>Target</b></p> <p>To be determined</p>	<p>Year 2</p> <p>Deliver pilot project tackling local issues, e.g. commercial sex workers.</p>	<p><b>PCT</b></p> <p>Lambeth Community Safety Partnership</p>

# Appendix One – Action Plan

<b><i>Building better homes</i></b>			
<b>We will increase the supply and improve the quality of affordable housing</b>			
H1 Unitary Dev. Plan 2005-2020	<p>Optimise the supply of affordable housing by 500 homes a year consistent with the application of Unitary Development Plan (UDP) policies.</p> <p><b>Measure</b> Development briefs produced</p> <p><b>Baseline</b> 0</p> <p><b>Target</b> 1 Development brief produced</p>	<p>Year 1 Implement Key Worker Strategy.</p> <p>Year 2 Prepare draft Supplementary Planning Guidance on affordable housing.  (Note : these actions would not over-ride other planning considerations such as amenity impact or design)</p> <p>Ongoing Deliver affordable homes through planning agreements, housing association development, CPO schemes and regeneration programmes.</p>	<p><b>LBL Community Renewal</b></p> <p>LBL Housing Housing Corporation English Partnerships</p>

## Appendix One – Action Plan

<p>H2 Unitary Dev. Plan 2005- 2020</p>	<p>Facilitate high density development in accessible and central locations consistent with the application of UDP policies.</p> <p><b>Measure</b> Development briefs produced</p> <p><b>Baseline</b> 0</p> <p><b>Target</b> 1 Development brief produced</p>	<p>Year 1 Establish a programme of development briefs for key sites.</p> <p>Year 2 Implement programme and review.</p>	<p><b>LBL Community Renewal</b> LBL Housing RSLs</p>
<p>H3 Housing Strategy 2004-07</p>	<p>Achieve decent homes standard for all our properties by 2010.</p> <p><b>Measure</b> No of homes falling below decent homes standard</p> <p><b>Baseline</b> 8050 homes do not meet standard</p> <p><b>Target</b> All homes to meet standard by 2010</p>	<p>Year 1 Produce a Housing Investment Strategy that will outline a programme for the improvement of Council's owned properties to Decent Homes Standard.</p> <p>Year 2 Implement Strategy</p>	<p><b>LBL Housing</b> RSLs</p>

## Appendix One – Action Plan

<p>H4 Housing Strategy 2004-07</p>	<p>Bring back into use residential space above commercial premises around transport hubs and in Town Centres.</p> <p><b>Measure</b> To be determined by pilot</p> <p><b>Baseline</b> To be determined by pilot</p> <p><b>Target</b> To be determined by pilot</p>	<p>Year 2 Establish “Flats above Shops” team. To develop programme and identify funding.</p> <p>Year 3 Deliver pilot.</p>	<p><b>LBL Community Renewal</b> LBL Housing Private Sector Housing Forum Town Centre Business Forums</p>
<p>H5 Unitary Develop. Plan 2005-2020</p>	<p>Promote good quality design and environmental sustainability in new housing developments.</p> <p><b>Measure</b> Development briefs produced</p> <p><b>Baseline</b> 0</p> <p><b>Target</b> 1 Development brief produced</p>	<p>Year 1 Produce Supplementary Planning Guidance on sustainable design.</p> <p>Year 2 Implement SPG on sustainable design.</p>	<p><b>LBL Community Renewal</b> LBL Building Control Amenity groups LBL Housing RSLs</p>

# Appendix One – Action Plan

<b>Encouraging Enterprise, Employment and Culture</b>			
<i>We will create a place where businesses and individuals achieve their full economic potential</i>			
EEC1 Community Renewal Strategy	Use the development process to facilitate economic growth and local employment. <b>Measure</b> To be established in year 1	Year 1 Establish a programme of development briefs for key sites. Review existing economic development baseline for each area.	<b>LBL Community Renewal</b> GLA LDA
Unitary Develop. Plan 2005-2020	<b>Baseline</b> To be established in year 1 <b>Target</b> To be established in year 1	Establish key economic regeneration performance indicators for each area. Approve programme targets. Prepare draft SPG on the negotiation and implementation of planning obligations (Section 106 contributions).	
Regen. Partnership Delivery Plans		Year 2 Implement programme and review.	

## Appendix One – Action Plan

<p>EEC2 Community Renewal Strategy</p>	<p>Reduce financial exclusion.</p> <p><b>Measure</b> Numbers accessing Credit Union Services</p> <p><b>Baseline</b> To be established by CU</p> <p><b>Target</b> To be established by CU</p>	<p>Year 1 Develop the Lambeth Credit Union Promote Credit Union in town centres.</p> <p>Year 2 Increase benefits take up through improved information and advice. Produce 5 year finance plan for Credit Union.</p>	<p><b>LBL Community Renewal</b> Community Development Finance Initiatives LBL Corporate Services Citizens Advice Bureaux Community Legal Services Partnership Lambeth Credit Union Group Benefits Agency Employment Service</p>
<p>EEC3 JobCentre Plus Business Plan</p>	<p>Reduce long term unemployment.</p> <p><b>Measure</b> Unemployment rates and long term unemployment rates</p> <p><b>Baseline</b> Unemployment rate of 8.2% 32.7% of unemployed are long term</p> <p><b>Target</b> Reduce unemployment to 5% by 2006 and 3.2% by 2010 In terms of long term reduce % of overall total to 20% by 2007</p>	<p>Year 2 Develop a multi agency task force of employment services providers to target estates.</p> <p>Year 3 Implement first area pilots.</p>	<p><b>Jobcentre Plus</b> TRA's Learning and Skills Council Estates Skills Partnership Connexions LBL Community Renewal Workforce LDA</p>

## Appendix One – Action Plan

<p>EEC4 Community Renewal Strategy</p>	<p>Maximise the potential employment opportunities for local people amongst partner agencies.</p> <p><b>Measure</b> To be established in year 1</p> <p><b>Baseline</b> To be established in year 1</p> <p><b>Target</b> To be established in year 1</p>	<p>Year 1 Implement LDA2 programme. Continue EQUAL partnership in construction centre. Develop Plans for the Leisure/Retail sector with LDA and other partners. Implement Skills Strategy.</p>	<p><b>LBL Community Renewal</b> LBL Corporate Services PCT Estates Skills Partnership Workforce Local employers Voluntary organisations LDA Learning and Skills Council Regeneration partnerships</p>
<p>EEC5 London South Centre Programme Investment Plan  Brixton and Angell Action Plan</p>	<p>Maximise potential of the Cultural and Creative Industries.</p> <p><b>Measure</b> To be established in year 1</p> <p><b>Baseline</b> To be established in year 1</p> <p><b>Target</b> To be established in year 1</p>	<p>Year 1 Develop boroughwide “cultural exchange” programme between CCI organisations, e.g. South Bank Centre and key arts agencies and venues in Brixton. Further develop the Brixton CCI Forum. ·</p> <p>Year 2 Extend and support the CCI network and to identify and deliver projects and initiatives.</p>	<p><b>LBL Community Renewal</b> Royal Festival Hall BFI Brixton Academy Voluntary sector agencies LBL Arts LDA</p>

## Appendix One – Action Plan

<p>EEC6 Community Renewal Strategy</p>	<p>Strengthen the business support infrastructure.</p> <p><b>Measure</b> % of businesses satisfied with business support services</p> <p><b>Baseline</b> To be determined</p> <p><b>Target</b> To be determined</p>	<p>Year 1 Review existing provision and priorities. Negotiate collocation of business support agencies.</p> <p>Year 2 Deliver new programme.</p>	<p><b>Business Link for London</b></p> <p>LDA Social Enterprise London Greater London Enterprise Chambers of Commerce and Business Forums Lambeth CDA South London Business Partnership One London Princes Trust LSBGI SBEG National Black Womens Network</p>
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## Appendix One – Action Plan

<b>AREA OBJECTIVES</b>			
<b>North Lambeth</b>			
North1 Community Renewal Strategy  Census 2001	Reduce deprivation on estates.	Year 1  Develop a programme of Neighbourhood Coordination for improved delivery of mainstream services (Vassall and Princes).	<b>LBL Community Renewal</b>  VARG TRAs LBL Housing Harding Housing PCT KOV Voluntary organisations
North2 Unitary Dev. Plan 2005- 15	Protect the interests of local residents and businesses and optimise the opportunities of the area's central London location.	Year 1  Produce the Waterloo Development Framework.  Year 2  Produce the Vauxhall Development Framework.	<b>LBL Community Renewal</b>  GLA TfL LDA

## Appendix One – Action Plan

<p>North3 Unitary Dev. Plan 2005- 15</p> <p>London South Central Programme Investment Plan</p>	<p>Improve the quality and availability of local leisure and community facilities.</p>	<p>Year 1 Support the development of the Coin Street Community Builders' Doon Street and Stamford Street initiatives.</p> <p>Year 2 Develop the Vauxhall Gardens Community Hub.</p>	<p><b>LBL Community Renewal</b></p> <p>Vauxhall Gardens Community Centre</p> <p>LBL Education</p> <p>Riverside CDT</p> <p>Coin Street Community Builders</p>
<p>North4 North Lambeth Area Committee Work Prog.</p>	<p>Coordinate delivery of boroughwide objectives at a local level.</p>	<p>Produce annual Area Action Plan.</p>	<p><b>LBL Community Renewal</b></p>

## Appendix One – Action Plan

<b>Clapham and Stockwell</b>			
C&S1 Stockwell Partnership Business Plan	Develop projects that meet the needs of Africans, refugees and asylum seekers and young people.	Year 1 Develop an outreach programme on the Stockwell estates to identify needs.  Year 2 Deliver projects and support.	<b>Stockwell Partnership</b> LBL Community Renewal Refugee Council Faith Communities Clapham and Stockwell Youth Providers Forum Voluntary organisations
C&S2 Anti Social Behaviour Strategy	Reduce deprivation on estates.	Year 1 Develop a programme of neighbourhood coordination for improved delivery of mainstream services in Larkhall and Clapham Town wards particularly Willard, Westbury and Springfield estates.	<b>LBL Community Renewal</b> Clapham Community Partnership LBL Housing TRA's PCT Voluntary organisations
C&S3 Community Renewal Service Plan	Support and further develop the work of existing partnerships with a focus on Clapham Park and Stockwell.	Year 1 Implement the CPP Masterplan and provide support for the delivery of the service programme.  Share good practice between CPP and organisations operating outside the area.	<b>LBL Housing</b> LBL Community Renewal Clapham Park Partners in Action CPP Stockwell Partnership PCT Metropolitan Police

# Appendix One – Action Plan

C&S4 Clapham and Stockwell Area Committee Work Prog.	Coordinate delivery of boroughwide objectives at a local level.	Produce annual Area Action Plan.	<b>LBL Community Renewal</b>
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## Appendix One – Action Plan

<b>Brixton</b>			
<p>B1</p> <p>Community Renewal Strategy</p> <p>Coldharbour Action Plan</p> <p>Coldharbour Community Safety Plan</p>	<p>Reduce deprivation on estates.</p>	<p>Year 1</p> <p>Continue the Neighbourhood Coordination programme for mainstream services.</p> <p>Year 2</p> <p>Deliver Safer Estates and Employment Task Force initiatives.</p> <p>Deliver Coldharbour Community Safety Action Plan</p> <p>Deliver the Youth and Play Plan for Angell Town.</p>	<p><b>LBL Community Renewal</b></p> <p>LBL Housing</p> <p>Brixton Area Forum</p> <p>LBL Education</p> <p>Angell Town EMB</p> <p>Employment Service</p> <p>Benefits Agency</p> <p>PCT</p> <p>TRA's</p> <p>Voluntary organisations</p>
<p>B2</p> <p>Brixton and Angell Action Plan 2004</p>	<p>Develop and promote cultural and creative industries.</p>	<p>Year 1</p> <p>Implement Arup's CCI Brixton Action Plan.</p> <p>Develop the Brixton Windmill and Gardens.</p> <p>Year 3</p> <p>Deliver the Raleigh Hall and Brixton Central Squares project.</p>	<p><b>LBL Community Renewal</b></p> <p>LDA</p> <p>Brixton Business Forum</p> <p>Brixton CCI Forum</p> <p>Friends of Windmill Gardens</p> <p>English Heritage</p> <p>GLA</p> <p>TfL</p> <p>Black Cultural Archives</p>

## Appendix One – Action Plan

<p>B3 Community Renewal Service Plan</p>	<p>Optimise redevelopment opportunities in Brixton to reinforce its role as a key retail centre.</p>	<p>Year 2 Deliver Brixton Central site.</p>	<p><b>LBL Community Renewal</b> Brixton Area Forum TfL LDA GLA Development partner Brixton Street Traders Association</p>
<p>B4 Brixton Area Committee Work Prog.</p>	<p>Coordinate delivery of boroughwide objectives at a local level.</p>	<p>Produce annual Area Action Plan</p>	<p><b>LBL Community Renewal</b></p>

## Appendix One – Action Plan

<b>Norwood</b>			
Nor1 Unitary Dev. Plan 2005- 2020	Regenerate the industrial and commercial area in West Norwood.	Year 2 Develop and implement an Action Plan.	<b>LBL Community Renewal</b> Norwood Business Network
Nor2 Norwood Area Committee	Increase parking facilities in West Norwood shopping area.	Year 1 Study parking situation and develop options. Year 2 Deliver preferred option.	<b>LBL Environment</b> LBL Community Renewal Businesses Norwood Area Forum
Nor3 Census 2001	Reduce deprivation and isolation on estates.	Year 1 Deliver a programme to target excluded and isolated communities and to maximise the use of developing community facilities (Old Library, Upper Norwood Joint Library, Norwood Hall).	<b>LBL Community</b> Renewal LBL Housing TRA's PCT Voluntary organisations
Nor4 Norwood Committee Work Prog.	Coordinate delivery of boroughwide objectives at a local level.	Produce annual Area Action Plan.	<b>LBL Community Renewal</b>

## Appendix One – Action Plan

<b>Streatham</b>			
<p>S1 Streatham Action Plan</p> <p>Unitary Deve. Plan 2005-15</p>	<p>Target business development improvements to maximise retail and leisure opportunities.</p>	<p>Year 1</p> <p>Implement a programme to develop the Streatham Hub and redevelopment of Caesar's site.</p> <p>Year 1</p> <p>Deliver a programme of improved business support.</p>	<p>LBL Community Renewal Development Partners LBL Environment Streatham Chamber of Commerce</p>
<p>S2 Census 2001</p>	<p>Reduce deprivation and isolation on estates.</p>	<p>Year 1</p> <p>Deliver a programme to target excluded communities.</p>	<p>LBL Community Renewal LBL Housing TRA's PCT Voluntary organisations</p>
<p>S3 Streatham Action Plan</p>	<p>Improve youth and community facilities and support.</p>	<p>Year 1</p> <p>Develop the Streatham Community Development Trust (SCDT).</p> <p>Develop a programme to examine the use of faith buildings for wider community use.</p> <p>Develop a programme to support Travellers.</p> <p>Year 2</p> <p>Develop the SCDT Business Plan.</p>	<p>LBL Community Renewal LBL Housing LBL Social Services Voluntary organisations</p>

## Appendix One – Action Plan

S4 Streatham Area Committee Work Programme	Coordinate delivery of boroughwide objectives at a local level.	Produce annual Area Action Plan.	LBL Community Renewal
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