

Adults and Community Services Department Service Plan 2009-12

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Contents Page

3	Foreword by the Cabinet Member and Executive Director
4	Department Overview
6	How was this plan Developed?
11	Key Achievements in 2008/09
16	The Council's Outcomes Framework
20	Delivering the Council's Priorities in 2009-12
25	Delivering the Council's Promises in 2009-12
25	<ul style="list-style-type: none">• Delivering quality and value for money
26	<ul style="list-style-type: none">• Listen to and engage our citizens
29	Delivering Equalities
31	Community Safety
37	The Council's Values and Leadership Style
41	Resources
41	<ul style="list-style-type: none">• People
46	<ul style="list-style-type: none">• Revenue and capital budget for 2009/10 – 2011/12
47	Risk Management

Foreword by the Cabinet Member and Executive Director

Our service plan focuses on how we will achieve our objectives for the 2008-09 financial year and also provides an excellent overview of work across all areas of the department. It allows everyone to see the value and impact of what they do in the context of colleagues' work and the department's activities.

As a department and across the Council, we are all working towards the same goal, of improving residents' quality of life. Within adult social care, our vision is:

To offer outstanding, nationally recognised adult social care, delivering genuinely personalised services to improve citizens' lives.

Our journey in 2009/10 towards this vision focuses on four cross-cutting areas.

We are committed to personalising services. This includes introducing new models of social care delivery, through self directed support, giving service users more choice and control over their care. It also means adopting the fundamental philosophy that service users have a right to social care services which meet their individual needs, and developing strategies to achieve this.

We will aim to be more effective and efficient in how we operate: implementing new processes, using technology more effectively, and adopting new ways of working.

We will be more joined up within the department, across the Council and with partners from the statutory and voluntary sectors. By building on these working relationships, we can ensure that our services - and those of colleagues in healthcare, housing, customer service and other areas of community living - are more easily accessible for residents.

We will focus on making our citizens safer and healthier. Our safer Lambeth partnership plan has been developed from the borough's first strategic assessment of the current situation and likely future trends for crime and offending in Lambeth. The plan lays out our priorities for action in the year ahead. These actions will promote cohesion and protect and support our communities

New operational and commissioning strategies will help us deliver these objectives. Some of this will be achieved through transformational projects, which are overseen by programme boards.

However, the successful delivery of our core business remains the essential element to achieving our vision. What we call "business as usual" means how we run the department, day in, day out. This is monitored through departmental performance indicators throughout the year, overseen by DLT, and under the scrutiny of members

Within our core work we can make the improvements needed to achieve our key aims, sustain our drive for a CQC three star rating, and to deliver an exceptional service to our residents.

We hope the entire departmental team shares our vision - and can see their part in achieving it.



A handwritten signature in black ink that reads "Jo Cleary".

Jo Cleary
Executive Director
Adults' and Community Services



A handwritten signature in black ink that reads "Lorna Campbell".

Councillor Lorna Campbell
Cabinet member for
Health and Care Services

Department Overview

The Adult and Community Services [ACS] Department's primary role is to provide adult social care services in partnership with the PCT and the Third Sector. The department is primarily a commissioning department; 95% of services by value are commissioned from private and voluntary sector providers. The only direct service provision carried out in-house is the domestic violence service, sheltered housing support, a small proportion of welfare benefit advice and a proportion of day services. All assessment and care management service is carried out by employees. The department also holds the corporate responsibility for responding to non UK nationals.

The department leads on the corporate priority on developing the council's approach to personalising care services. The outcomes the department is focusing on, are to ensure that adults and older people feel able to make a positive contribution to their communities, have improved health and emotional well being, are safe from discrimination or harassment and can enjoy personal dignity and respect, and have an improved quality of life, choice and control. In addition the department contributes to a number of other council priorities, such as serving our customers well through providing value for money services. Corporate priorities have been reflected in the departmental priorities for 2009 which are:

- Personalising care
- Joined up working;
- Effectiveness and efficiencies.
- Safer, healthier

In order to meet the department's strategic direction of delivering personalised care and to strengthen its longer term commissioning and procurement functions it has recently been re-organised into 5 divisions –

Strategy and Commissioning – Buy social care services and housing based support for vulnerable adult groups.

Adult Social Care – Delivers operational care management services to vulnerable adults across a range of service user groups. This division also includes community safety which focuses on reducing crime and offending, promoting strong, safe communities and has the lead on our 'respect' agenda.

Personalised Services – Deliver the vision of self directed support and personalised care services for all service users.

Resources – Responsible for business and finance support services

Cultural Services - Provide key leisure and information activities and services, supporting the creative industries and managing a number of high profile tourism and hospitality facilities across the borough.

The department in its role as lead for the Healthier Communities and Older People [HCOP] theme board contributes specifically to the achievement of the following outcomes:

- Adults and older people have improved health and emotional well being
- Adults and older people are safe from discrimination or harassment and can enjoy a personal dignity and respect
- Adults and older people have an improved quality of life, increased choice and control
- Adults and older people achieve economic well being
- Adults and older people feel able to make a positive contribution

The department also contributes to the Sustainable Communities Strategy [SCS] outcomes:-

- Improved health and wellbeing of people which enables them to live active and independent lives;
- Lower levels of poverty and social exclusion through higher numbers of socially excluded adults in employment, education and training.

The department is increasingly working in a cross cutting way with not just health and voluntary sector partners, but also with housing, supporting people, leisure and culture, environmental services, transport, the police and the Department of Work and Pensions (DWP).

Cross cutting strategies include:

- Carers Strategy 2008-2013 – to be launched on June 10th
- Older People's strategy in development for consultation late summer
- Older People with Mental Health strategy for consultation late summer
- Review of Sheltered Housing to be consulted on in the late summer
- Extra care Housing Strategy
- Intermediate Care Strategic Vision (PCT lead)
- End of life care (PCT lead)
- Health and Wellbeing Strategy (in development)

The department also makes a positive contribution to the Housing Strategy, Safer Lambeth Delivery Plan (Substance Misuse and Domestic Violence and protection of vulnerable adults) and the Lambeth Primary Care Trust's five year commissioning strategy.

How was this Plan Developed?

Our Executive Director set out the priorities for ACS at our Managers Conference on the 6th November 2008. This followed work with strategic partners leading to the approval of the borough's Sustainable Community Strategy (SCS) and subsequent priority setting for the council's corporate plan.

At the conference team managers were supplied with a briefing pack. This pack contained guidance on good service planning and a series of exercises designed to elicit a response from staff in their team meetings. The responses were then collated by an appointed divisional lead and applied to the divisional service plan templates. Key areas from each divisional plan were chosen to filter up to the departmental plan level

Each team has listed priorities and objectives aligned to the priorities against which our performance will be measured. The heads of service have been consulted on their strategic objectives for the coming year. Senior management was regularly briefed on possible gaps and areas of risk. Submissions from our teams across the division have been reviewed and considered by the Division Leadership Team in preparing our final plan.

Each manager and member of staff now have personal objectives aligned to the priorities against which our performance will be measured – our knowledge and understanding of requirements is embedded at every level of the organisation.

Each member of staff has a good understanding of the links to borough wide goals and corporate priorities.

Consultation and engagement with our customers and partners are key to how we plan our business. We also make use of feedback from customers' complaints and from enquiries from elected members in order to make improvements to services.

Each year, Adults and Community Services produce an annual consultation and engagement plan. This is shared with colleagues across the council and in health, to try and ensure that there is no duplication of activity and also highlights gaps where feedback would be useful.

The department uses the Research Governance Framework (RGF) to ensure that all consultation and engagement planned is of a high standard. The RGF process also helps us to keep track of planned consultation to ensure that consultation activity is being carried out properly and is feeding into the process of service development and delivery. Lambeth led on the recent RGF training delivered in 16 boroughs by the National Centre for Social Research, funded by the Department of Health.

In 2008/09 our customers told us:

Financial assessments: when we consulted on increases in charges, people also talked more generally about the process for financial assessments. In the coming year we will review this process as part of the department's work on the Care Services Efficiency Delivery (CSED) programme

Welfare benefits: during a number of consultations with older people, people with disabilities and carers, the need for good quality welfare benefits advice was mentioned. People wanted support at different levels – from form filling, through access to advice, to support with appeals. They also wanted the advice to be available in a number of ways – on the telephone, in GP surgeries, in sheltered housing scheme, at home, and so on. We use this feedback to develop our ongoing Every Pound Counts campaign. To date the campaign has achieved over £3 million in income gains from benefits. Year 3 of the LAA stretch target on welfare benefits is to achieve successful claims for 3,600 people. The team will develop further outreach services in sheltered housing, community centres, and health settings. This year, we will also focus on sustaining the campaign, as some of the staffing budgets will end in March 2010.

Culture: In the 2009 Lambeth Residents' Survey, 45% of residents said they or members of their household use libraries provided in the borough. This is lower than across London and the inner-London boroughs (both 57%). This percentage varied by ward, with residents in Norwood (59%) most likely, and residents in North Lambeth (36%) and Streatham least likely (39%), to use libraries in the borough. More residents living in owner-occupied homes and 'other' types of accommodation said they used libraries (47% and 49% respectively) while less residents renting from the council or renting privately (41% and 43% respectively) said they used libraries.

Use of libraries in the borough was most common among the 35-59 age group (53%) and least common among the 60+ age group (27%). Significantly less residents with disabilities used libraries (38%) compared to those without disabilities (47%). More 'Mixed' ethnicity and Black African residents used libraries (53% and 50% respectively) while Asian residents were the ethnic group least likely to use libraries (41%).

In the 2009 Lambeth Residents' Survey, 15% of residents said they or members of their household use arts and cultural services provided in the borough. This percentage varied by ward, with residents in Norwood (21%) and Clapham (18%) most likely, and residents in Streatham least likely (10%), to use arts and cultural activities. More residents living in owner-occupied homes and renting privately used arts and cultural services (20% and 19% respectively) while less residents renting from the council or living in 'other' accommodation said they participated in arts and cultural activities (10% and 9% respectively).

Participation in arts and cultural activities in the borough were highest among the 35-59 age group (17%) and lowest among the 60+ age group (12%). Significantly less residents with disabilities participated in arts and cultural activities (10%) compared to those without disabilities (16%). More White British residents participated in arts and cultural services (22%) while less residents from ethnic minorities participated in arts and cultural activities, the lowest use being cited by Black Africans (9%), residents of Mixed ethnicities (6%) and Asians (3%).

In the 2009 Lambeth Residents Survey, 60% of Lambeth residents said they use parks in the borough. This was lower than in inner-London boroughs (68%) but only slightly lower than across London as a whole (62%). Use of parks and open spaces varied by ward, with residents in Clapham and Norwood being most likely to parks and open spaces (70% and 68% respectively) and residents in Streatham least likely to use parks and open spaces (52%).

Use of parks and open spaces was more common among residents renting their homes privately (70%), and living in owner occupied homes (64%), while significantly less residents renting from the council or living in 'other' accommodation types said they used parks and open spaces (52% and 50% respectively).

In the 2009 Lambeth Residents Survey, 32% of residents said they or members of their household use sport and leisure facilities (compared to 38% across London and inner-London boroughs). Use of sport and leisure facilities varied by ward with residents in Clapham and Stockwell being most likely to use them (40% and 38% respectively) and residents in North Lambeth being least likely to use them (21%). Residents renting privately or in 'other' accommodation were most likely to use sport and leisure facilities (36%) while only 24% of residents renting from the council use sport and leisure facilities.

Older people's resource centre: again, a range of consultation activity amongst older people has highlighted the need for co-ordinated information and support services. Meetings were held with partners and in all areas across the borough to engage with local communities and partner organisations. This led to strategies and objectives for working better with service users, and voluntary and community sector organisations. Representations were made for an older peoples resource centre – this echoed earlier outcomes of engagement with the borough's organisations representing older people. This feedback is being used in the development of an older people's resource centre in Streatham which has been successful in getting Lottery and Community Assets funding.

Carers: we consulted widely on the development of Lambeth's cross-cutting carers' strategy. Carers supported the development of initiatives such as a carers' hub, carers' card and the production of a carers' Charter. The development of a range of flexible carers' breaks is also a priority, as well as financial and welfare benefits advice and improved housing options. Carers also emphasised the importance of greater recognition of carers' needs including their own health needs, and recognition and respect of the role of carers. Information from this is being used in the development of services such as short breaks. We are also using this feedback to develop the carers' hub which will be delivered in September 2009 in collaboration with the PCT.

Community meals: We will be re-tendering this service in October 2009. Feedback from service users helped with developing the specification for a new community meals service. Overall people were happy with service quality (84%), including the taste, temperature and presentation of meals under the current service, although some were less satisfied with menus catering for some minority ethnic groups or for special dietary needs. People want higher quality meals and the consultation suggested the use of specialised/ local outlets. On new and alternative ways of delivering the meals service, people getting their hot or frozen meals delivered to their home wanted the service to stay in its current format, while day centre users tended to favour a mix of options in addition to the current meals service. Suggestions included using local outlets/ local produce and the preparation of some foods in day centres. People also suggested going out for meals occasionally for example to local restaurants, pubs and cafes. Criteria around quality and specialist provision have been included in the specification

Extracare provision: during consultation with tenants of two extra care housing schemes and their relatives, in preparation for the re-tender of services, tenants were asked their views on the current service provision and what they would like to see from any future provider. Greater flexibility in the delivery of care options, greater involvement in meal planning, and a closer integration between the care provision and the support, were some of the issues raised that have been included in the new service specification. The contract for this started in October 2008. In 2009 we will work on increasing the provision of extracare housing we plan to develop an additional 300 flats for all client groups by 2013.

Domestic violence campaign: one to one interviews with women who had experienced domestic violence have helped us develop a range of campaign materials which were used during 2008-09. We were told that women wanted to know that help and support was available, rather than focusing on the violence that they were facing. In 2009 this feedback will inform the implementation of our new domestic violence strategy. This will include: reviewing and developing access to Independent Domestic Violence Advocates at Gaia, Camberwell Court, and the two hospitals; strengthening Gaia as the hub at the centre of domestic violence services and generally increasing awareness of available services. We will also commission and deliver a borough-wide programme of training around domestic violence to the statutory and voluntary sector agencies. The training will include basic awareness-raising for frontline services and more detailed courses for specialist services.

Mental health carers: We consulted carers of mental health service users to identify what improvements are needed to support services currently available to carers. Carers told us that they would like advocacy support, one to one emotional support, more respite and better signposting to services. We have commissioned, in partnership with Lambeth PCT and SLAM, Lambeth Mental Health Carer Support Service (Making Space) to provide a range of services including advocacy, one to one emotional support, some breaks for carers, and information for carers. In 2009 this research will contribute to the implementation of our new Mental Health Improvement Programme.

The programme will progress to phase 2. In phase 1 we established key shared aims with stakeholders for improving mental health care in the borough. Phase 2 will incorporate personalisation and, safeguarding adults as key themes within each project area Key areas for action in social care and recovery will be:

- Development of a housing strategy and delivery group
- Integrated assessment process set up
- Improving carers services and engagement in planning
- Developing user engagement

Young adults with substance misuse problems: Reviews and questionnaires with service users, some following rehabilitation, were used to gather feedback. People talked about difficulties of getting into employment and wanting activities to structure their day. They also talked about the differing needs of people who are different ages. Based on this feedback, Lambeth has recruited staff to who this year will work specifically with younger adults. There are two social workers in post funded to work with people between the ages of 18-25 testing positive for Class A drugs in police stations following arrest. This is a one year funded pilot project funded through the Drugs Intervention Programme.

In Control: we held an event to talk with people on the In Control programme, and their carers. People talked about the positive difference that being on In Control had made to their lives. Some of the things that they said they would like to see included more opportunities to share information with, and learn from, other people on In Control; and more help with managing finances and employing workers. This year we will consolidate self directed support in the Adults with Learning Disabilities partnership, learning lessons from the evaluation of the In Control pilot. This will include developing a robust supporting infrastructure.

Key Achievements in 2008/09

Lambeth Council continues to strive for excellence every year and in 2008/09 our Department played a key role in improving our services so that we could meet our council priorities and strategic outcomes.

Key achievements in 2008/09 include:

Carers Strategy and Awards

An improved package of support and services - worth more than £20 million over five years - was unveiled to help Lambeth's thousands of unpaid carers. The Lambeth Carers' Strategy aims to provide more joined-up support to the more than 18,500 estimated carers who devote huge amounts of their time and energy to looking after other people. It has been launched by the Council and Lambeth PCT following detailed consultations with partners across the voluntary sector, and carers themselves.

Key elements include more respite breaks for carers; a new central Carers' Hub; improved support, advice and training; and a targeted 20% annual increase in both the number of assessments of individual Carers' needs and in the number of carers receiving social and/or healthcare services.

A Carer of the Year Award has been launched for Lambeth as part of the drive to further recognise the work of unpaid carers.

Without Walls Project – Employment & Volunteer opportunities for people with Learning Disabilities

The project worked closely with Lambeth Human Resources to set up a joint venture with Lambeth College, First Steps Trust Lambeth and Mencap Pathways to offer employment opportunities within the council for people with learning disabilities and college students. Lambeth HR were instrumental in supporting the recruitment drive which involved a move away from traditional recruitment processes.

Without Walls is part of ACS Day Services, which includes Lambeth Walk Day Centre, Landmark Resource Centre & Tulse Hill Opportunities Centre. Working in line with the personalisation agenda launched by ACS, the project is providing volunteer work and experience opportunities for 6 service users in the form of part time jobs as support workers. These posts within the day services team provide lunch time cover for staff. Other positions that are being recruited to include travel assistants, day service support workers, travel buddies, a kitchen assistant, a gardener and a handy person.

Supporting People – The Appropriate Adult Service

This service went live on 1 September 2008 and was commissioned by the supporting people team on behalf of partners across the council and Metropolitan Police to meet the Police & Criminal Evidence Act (PACE) 1984, where all people under the age of 17 and those over the age of 17 with mental health issues or learning disabilities must be informed of their rights and have an Appropriate Adult present when questioned by the police.

After an open tendering process, an organisation called TAAS were selected and are providing trained staff to Lambeth police stations to support and advise detained persons.

This service is jointly funded by CYPS Youth Offending Service, CYPS Emergency Duty (Family Support and Child Protection), Adult Mental Health Services, Substance Misuse and the Metropolitan Police. This is a good example of how budgets can be pooled and services can be commissioned in a “joined up” way to maximise service provision to vulnerable children and adults.

Lambeth are providing an enhanced service and are covering all vulnerable client groups that may require the services of an Appropriate Adult. Whilst there is a duty on authorities to provide an Appropriate Adult for children and young people if their parents or carers are unable or unwilling to attend, the law is not so well defined for vulnerable adults and it is a matter of good practice for authorities to provide such an Appropriate Adult, which we now have in place.

Timescales for Social Care Assessments (NI 132)

This performance indicator has been amended in 2008/09 to measure just the waiting time from contact to completion of assessment within 28 days for all age groups. Performance during 2008/09 has shown a significant improvement and has resulted in 97.8% of all assessments being completed within 28 days. However this level of performance needs to be maintained to ensure that the department meets the year end target of 95%. Performance will continue to be closely monitored at service specific performance boards and managers will continue to use the twice weekly reports to highlight assessments approaching the 28 day deadline.

Lambeth GAIA Centre wins NHS Award

Lambeth Gaia Centre won a prestigious NHS Health and Social Care award (London region) for success in partnership working, competing against 200 other entrants.

The centre, which opened two years ago, is operated by Lambeth Council and a range of partners from the voluntary and private sectors (with a number of Domestic Violence posts mainstream funded by Lambeth Council). It falls under the remit of Adults' and Community Services' domestic violence co-ordinator Josephine Enright, who was instrumental in setting up the centre.

The centre has helped hundreds of women get their lives back on track, often by helping them to find new homes, linking them with other family members or continuing to support them in refuge or sanctuary schemes.

Key successes at the centre have included higher than national average offender conviction rates, and the provision of all support services under one roof, in comparison to the national average showing women may have to visit up to eleven different agencies to get the help they need.

Since opening in May 2006 the centre has helped over 861 women, with 40 new cases every month. Ninety percent of cases dealt with at the centre have had positive results for the women involved, with an 87 percent conviction rate for offenders brought to trial compared with 67 percent nationally.

Domestic violence forum support White Ribbon campaign

Lambeth domestic violence forum took part in activities to mark the International Day for the Elimination of Violence Against Women and the start of the White Ribbon campaign on 25th November.

Over 4,500 domestic violence incidents were reported to Lambeth Police in the last year and the forum used the opportunity to raise awareness with information stands around the borough including Lambeth Contact Centre at Olive Morris House, and Camberwell Green Magistrates Court.

Wearing a white ribbon is a personal pledge never to commit, condone or remain silent about violence against women. For more information on the white ribbon campaign go to www.whiteribboncampaign.co.uk

Success on the streets for Lambeth Peace Month

September 2008 was Lambeth's Peace Month, an awareness raising campaign and month-long programme of events.

The ACS Active Communities team co-ordinated the programme. Over 40 partners contributed towards the "Peace on the Streets" campaign.

Considerable effort was taken to ensure young people took centre stage. They helped plan and deliver special concerts, drama performances and workshops that were attended by all ages and all sections of the community across the borough.

These events helped raise awareness of community safety issues and inform our community on the action that's taken by key services to tackle crime and promote community cohesion.

At the 'Eat your Way around Lambeth' evening community members were encouraged to sample dishes linked to our communities in Lambeth, whilst listening to speakers who talked about how they arrived and settled in the borough. Entertainment was provided by a number of community organisations, as the programme took everyone through the continents of the world, changing the spoken language and musical style. The assembly hall was packed, colourful and everyone was in great spirits.

The aim of Peace Month was to increase community cohesion, promote justice and respect and help reduce crime and fear of crime. Our feedback so far suggests we reached 1000s during the month, and touched on some live and very challenging issues that need to be addressed to help make Lambeth a stronger and safer place.

Adult social care services in Lambeth reach for the stars

Social care services provided for adults by Lambeth Council received a seal of approval from the national inspectors.

The Care Quality Commission (CQC) judged the council's adult social care services as "good" and its capacity to make more improvements as "promising".

Cllr Lorna Campbell, Lambeth's cabinet member for health and care services, said: "It's great that we have achieved our two stars for adult social care - delivering the best possible services to residents is at the heart of what we do. The biggest challenge is to keep on improving and that's why we are moving towards more personalised social care services, have exciting plans to deliver £20million to unpaid carers and are delivering massive improvements to sheltered housing."

Recent successes in adult social care services that are recognised in the CQC report include:

- plans to deliver personalised services are advanced
- the appointment of the director of personalising services has strengthened leadership and capacity to deliver
- good work in ensuring vulnerable adults are safe
- engaging with people using services and carers
- the Gaia Centre winning the NHS and Social Care Award for London
- the launch of a Lambeth Carers Strategy with partners
- increasing the number of people with learning disabilities who are in employment
- delayed transfers from hospital are low
- benefit uptake campaign has had positive results

Jo Cleary, executive director of Lambeth's adults' and community services, said: "I am pleased that the hard work and commitment of all our staff and partners has been recognised by CSCI. It confirms Lambeth as the most improved council in London. CSCI have identified areas for improvement, which we are already working on, and they have recognised that the leadership is in place to achieve these."

New Brixton drug treatment centre officially open

After over three years of partnership work to make the idea a reality, a new centre for alcohol and drug addiction officially launched in November, having already increased the number of people in treatment. The official opening of Lorraine Hewitt House in Brighton Terrace, Brixton, was attended by many of the staff, service users, councillors and local residents who have been involved in the plans for an integrated treatment centre in Brixton. These included Community Safety, South London and Maudsley NHS Foundation Trust, the Primary Care Trust, Lambeth Police and the Brighton Terrace Steering Group.

Mayor of Lambeth Cllr Angela Meader also unveiled a plaque in memory of Lorraine Hewitt at the event. Lorraine, who the centre is named after, was the previous manager of Lambeth's drug treatment centre when it was based in Stockwell and was admired and well-loved by both colleagues and clients of the service for her pioneering work around drug treatment and harm reduction.

Careline24 accredited

Lambeth's Careline24 has successfully gone through the Telecare Services Association audit and become one of only two services in London to have achieved accreditation across all three parts of the audit.

This is a fantastic achievement for the team which provides a service to older and vulnerable people, giving them peace of mind when living independently in their own homes.

Adults with Learning Disabilities - Culturally Diverse Learning Disabilities Group

The work of the Culturally Diverse Learning Disabilities group has benefited residents and impacted on inclusion. A 'champion' was appointed within ACS to manage this project, as a direct outcome of the Valuing People Document. This work has impacted positively on inclusion through:

- Ensuring that current services meet service users and carers' cultural needs and also to raise awareness and create forums for change.
- Highlighting service users' and carers' concerns to ensure these are heard and acted up to date the Learning Disabilities Partnership Board.
- Developing networks and groups to support particular cultural groups as needed.

- Involving representatives to represent culturally diverse communities on Lambeth's 'In Control' (self-directed support) advisory group, to ensure the pilot project and ongoing work is reflective of the communities in Lambeth.
- Ensure that all the sub groups of the partnership board which represent the objectives of valuing people have representation from Culturally Diverse Communities

Progress against our Corporate Plan Improvement Activities

Lambeth became the first local authority to appoint a Divisional Director for Personalising Services

The division is leading the development of ACS's joined-up delivery to personalised care services, particularly through self-directed support across all service user groups. A full implementation strategy is being developed. A number of key activities to date have included:

- Significant work towards establishing a robust and equitable resource allocation system (version 5 in Lambeth)
- ACS is hosting a service users event in July for service users, families, carers and other members of the support network of those involved in the 'In Control' pilot scheme for self-directed support (Adults with Learning Disabilities) in Lambeth. The event will include discussion and review of all elements of self-directed support from a service user perspective and enable further input into development going forward.
- ACS hosted a full day meeting/conference for the borough's Health and Social Care Voluntary and Community Sector Forum. This contributed towards communicating and sharing issues around personalised services, identifying opportunities and capacity building needs for the voluntary sector, and encouraging engagement and input from the sector at the early stages of planning implementation.

The Council's Outcomes Framework with Department Objectives and Indicators

Vision	Lambeth is a diverse, dynamic and enterprising borough at the heart of London					
Corporate Priority	A safer Lambeth with strong communities	More opportunities for children and young people	Better housing and flourishing local economies	Respect for the environment	Developing personalised care services	Serving our customers well
Strategic Outcomes	<p>Local communities are safe and the fear of crime is reducing</p> <p>Local people enjoy a good quality of life in a safe, clean and green environment</p> <p>Inequalities and social exclusion in the community are reducing</p> <p>Local communities are more cohesive, empowered and active</p>	<p>Health promotion for children and young people is working and reducing risky behaviour</p> <p>Children and young people are safeguarded and protected from harm</p> <p>Children and young people enjoy learning and achieve their full potential</p> <p>Children and young people are involved in positive activities</p> <p>Young people aged 16 and over are in</p>	<p>Adults are able to develop skills and achieve their ambitions</p> <p>Better housing is in place and great neighbourhoods exist</p> <p>There is a strong enterprise economy and business growth in Lambeth has increased</p> <p>Economic wellbeing of all Lambeth's citizens, including older people is improved</p>	<p>Lambeth's Environment is clean and we are adapting to climate change</p> <p>Environmental sustainability is emphasised in all policies, services and new developments</p>	<p>Adults and older people feel able to make a positive contribution to their communities</p> <p>Adults and older people have improved health and emotional wellbeing</p> <p>Adults and older people are safe from discrimination or harassment and can enjoy personal dignity and respect</p> <p>Adults and older people have an improved quality of life, choice</p>	<p>The council has skilled and well-led staff who understand their community</p> <p>Our services represent value for money</p> <p>Services are supported by effective and efficient processes</p> <p>Customer satisfaction is improving</p>

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		education, employment or training when they leave school			and control	
Department Objectives	Safer, healthier				Personalising care	Effectiveness and efficiencies. Safer, healthier Joining up
Performance Indicators	NI 15 - Serious violent crime rate NI 16 - Serious acquisitive crime rate NI 20 - Assault with injury crime rate NI 28 - Serious knife crime rate NI 29 - Gun crime rate NI 40 - Drug users in effective treatment NI 32 – Repeated Domestic Violence Rates		NI 145 - Adults with learning disabilities in settled accommodation. NI 146 - Adults with learning disabilities in employment. NI 149 - Adults in contact with secondary mental health services in settled accommodation. NI 150 - Adults in contact with secondary		NI 130 Social Care clients receiving Self Directed Support per 100,000 population. NI 131 Delayed transfers of care. NI 132 Timeliness of social care assessment (all adults) NI 133 Timeliness of social care packages following assessment	BVPI 8 - Invoices paid on time. The percentage of working days lost to sickness absence.

Vision	Lambeth is a diverse, dynamic and enterprising borough at the heart of London					
Corporate Priority	A safer Lambeth with strong communities	More opportunities for children and young people	Better housing and flourishing local economies	Respect for the environment	Developing personalised care services	Serving our customers well
			<p>mental health services in employment.</p> <p>NI 141 Percentage of vulnerable people achieving independent Living</p> <p>NI 142 Percentage of vulnerable people who are supported to maintain independent living</p>		<p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information</p> <p>NI 136 People supported to live independently through social services (all adults)</p>	

Delivering the Council's Priorities in 2009-12

Over the next three years our department will be helping to deliver better outcomes for residents in each of the council's six priority areas. For each priority we have identified our objectives as a Department and the indicators we will put in place to measure progress.

The following sections set out our department objectives under each priority and list the main projects and activities we will be undertaking to deliver these.

1. A safer Lambeth with strong communities:

The safer Lambeth partnership plan presents Safer Lambeth's priorities for reducing crime, anti-social behaviour, substance misuse and re-offending for the next three years. These priorities, and the objectives within them, are determined by the following key drivers:

- the annual, statutory, Strategic Assessment, of patterns, levels and trends for crime, anti-social behaviour, substance misuse and re-offending in the borough over the previous year;
- other local drivers, in particular the borough's Sustainable Community Strategy and Local Area Agreement negotiated with the Government, other key local strategies and equality and diversity impacts in the borough;
- financial drivers including availability of resources and value for money considerations;
- national drivers from Government including new legislation, regulations and guidance;

The ACS department aims through its 'Older People Strategy' to ensure that older people in Lambeth are able to live independent and healthy lives in the community and are able to choose from a range of flexible care and support services if they need them. In the coming year we will seek to:

- provide flexible care services with less of a reliance on residential and nursing home care
- reduce the fear of crime and isolation amongst older people living in the community
- raise customer awareness of the range of options and services available to them
- ensure that older people are not constrained by their financial situation
- reduce fuel poverty for older people

Lambeth First, the borough's local strategic partnership, is committed to achieving these outcomes. Lambeth First will work with older people to understand local priorities both now and for the future so that they can make sure we are investing resources into what is most important for improving the quality of life for people in Lambeth as they get older. Lambeth First partners are committed to working with older people to make that difference through the older people's partnership board. This strategy will address the wider well being of older people in a holistic way not purely referring to health and care services or to physically frail older people.

In developing this strategy we have focused on what people have said about living in their own homes and communities through surveys, focus groups and consultations. We have analysed the demographic profile including indicators of health, poverty and housing.

Our environmental development programme will roll out a number of initiatives to make Lambeth a 'cleaner and greener' environment

The mission of the Sport and Recreation Service is a healthier, more active community in Lambeth. Its broad aim is the increase in residents' participation in sport and physical activity through its three main service areas: a leisure estate of five leisure centres and a variety of outdoor facilities, a community sports team creating more opportunities for active recreation and a healthy lifestyles team delivering targeted exercise on referral to our most inactive residents. There is also considerable joint working with the 2012 team in the Cultural Strategy Business Unit.

Safeguarding of vulnerable adults is a high priority work stream for the department. This year we will conduct an awareness campaign to increase the volumes of referrals. We will train staff and managers from our health partners and the third sector to ensure that they have high levels of expertise in risk management and investigation. We will increase the capacity of our dedicated safeguarding adults team to provide operational scrutiny, oversight and support for care management staff.

We will conduct a comprehensive overhaul of governance arrangements including a review of the membership of the Lambeth Safeguarding Adults Partnership Board (LSAPB) and the introduction of a number of safeguarding subgroups

A review of our safeguarding policy, procedures and inter-agency working practices in order to deal with the ever increasing volume and complexity of the key work area

The development of a comprehensive work programme for the LSAPB including the development of a workforce development/training strategy, a communication and publicity strategy and an auditing performance framework

In 2009/10 we will co-ordinate implementation of the domestic violence strategy. This will include: reviewing and developing access to Independent domestic violence advocates at Gaia, Camberwell Court, and the two hospitals; strengthening the Gaia centre as the hub of domestic violence services and generally increasing awareness of services.

We are developing our appointeeship and receivership services to ensure that customers are less vulnerable to financial abuse. This is particularly necessary in light of the personalising care services agenda. We are developing the service so that it can be rolled out to customers in the community.

The Cultural Services arts development team will work with both internal and external groups to support and sustain creative and cultural activity throughout the borough. Lambeth Arts will work with a range of partners to develop and sustain a high quality and diverse arts offer, to increase access and participation, to improve the arts infrastructure, to build the creative industries, to enhance the physical environment through arts in the public realm, and to promote economic, social and personal growth, employment and attainment through the arts.

2. More opportunities for children and young people

Our substance misuse services will continue to work jointly with Children and Young People's Services (CYPS) in preventing potential substance misuse amongst young people. We have strengthened transitional arrangements between CYPS and the adult learning disabilities service and have a dedicated CYPS manager based within the service. The cultural services division is leading on increasing the number of young people accessing arts opportunities.

3. Better homes and flourishing local economies

A key work stream for the department in 2009/10 is the expansion and development of extra care housing. Extra care schemes are well-designed and warm environments, shaped around older residents' needs to maintain their independence, feel safe and enjoy being part of a lively community. Residents of extra care schemes (supported housing) are less in need of care than those residing in a residential or nursing care.

Extra care housing offers independent living with professional staff, plus home care staff on site, an emergency alarm system and community facilities such as;

- communal lounges
- hairdressing
- laundry
- library services

In 2009 we will work on increasing the provision of extra care housing. We plan to develop an additional 300 flats for all client groups by 2013.

4. Respect for the environment

We will continue the review of the parks department's budget to ensure that it is sustainable and fit for purpose. We will produce financial analysis of staffing and the contracts associated with parks. We will review all budgets past and present, conduct a financial analysis of staffing establishment and support the contract tendering processes with financial pricing tools and tender evaluation in line with value for money principles.

5. Developing personalised care services:

Personalising services for social care users is a key element of the government's reform and transformation agenda for social care. The Council needs to plan for and deliver a programme of change over the next three years. Going forward we will continue to develop our approach to Personalising Care Services. We will development and implement the Carers Strategy, the goal of which is to Increase the number of carers' assessments and services whilst also increasing the scope of services provided to carers in partnership with the PCT through joint purchasing/commissioning. We will implement a programme to deliver flexible, personalised and cost effective support options to people and carers that enable people to organise and have control over their own support. This links in with outcome 5 in the sustainable communities' strategy.

A new divisional director is in post to drive forward cultural change. The resource allocation system will be reviewed and implemented and we'll develop key financial protocols to support resource allocation. The department will provide a range of innovative support options at the right price which increase customer satisfaction through a market management strategy.

We will review existing infrastructure including information services, brokerage and advocacy services so that a robust personalised social care and care management system can be developed. This will enable everyone eligible to have a personal budget and makes a universal offer to the community of Lambeth regardless of financial situation. The reviews will be reported to the SDS Programme Board with proposals for development and improvement of infrastructure.

6. Serving our customers well

Under the CSED Project (Department of health initiative) we will conduct a review of the end-to-end assessment and care management process to generate improved outcomes for service users and increased productivity and efficiencies, reduce delays and waiting lists and Increase our client satisfaction.

Co-location and joint working with health colleagues at PCT and acute levels will continue to be expanded. We will implement the next phase of integration of adult social care teams with health partners and better partnership working, including the introduction of a single assessment process. We'll continue to emphasise the importance of independence, choice and retaining people at home in the community. With that in mind community based services will be offered as the first option, supported by a strategic commissioning policies.

Internally we will develop and deliver an equalities programme for ACS embedding equalities into all mainstream activity. Meet statutory requirements across all equalities groups. Key activities include:

- engage staff in equalities development through the governance structure of equalities board, equalities steering group and equalities action group
- implement and monitor delivery of the single equalities scheme
- achieve excellence level of the new local government equalities framework
- meet the requirements of the PWC audit for equalities impact assessments, including maintenance of the Equalities Impact assessment (EIA) register, roll out of a programme of training, and work with the PCT on joint EIAs
- advise services across the department to ensure that equalities is core to service development and delivery
- co-ordinate the department's contribution to the development of Lambeth's equalities and cohesion action plan

We will put in place deprivation of liberties assessments where a customer is in an institution where their liberties may be deprived as a result of their condition. We are well advanced in making provision for the deprivation of liberties as per the Department of Health requirements. We need to identify all potential clients and institutions and conduct training for best interest assessors which is scheduled for April 2009. The assessments will endeavour to reduce deprivation of liberty where it is inappropriate in partnership with our PCT colleagues

We will develop and deliver our cultural strategy for Lambeth and communicate it to our stakeholders, internal and external. All stakeholders will have the opportunity to contribute to the strategy and understand what it means for them.

Delivering the council's promises in 2009/10

The current administration has agreed 'council promises'. These promises cut across all the work we undertake and should inform the way in which we approach the delivery of our services. This section highlights specific departmental performance measures and service improvement activities we will be undertaking to deliver these promises.

Delivering quality and value for money

- sports and Recreation has raised £21million from internal and external sources for funding to enhance cultural facilities in the borough
- re-launch of council leisure card reducing economic barrier to participation
- training of service staff to be multi-skilled/disciplined, reducing the need and expense of outside contracting and consultancy
- annual benchmarking projects to review fees and services provided against other local authorities, and considered in service development.
- Lambeth Parks Business Review approved by cabinet – provides template for innovative ways to deliver improved financial sustainability for the parks service
- review VFM and introduce an innovative procurement programme
- adherence to financial regulations
- improve our customer service – timely answering of questions and support
- meet value for money targets for each contract
- benchmark the work we do to ensure we compare well on cost and performance
- bring down costs through more effective procurement
- we have remodelled services and undertaken specific exercises leading to reduced costs, not services
- monitor performance, and only re-commission where contracts provide excellent service and value for money
- use competitive tendering when appropriate to achieve efficiencies
- apply use of new technology where we can to reduce our costs
- we offer local day programmes where possible rather than residential rehabilitation programmes
- we employ rigorous financial monitoring of overall management.

Listen to and engage our citizens

Introduction

We have included details of a number of consultation and involvement projects planned to take place during 2009-2010. Please note some of these projects are currently being reviewed under Lambeth's Research Governance Framework (RGF) process to ensure that all projects are carried out to a high standard in terms of good research/consultation practice, in line with ethical guidelines.

The RGF process also helps us to keep track of planned consultation, to ensure that consultation activity is being carried out properly and that it is feeding into the process of service development and delivery.

If more information is needed, we can provide it separately.

Consultation activity

Each year, adults and community services produces an annual consultation plan. This is shared with colleagues across the council and in health, to try and ensure that there is no duplication of activity and also highlight gaps where feedback would be useful.

The Strategy and Commissioning division takes the lead on consultation activity and ensuring feedback is embedded into service development. The department's consultation officer advises managers on good practice in terms of consultation, and ensures that standards are met.

Examples of planned research and consultation projects in Lambeth Adults' and Community Services for 2009-2010

- **Consultation on draft partnership strategy "Positive Ageing" - a strategy for older people in Lambeth**
The formal consultation process began on 19 February 2009 and will continue until 18 May 2009. We are using a range of methods to collect feedback and comments from Lambeth residents, and relevant statutory and voluntary organisations. All the feedback we collect will be used to produce a final version of the strategy (July 2009).
- **Consultation on Lambeth's draft strategy for people with a physical disability and/or sensory disability**
Working with the PCT, we have started work on the development of a strategy for services for people with a physical disability or sensory disability. Building on the positive feedback from the consultation methods and processes used in the development of the older people's strategy, we are planning a deliberative stage, followed by the formal 90 day consultation period. The consultation strategy is being developed, and will be delivered, in partnership with member of the Physical Disability Partnership Board.

- **Consultation on Lambeth's draft Cultural Strategy**

The Cultural Services division has recently moved into Lambeth Adults' and Community services. Services provided include libraries and archives, environmental improvement (such as parks, events, cemeteries and crematoria, registrars), sports and recreation, and arts development. Work is starting on the development of a boroughwide cultural strategy, and as with the strategies above, we are developing a consultation plan that gives all interested individuals and groups opportunities to get involved.

- **Consultation on Lambeth's draft Domestic Violence Strategy**

We are carrying out consultation on a cross-cutting strategy that will set out the needs of people experiencing domestic violence in the borough and a range of options to meet those needs. With the Greater London Domestic Violence Project, we held a well attended event on Friday 20 March to talk to women who have experienced domestic violence. This was delivered in conjunction with 'pampering' sessions, as part of an event to celebrate International Women's Day.

- **Consultation around the re-commissioning of domiciliary care**

Consultation with a range of stakeholders including service users, carers, staff and providers around their experiences of current home care service provision, and what types of improvements people think need to be made. We will use a range of methods including self completion questionnaires and groups to gather feedback and views. We will build on the methods used last year when consulting on the development of Lambeth's meals services. The consultation will begin during April/May 2009.

- **Consultation around personalising services**

We are planning a range of activity to ensure that all stakeholders are engaged with the development of self directed support. Some of the planned consultation includes:

1. An evaluation of the "In Control" project as part of a national evaluation project, in partnership with the University of Lancaster. The evaluation includes face to face interviews with service users with a learning disability and their carers. We are also collecting data from carers by way of self completion questionnaire, if this is what they would prefer. Local data collected will feed into the wider national evaluation, but we will also be organising an event to feedback Lambeth's results to participants and other local stakeholders, and share what we have learnt from the project. This project has already started and we expect it to be completed in August 2009.
2. We are planning a number of events for providers and potential providers. These will be used partly to provide organisations with information on personalisation and partly to hear from them about what they can bring to the agenda in Lambeth. One event will be across all sectors; we are also planning some more targeted events, involving service users and carers, to help develop framework agreements with service providers.

- **JSNA**

As we work with CYPS and the PCT to further develop the JSNA, we plan to involve staff in the statutory and voluntary sectors in helping set the direction for areas of work. Coming up during April and May are three workshops: one will focus specifically on the smaller voluntary and community groups, to ensure that their views are central to the development of the JSNA.

- **Consultation on Financial Assessment processes**

As part of work to improve financial assessment processes, we plan to do some customer satisfaction work on how people feel about the process. This will include consultation on the forms and guidance used, as well as the advice and support given by the team.

- **Customer satisfaction surveys**

We plan to carry out a series of customer satisfaction surveys, as a follow up to surveys carried out in 2006. These include surveys of people using a range of care services, such as home care, home shopping and meals. We will also be doing surveys on the assessment process, again as a follow up to a survey done previously, and developing a programme across other aspects of the service. We are also planning a survey of people who have used the every pound counts campaign.

- **Local Involvement Network**

The Lambeth LINK has agreed an initial workplan of activity, and we intend that their findings should help inform services and developments in the department. We are also proposing some additional areas of work that LINK members may want to be involved in, including use of lay visitors in residential care. This could usefully build on previous work of lay visitors in community settings.

- **Lambeth Expos**

Last year, the Council held three 'community expos' giving people an opportunity to get involved in services in their area. This year, during July to September, the Council is planning five further Expos. These will offer information on services, alongside opportunities to involve people in agreeing area priorities.

- **Further procurement activity**

We are working on commissioning a range of services, and service users and carers will be involved in a variety of ways. Services include: adult placement scheme; stroke rehabilitation; carers breaks; IMCA service; carers breaks; and, supporting people services.

- **Partnership Boards**

We are working to further develop the role of service users and carers in the Partnership Boards.

Delivering equalities

Tackling inequalities and social exclusion is one of the key change and cross-cutting themes that are central to our core business as a service provider, employer and community leader. By law we are also required to have due regard to eliminating unlawful discrimination, promoting equality of opportunity and good community relations when planning and carrying out our functions or policies.

In July 2008 the council was accredited by IDeA Peer Challenge Assessors as being at level 3 of the Equality Standard Framework for Local Government (ESLG), setting equality objectives and targets. We are now working to achieve 'Excellence' the highest level of the revised Equality Framework for Local Government (EFLG), achieving and reviewing equality outcomes, by December 2009.

Adults and Community Services (ACS) has made significant progress in take the equalities agenda forward in all areas of its work. ACS aims to increase choice for all in the way people are provided care services. Providing care in appropriate and sensitive ways that will meet their needs regardless of their race, gender, disability, religion or beliefs, age or sexuality.

Taking forward equalities work across the department, the key equality objectives that will be delivered during the life of this service plan are detailed below. ACS aims to:

- contribute to the council achieving the 'Excellence' level of the revised Equality Framework for Local Government (EFLG).
- incorporate the findings of the Joint Strategic Needs Assessment into commissioning plans
- develop the Health and Well Being Strategy and commissioning plan
- assist the Third Sector to build its capacity and help develop a robust, diverse and independent voluntary sector
- increase the household incomes where ill health and disability benefits have been under-claimed
- ensure that equality issues are fully integrated in the procurement and commissioning process to improve outcomes for clients
- deliver series of cultural and faith events that promote community cohesion and celebrate the borough's diversity
- ensure that the consultation process enables people from all backgrounds to engage in decision-making process around services development
- improve provision of occupational therapy services taking account of cultural and other equality needs.
- provide access to the community with adaptations & give advice on other services e.g .Blue Badge. Apart from D55 cases & very urgent cases referrals are acted upon in date order.
- Adults with Learning Disabilities (ALD) - Plans completed to ensure that the ethnicity project informs mainstream work
- introduce Social Inclusion Wheel as way to enhance focus on social inclusion with Effra run social activities
- recognise and celebrate diversity by having different cultural events and culturally specific groups.

- work with partners, in particular health, to improve access to services, across all equality strands
- ensure that equalities is a key part of the development of safeguarding procedures and policies
- ensure opportunities for training and employment are accessed equally by disabled people from all communities who are eligible
- ensure equality is a key part of the Prevent Strategy
- ensure that all equalities groups are considered in work being planned around community reassurance
- ensure equality is at the centre of the development of the personalising agenda
- develop and implement a workforce planning strategy that takes account of equalities issues
- ensure equalities issues are considered when providing and developing access to services
- improve maintenance and quality assurance of all equality performance data, particularly for faith, sexual orientation and age
- review the performance monitoring framework to reflect the new national indicators set, including equality indicators
- produce analysis and profiling of equality data to support the implementation of equality agenda
- ensure the department meets all good equalities practice in terms of recruitment and employment
- ensure HR upholds the standards of fairness in the course of carrying out recruitment and employee relations activities.
- deliver the Cultural Strategy
- empower the community to plan and deliver their own events
- develop the Lambeth Disability Sports Partnership Board in partnership with DASL.
- review and expand the 2012 and Arts and Disability programme.

Key pieces of work to help support departmental equalities agenda

These objectives will be delivered through implementation of departmental equality actions as well as by putting into practice the Single Equality Scheme, the Comprehensive Equality and Cohesion Plan and the new Equality Framework for Local Government. And by:

- Improving customer data collection and equality monitoring to identify gaps in service and improve delivery of services to vulnerable groups.
- Working more closely with Procurement Board to enforce EIA rules during the procurement process.
- Delivering the EIA programme.
- Delivering EIA training to staff responsible for EIAs in the department.

Community Safety

Section 17 of the Crime and Disorder Act (1998) places a duty on local government to ensure that in the exercise of its duties it does all that it reasonably can to prevent crime and disorder in its area. All Departments are therefore required to show how, through their service improvement activity, they are helping to tackle the number one priority for residents in Lambeth – that of reducing crime and disorder.

About the Safer Lambeth Partnership

The Safer Lambeth Partnership is the statutory 'crime and disorder reduction partnership' (CDRP) for the London Borough of Lambeth. The partnership brings together six statutory public bodies with community, voluntary and private sector partners for the purpose of reducing crime, anti-social behaviour, substance misuse and reoffending in Lambeth.

The partnership aims to achieve this purpose by:

- providing effective borough wide leadership;
- bringing together the key statutory agencies and other private, voluntary and community partners to enable joint effective working and partnership activity;
- supporting responsive service delivery led by intelligence and evidence based approaches;
- promoting the safeguarding of children and vulnerable adults. In particular their protection from maltreatment, abuse, crime and anti social behaviour;
- engaging the borough's diverse communities and residents and providing accountability and transparency in order to increase public confidence and enhance perceptions;
- ensuring that communities and residents are engaged and informed about crime, offending and substance misuse in their area, listening to what is of most concern to them and acting to trackle those issues in a timely and effective manner;
- ensuring that agencies represented in the partnership share information and intelligence effectively in order to support victims and tackle offending;
- promoting the interests of public protection and safety with effective communications and public relations

The partnership's priorities for reducing crime, anti-social behaviour, substance misuse and reoffending are expressed in an annually revised partnership plan to be published in May each year.

The Strategic Assessment 2008

The new statutory requirements require Safer Lambeth to prepare a 'Strategic Assessment' every year for the purpose of 'revising the partnership plan'. Assessments must include:

- an analysis of levels and patterns of crime, anti-social behaviour substance misuse and re-offending; of changes in those patterns and levels; and an analysis of why those changes have occurred;
- the issues that the members of the Partnership should be prioritising in relation to reducing crime and anti-social behaviour and combating substance misuse;
- a consideration of those issues which residents of the borough think the Partnership should be prioritising;
- an assessment of the extent to which the partnership plan for the previous year has been implemented.

Lambeth's second Strategic Assessment (SA) was conducted between September and December 2008 and considered the causes and effects of crime, anti-social behaviour, substance misuse and re-offending in the borough with an enhanced understanding of the 'key drivers' of offending behaviour.

The key finding from the 2008 Strategic Assessment is that no significant change is needed to the five strategic priorities that were identified by the first Assessment in 2007 and included in the first Partnership Plan published in 2008. However, some refinements are recommended based on what has happened over the past year.

(1) Reduce serious violent crime

There will be a significant reduction of the number of victims of violent crime with attendant improvements in feelings of public confidence and reassurance.

(2) Reduce the harm associated with drug and alcohol misuse

There will be significant reductions in the health and social harms associated with drugs and alcohol across the borough. There will be no visible drug dealing or drug use on our streets or in our housing estates and Brixton will have lost its reputation as a place where illegal drugs can be readily obtained.

(3) Support young people

There will be improved cross service support for young people with reduced youth offending and increased diversionary activities. Young people will develop positive behaviour and life opportunities. The involvement of young people in serious violent offending and gang-related activity will have been challenged and reduced. The overrepresentation of BME young people and Looked After Children in the youth justice system will have been significantly reduced.

(4) Support more resilient, cohesive communities

There will be improved service responses to promote community safety and raise public confidence and trust. There will be closer engagement with communities with measurable signs that groups within the borough are living and working more closely together within vibrant and diverse neighbourhoods. There will be closer work with communities to prevent violent extremism and reduce levels of hate crime.

(5) Support safer and more respectful neighbourhoods

We will maintain reductions in levels of volume crime and there will be a significant reduction in the number of victims of acquisitive crime with far less environmental and criminal damage. Greater respect for public space and other people will be demonstrated in significantly reduced levels of anti-social behaviour with tangible signs that residents are listened to and are reclaiming their neighbourhoods.

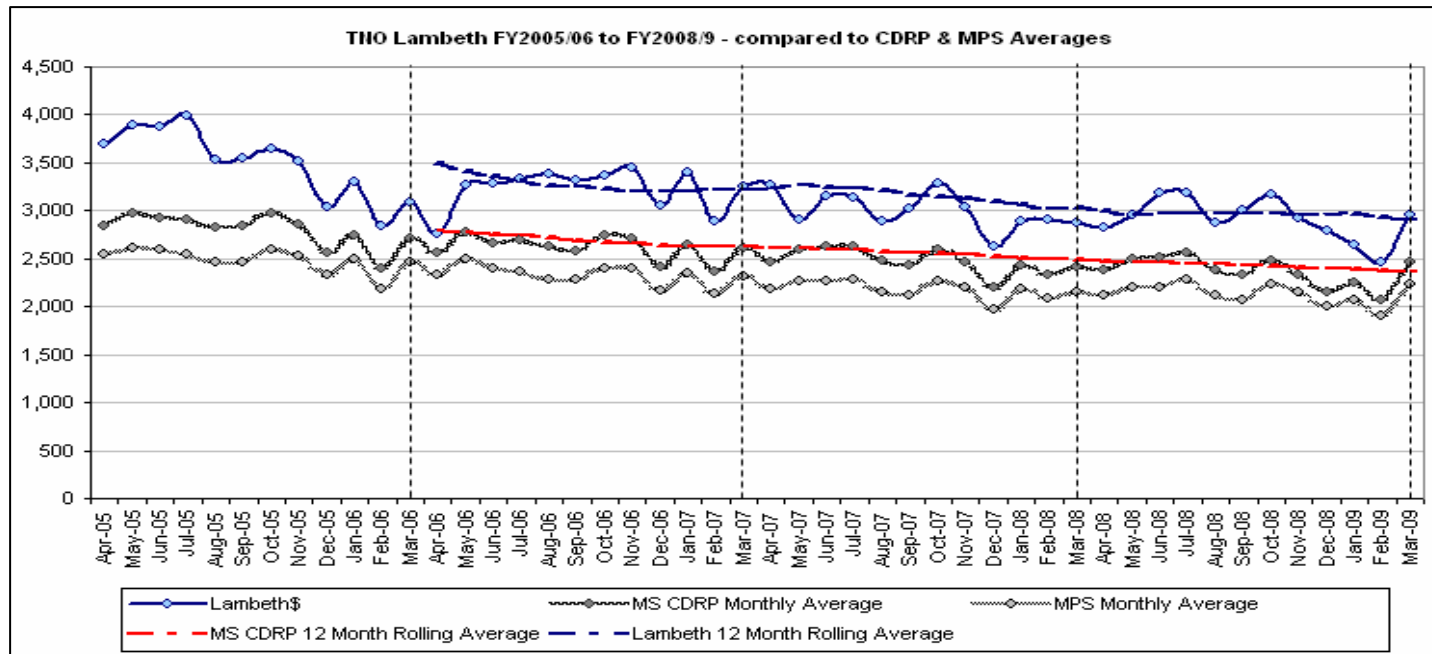
These priorities are supported by 24 'success measures' expressed as performance indicators derived from the National Indicator and Assessment of Policing and Community Safety indicator sets.

Furthermore, the partnership plan identifies; (a) three year objectives, and; (b) commitments to action on a rolling, annual basis for each priority. These are then developed into detailed annual delivery plans by each of the Partnership Action Groups (PAGs) of the Safer Lambeth Partnership. There are five PAGs, one for each priority.

In addition to these outward facing priorities, the team has also adopted a Partnership Development Plan organised around the six 'hallmarks of effective partnerships' for Crime and Disorder Reduction Partnerships proposed in the Home Office statutory guidance, *Delivering Safer Communities*.

Progress during the first year of the Plan, 2008/9

The chart overleaf illustrates all reported crime (MPS) in Lambeth between April 2005 and February 2009. Overall reported crime has fallen but there has been a levelling off this financial year. It is interesting to note that Lambeth follows a similar trend in crime reporting to the MPS and MPS CDRP family averages, suggesting Lambeth is following London-wide trends. The only departure was between June and September 2006 when crime in Lambeth increased against a pan London average drop.



Continued crime reduction

Crime continues to fall in Lambeth. 2008/9 was the seventh consecutive year of crime reduction and total notifiable offences in the borough have fallen by over 30% since 2003/4.

There has been excellent progress with gun and knife crime following concern about the trends for these crime categories in 2007/8. Gun crime fell by nearly 37% (136 offences against 234 the year before) and knife crime by nearly 10% (650 against 718 for 2007/8).

We are performing well against our Domestic Violence targets, currently exceeding three out of four 'stretch' targets in our Local Area Agreement. For repeat incidents, our target is that no more than 54% of the most high risk cases being managed by the Multi-Agency Risk Assessment Conference suffer repeat victimisation. We achieved 28% in 2008/9 even though referrals to the MARAC have increased by 330%. Sanctioned detections for DV also exceeded the target: 47% against 45%.

However, sexual violence against women is a concern. Rape has shown a significant upward trend with a 41.6% increase in notifiable offences (an extra 42 offences reported), though we believe this is a result of higher reporting, something the Partnership has been anxious to encourage. Of greater concern is that the sanctioned detection rate for reported rapes was only 22.4%, well short of the target of 35%. Remedial measures are now being introduced to address this issue (see para. 4.12, below).

Youth crime is also reducing, particularly youth violence which fell by nearly 13%. Our key LAA target for youth offending measures the proportion of young offenders in full time education, employment or training at the end of their Youth Offending Service intervention and this is being achieved: 73% of young offenders are in EET against a target of 72%.

Hate crime presents a more mixed picture: racist offences sanctioned detections up at 53% where the target was 50% but homophobic offences sanctioned detections fell to 42.6% where the target was 43%.

Serious acquisitive crime showed a significant reduction of 9.4% during 2008/9 and the LAA target for this National Indicator has already exceeded the three year reduction target of 8%. Residential burglary fell by 8.2% and robbery by 3.3%. Since 2003/4, total acquisitive crime has fallen by over 37% in Lambeth.

However, there has been a sharp upward trend in this type of offending at the end of the year: a 30% increase in March 2009 compared with the previous month. Time will tell if this is a temporary 'blip' or a more serious upward trend, particularly in response to the current economic difficulties (acquisitive crime is expected to increase during recessions.)

Limited progress on sanctioned detections: Sanctioned detections (a measure of the effectiveness of policing in dealing with crime) showed a mixed picture. Racial and domestic offences exceeded their targets. However, rape, homophobic offences and the acquisitive crime categories all fell below target:–

	Target 08/9	Out turn 08/09
<i>Racist Offences</i>	50%	52.7%
<i>Homophobic Offences</i>	43%	42.6%
<i>Domestic Violence</i>	45%	46.8%
<i>Rape</i>	35%	22.4%
<i>SAC</i>	12.8%	6.7%
<i>Robbery</i>	17%	11%
<i>Residential Burglary</i>	16%	7.7%
<i>Motor Vehicle</i>	8%	3.3%

Public perceptions of crime: still a work in progress

Although crime in Lambeth has fallen for seven consecutive years, public perceptions of crime, anti-social behaviour and substance misuse remain an issue of concern for the Partnership. The adoption of the **Single Confidence Target** has re-emphasised the important of improving public perceptions of crime and offending as a key priority for CDRPs.

The first PLACE survey has yielded new information about public perceptions of crime and offending in Lambeth. The key outcomes include:

	<i>outturn</i>
NI 1 percentage of people who believe that people from different backgrounds get on well together in their area	76.7%
NI 2 percentage of people who feel they belong to their neighbourhood	49.10%
NI 4 percentage of people who feel they can influence decisions in their locality	34.5%
NI 17 percentage of people who feel anti-social behaviour is a problem in their area	29.7%
NI 21 percentage of people who feel the council and the police are dealing with the ASB and crime issues that matter locally (Single Confidence Target)	25.4%
NI 41 percentage of people perceiving a problem of drunk and rowdy behaviour in their area	36.3%
NI 42 percentage of people perceiving a problem of drug use or drug dealing in their area	48.2%

Comparisons of these outturns with the other members of Lambeth's 'CDRP family' have not yet been released by the Audit Commission. However, informal comparisons with 17 other London boroughs that have released their results suggests that Lambeth's outturns for these indicators were in the lowest quartile, ie. poorest performing.

The outcomes of the PLACE survey suggest that, although we have succeeded in reducing the volume of offending over seven consecutive years, there is still much work to be done in terms of engaging with our communities, to raise public confidence and transform public perceptions of crime and offending in the borough.

The council's values and leadership style

All that we do in the council is underpinned by our values as an organisation and the style of leadership that we provide.

Council values

All departments support these values and ensure that the way in which we deliver our services conforms to these required standards:

- **Fairness**
- **Respect**
- **Excellence**
- **Service**
- **Honesty**

Leadership style

Our Executive Director, Divisional Directors, Heads of Service and team leaders all vigorously support our leadership style. Through delivery of our services we will ensure that we:

- Take responsibility
- Name the issue
- Step back and reflect
- Challenge and innovate
- Get connected
- Be ambitious for Lambeth.

In 2008/09 we helped to embed these values and leadership styles by:

Our annual staff survey conducted by Ipsos Mori revealed the following of Lambeth ACS staff:

Three quarters (76%) of staff in the department say that they are aware of the council's aims and objectives, which is in line with the Council average (76%), and 6 percentage points higher than the result in 2004 (70%).

7 out of 10 (76%) staff say that they understand what they have to do to meet the council's aims and objectives, which again is in line the Council overall (71%), but a significant increase of 13 percentage points since 2004 (63%).

Three quarters (74%) of staff say that they are committed to the council's aims and objectives, which is in line with the views expressed in the Council overall (76%), and a significant increase of 11 percentage points since 2004 (63%).

8 out of 10 (79%) staff say that they understand the department's objectives, which is in line with the council average (80%), and a slight improvement on the results of 2004 (74%).

8 out of 10 (80%) staff say that they understand what they have to do in their job to meet these objectives, and again this is in line with the council average (81%), and the results of 2004 survey (78%).

We have held open door sessions with the divisional directors where staff can seek advice on any issue that they care to table.

Every member of staff has taken part in team meetings and staff conferences. These have kept our Departmental objectives under constant review and our achievements have been recognised. Our training programme has been reviewed and managers and staff are required to have personal development plans that help address weaker areas or support increased skills and knowledge development needed within their roles.

121's are standard practise and provide the opportunity for progress to be positively supported. Within the scope of their roles, teams and individuals are encouraged to develop better ways to deliver their work, make changes that improve service and drive forward improvements to the services provided. Office and team working arrangements are increasingly flexible whilst improving efficiencies and delivery.

During 2009-12 we will be undertaking the following activities to ensure these values and leadership styles are integral to the way we work:

In the past year we embed the council's FRESH Values and leadership style through our supervision and appraisal process. The department's management staff took part in a manager's conference in the Oval conference centre in Vauxhall where management styles and responsibilities were discussed. The managers at the conference came up with strategies on how to improve their relationship with the teams they oversee.

All managers coming into the division must now attend a new manager specific induction.

The FRESH values are incorporated where appropriate in all learning and development training sessions that are available to the division's staff.

We work to ensure that there is a common set of values and leadership styles throughout the department following the integration of the cultural service division.

Workers were enrolled in a pilot of the corporate Professional Qualification Scheme (PQS) where workers can obtain a management qualification. The scheme was a success and we plan to continue it in the coming year.

Through various awareness workshop managers were given the opportunity to gain further insights and identify process in which they can develop service planning, delivery, and how best to meet the needs of our citizen.

Take Responsibility:

- adopted a holistic approach in our response to Lambeth citizens
- review of services to ensure that they are pertinent for and are able to address the assessed needs of a diverse community
- ensure that our staff members are equipped to deal effectively with the range of issues that arise in endeavouring to meet the needs of one of the most vulnerable group within the borough
- ensure effective management of risk and develop system to safeguard adults who are vulnerable and dependent on others
- by implementing a bottom up/top down approach.
- Ensure that our cultural services reflect the needs and aspirations of our customers

Name the Issue:

- through reflective practice identify gaps in services, skills and begin the process of redressing these
- share with other departments concerns identified in service provision and start to develop strategies to enhance closer working and better means to address limitations
- recognising and valuing the contribution of your colleagues in the development of the borough and recommending individuals for the Hero award

Step back and reflect:

- ensure that team meetings, one to one sessions are a regular occurrence
- planned workshop to inform staff, address practice issues in creating a continual cycle of learning
- implement learning identified via the compliments and complaints received from users
- take time to review and celebrate achievements
- review performance and take action to secure improvements
- seek feedback from customers, networks and partners
- carry out lessons learned sessions at end of projects.

Challenge and Innovate:

- in an ever changing environment, work with staff to facilitate their understanding and development in order to be more accepting of change.
- use best practice ideas from other organisations/LA in order to build on practice and service development.
- promoting independence within a risk adverse environment requires a clear framework to guide workers in balancing manageable risk.
- don't be afraid of trying something new
- manage risk attached to managing fresh opportunities
- review how you and your team work – what could you do easier or better for customers
- work across teams on pilot projects
- encourage teams to problem solve

Get Connected:

- developing protocols across ACS and with other directorates (eg. housing) to facilitate more streamline service to users.
- identify resources available in the 3rd sector and develop improved links to provide a wider range of services to citizens.
- improvement of multi-agency working particularly with health colleagues: joint workshop/co-locations have all contributed to developing a single assessment approach and reducing repetition for our users
- work across the council to achieve efficiencies and economies
- look for links that extend support and improve the business
- make the most of contacts, networks and colleagues
- work together to manage and mitigate the council's risks

Be ambitious for Lambeth:

- engage with other sectors to showcase developments made by ACS.
- demonstrate confidence in what we do professionally in addressing the assessed needs of the community
- aim for achieving the highest possible star rating
- find out and tell people about improvements achieved by the council, and the contribute made by the Division
- be an advocate for the council's work in making a positive impact on peoples' lives
- encourage staff to be mindful of the council's vision

Resources

People

Adult Social Care			
Indicator	Divisional position	Target	LBL Average
Days/shifts lost to sickness absence per FTE (Nov07 - Oct08)	11.66	8.4	10.1
Estimated maximum sickness cost (Nov07 - Oct08)	£546,266		
Number of employees sick 10days+ (Nov07 - Oct08)	106		
Number of employees sick 20days+ (Nov07 - Oct08)	54		
Number of employees sick 30days+ (Nov07 - Oct08)	36		
Staff turnover	9.95%	16%	12%
% agency workers	18.61%	12%	15%
The number of agency workers	91		
Women as % of workforce	69.35%		59%
% workforce BME	63.36%	38%	56%
% workforce with a disability	8.97%	3.20%	4.60%
Number of staff	398		
Staff FTE	379.1		
Number of fixed term contracts	39		

Number of permanent contracts	359		
Number of casual workers registered	2		
Age group 16-19	0		
Age group 20-29	18		
Age group 30-39	76		
Age group 40-49	170		
Age group 50-59	107		
Age group 60-65	21		
Age group 65+	6		
Strategy and Commisioning			
Indicator	Divisional position	Target	LBL Average
Days/shifts lost to sickness absence per FTE (Nov07 - Oct08)	9.80	8.4	10.1
Estimated maximum sickness cost (Nov07 - Oct08)	£92,548		
Number of employees sick 10days+ (Nov07 - Oct08)	14		
Number of employees sick 20days+ (Nov07 - Oct08)	7		
Number of employees sick 30days+ (Nov07 - Oct08)	3		
Staff turnover	7.91%	16%	12%
% agency workers	21.05%	12%	15%
The number of agency workers	20		
Women as % of workforce	69.33%		59%
% workforce BME	40.54%	38%	56%
% workforce with a disability	8.22%	3.20%	4.60%
Number of staff	75		
Staff FTE	73		
Number of fixed term contracts	9		
Number of permanent contracts	66		
Number of casual workers registered	0		
Age group 16-19	0		
Age group 20-29	6		
Age group 30-39	17		

Age group 40-49	31		
Age group 50-59	19		
Age group 60-65	2		
Age group 65+	0		
Cultural Services			
Indicator	Division Position	Target	LBL Average
Days/shifts lost to sickness absence per FTE (Nov07 - Oct08)	8.81	8.4	10.1
Estimated maximum sickness cost (Nov07 - Oct08)	£239,631		
Number of employees sick 10days+ (Nov07 - Oct08)	52		
Number of employees sick 20days+ (Nov07 - Oct08)	30		
Number of employees sick 30days+ (Nov07 - Oct08)	19		
Staff turnover	16.19%	16%	12%
% agency workers	10.93%	12%	15%
The number of agency workers	27		
Women as % of workforce	52.73%		59%
% workforce BME	43.84%	38%	56%
% workforce with a disability	7.84%	3.20%	4.60%
Number of staff	220		
Staff FTE	197.4		
Number of fixed term contracts	27		
Number of permanent contracts	193		
Number of casual workers registered	18		
Age group 16-19	1		
Age group 20-29	31		
Age group 30-39	52		
Age group 40-49	78		
Age group 50-59	49		
Age group 60-65	8		
Age group 65+	1		

Resources			
Indicator	Division Position	Target	LBL Average
Days/shifts lost to sickness absence per FTE (Nov07 - Oct08)	12.65	8.4	10.1
Estimated maximum sickness cost (Nov07 - Oct08)	£61,053		
Number of employees sick 10days+ (Nov07 - Oct08)	11		
Number of employees sick 20days+ (Nov07 - Oct08)	8		
Number of employees sick 30days+ (Nov07 - Oct08)	3		
Staff turnover	4.78%	16%	12%
% agency workers	21.62%	12%	15%
The number of agency workers	16		
Women as % of workforce	58.62%		59%
% workforce BME	60.34%	38%	56%
% workforce with a disability	8.77%	3.20%	4.60%
Number of staff	58		
Staff FTE	57.4		
Number of fixed term contracts	11		
Number of permanent contracts	47		
Number of casual workers registered	0		
Age group 16-19	0		
Age group 20-29	6		
Age group 30-39	21		
Age group 40-49	20		
Age group 50-59	11		
Age group 60-65	0		
Age group 65+	0		

ACS Total			
Indicator	Departmental Position	Target	LBL Average
Days/shifts lost to sickness absence per FTE (Nov07 - Oct08)	11.97	8.4	10.1
Estimated maximum sickness cost (Nov07 - Oct08)	£939,498		
Number of employees sick 10days+ (Nov07 - Oct08)	184		
Number of employees sick 20days+ (Nov07 - Oct08)	100		
Number of employees sick 30days+ (Nov07 - Oct08)	60		
Staff turnover	11.22%	16%	12%
% agency workers	17.02%	12%	15%
The number of agency workers	154		
Women as % of workforce	63.65%		59%
% workforce BME	55.11%	38%	56%
% workforce with a disability	8.56%	3.20%	4.60%
Top 5% earners: BME	23.26%	25.14%	28.10%
Top 5% earners: women	50.00%	38.38%	42.00%
Top 5% earners: disabled	0.00%	3.41%	8.28%
Number of staff	751		
Staff FTE	705.7		
Number of fixed term contracts	86		
Number of permanent contracts	665		
Number of casual workers registered	20		
Age group 16-19	1		
Age group 20-29	61		
Age group 30-39	166		
Age group 40-49	299		
Age group 50-59	186		
Age group 60-65	31		
Age group 65+	7		

Revenue budget

In providing this information, you should set out the growth and/or savings you will be making in each of your Divisions over the next three years

Division	2008/09	2009/10	2010/11	2011/12	Growth or savings
	£'000	£'000	£'000	£'000	
Adult Social Care	69,119	68,371	68,122	67,453	
Strategy & Commissioning	4,559	4,548	4,548	4,357	
Personalising Care	392	192	-1,238	-1,238	
Cultural Services	16,131	16,131	15,906	15,906	
Resources	15,766	15,536	15,386	15,386	

Capital Budget

Division	2008/09	2009/10	2010/11	2011/12	Growth or savings
	£'000	£'000	£'000	£'000	
Adult Social Care	3,225	434	434	166	
Strategy & Commissioning	2,825	500	0	0	
Resources	20	0	0	0	
Cultural Services	19,413	8,295	2,121	0	

Risk Assessment Form

Organisation/Department/Function/Project: **Adults and Community Services**
 Organisation/Department/Function/Project owner: **Cleary, Jo, Executive Director**
 Date report generated: **19 January 2009**

Likelihood		Impact	
Very likely	4	Major	4
Likely	3	Serious	3
Unlikely	2	Significant	2
Very unlikely	1	Minor	1

Risk rating grid

	1	2	3	4
4 (Green)	4 (Green)	8 (Amber)	12 (Red)	16 (Red)
3 (Green)	6 (Green)	9 (Amber)	12 (Red)	16 (Red)
2 (Green)	4 (Green)	6 (Amber)	8 (Amber)	12 (Red)
1 (Green)	2 (Green)	3 (Green)	4 (Amber)	6 (Amber)
	1	2	3	4

Likelihood > Impact >

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
ACS0058 - Staff Resources / Capacity Threat To ensure sufficient capacity and capability to deliver the departments change management programme. This includes making sure the departments reputation is maintained and enhanced throughout this process <i>Controlled, Cleary, Jo</i>	3	4	12	3	4	12	<ul style="list-style-type: none"> • Framework client information database programme (risks managed at the project level). 50% complete <i>Ongoing, Wathen, Ian</i> • Framework financials programme integrating financial planning with service planning (risks managed at the project level) 50% complete <i>Ongoing, Wathen, Ian</i> 	30/01/2009	2	2	4
	Likely	Major	Red	Likely	Major	Red		Unlikely	Significant	Green	

Risk Assessment Form

Adults and Community Services

Organisation/Department/Function/Project owner: **Cleary, Jo, Executive Director**

Date report generated: **19 January 2009**

Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/F			
4	(Green) 3	(Amber) 5	(Red) 8	(Red) 8
3	(Green) 3	(Amber) 5	(Amber) 5	(Red) 8
2	(Green) 3	(Green) 3	(Amber) 5	(Amber) 5
1	(Green) 3	(Green) 3	(Green) 3	(Green) 3
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
ACS0059 - Business Continuity Threat Business continuity - IT resilience: Lambeth has one of the most developed IT infrastructures in local government but this level of automation increases the potential impact that a risk would have if it occurred. <i>Partial Control Measure,</i> Cleary, Jo	3 Likely	4 Major	12 Red	2 Unlikely	4 Major	8 Amber	<ul style="list-style-type: none"> • Further development of Adults and Community Services BCP - All 3rd tier managers currently attending Business Impact Analysis training plus training on STROHL business continuity software (by end Sept 2007) - All service areas producing Business Continuity Plans (by end Sept 2007) -Completed plans reviewed to ensure co-ordinated approach. Loaded onto STROHL (end of October 2007) -Corporate deadlines met, further work to be completed, awaiting instructions on next steps. 1/9/08- plans currently being reviewed by Corporate teams, will be cascaded to all staff in September, will then require testing.	30/06/2009	2 Unlikely	3 Serious	6 Amber

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Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 (Green)	3 (Amber)	2 (Red)	1 (Red)
3	(Green)	(Amber)	(Red)	(Red)
2	(Green)	(Amber)	(Amber)	(Amber)
1	(Green)	(Green)	(Green)	(Green)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
							24/11/08- all ACS plans in place and a walk through is planned over the next two weeks 95% complete <i>Ongoing</i> , Millwood, Maria				
ACS0060 - Partnership Relations Threat Review of Continuing Care processes set up by the primary care trust. Continuing care assessments presents a significant care and financial risk to the department. If the primary care trust (PCT) do not correctly assess clients as having a health need, the department may have to pay for elements of nursing and residential package's which could be health components. Clients may have been given	4 Very likely	3 Serious	12 Red	3 Likely	2 Significant	6 Amber	<ul style="list-style-type: none"> Review of continuing care arrangements set up by the primary care trust. Action plan in place to enable the PCT to undertake appropriate assessment of health needs of clients. Work ongoing in agreeing a joint approach for assessing continuing care needs. 55% complete <i>In Progress</i> , Marshman, George	30/01/2009	2 Unlikely	2 Significant	4 Green

Risk Assessment Form

Adults and Community Services

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Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Green)	3 Likely (Amber)	2 Unlikely (Red)	1 Very unlikely (Red)
	4 Major (Red)	3 Serious (Amber)	2 Significant (Amber)	1 Minor (Green)
	1 (Green)	2 (Green)	3 (Amber)	4 (Amber)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
inadequate assessments which could result in Judicial review and reputational damage to the Council. <i>Controlled, Cleary, Jo</i>											
ACS0061 - Service Effectiveness Threat Healthcare London Failure to meet the requirements of the need for better integration of care and partnership working at every level to prevent people falling into the gaps between services and organisations resulting in the department unable to deliver on the new healthcare framework. Close co-operation and information-sharing is needed between services in the community and in the hospital,between urgent and	3 Likely	3 Serious	9 Amber	2 Unlikely	2 Significant	4 Green	• Consultation on framework for Healthcare London was well handled,conducted through Council meeting and work in Primary Care Trust.Now the risk going forward is the impact on activity within the borough. 35% complete <i>Ongoing, Marshman, George</i>	30/01/2009	1 Very unlikely	2 Significant	2 Green

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Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Green)	3 Likely (Amber)	2 Unlikely (Red)	1 Very unlikely (Red)
	4 Major (Green)	3 Serious (Amber)	2 Significant (Amber)	1 Minor (Amber)
	1 Minor	2 Significant	3 Serious	4 Major
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
planned care services and between health and social care. <i>Open, Cleary, Jo</i>											
ACS0062 - Service Effectiveness Threat Mental Health Issues Failure to ensure effective arrangements are in place for Mental Health issues will have a negative impact on the borough and expose vulnerable clients to inadequate care including not receiving services they require. <i>Controlled, Marshman, George</i>	4 Very likely	3 Serious	12 Red	2 Unlikely	3 Serious	6 Amber	<ul style="list-style-type: none"> Report and audit carried out, top level meeting between London Borough of Lambeth (LBL), Primary Care Trust(PCT) and SLAM on 04/02/08 in which a set of agreed actions to ensure greater transparency and better addressing of safeguarding issues. 50% complete <i>Ongoing, Marshman, George</i> 	30/01/2009	1 Very unlikely	3 Serious	3 Green

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Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Green)	3 Likely (Amber)	2 Unlikely (Red)	1 Very unlikely (Red)
	4 Major (Green)	3 Serious (Amber)	2 Significant (Amber)	1 Minor (Green)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>ACS0063 - Service Effectiveness Opportunity Care Services Efficiency Delivery Programme (CSED)</p> <p>Failure to deliver on this programme will result in significant damage to the reputation of the department including efficiency savings and investments. <i>Partial Control Measure,</i> Cleary, Jo</p>	2 Unlikely	2 Significant	4 Green	3 Likely	2 Significant	6 Amber	<p>• Transformation project established with new divisional director of personalising services having ownership. Review of end to end process undertaken. Further work ongoing on financial assessment work stream and accessible transport work stream. 35% complete <i>Ongoing,</i> Nevin, Jamie</p>	30/01/2009	4 Very likely	2 Significant	8 Amber

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Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 (Green)	3 (Amber)	2 (Red)	1 (Red)
3	(Green)	(Amber)	(Amber)	(Red)
2	(Green)	(Amber)	(Amber)	(Amber)
1	(Green)	(Green)	(Green)	(Green)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>ACS0065 - Service Effectiveness Opportunity Self Directed Care, Direct Payments.</p> <p>Potential change in government guidelines,linked with efficiency programme,so delay has an impact in the delivery of a major personalising services agenda which is a corporate goal. Failure to deliver will damage the reputation of the Department and Council inhibiting the need to move forward and manage future service demands.In-equality of service delivery across all client groups would remain. <i>Partial Control Measure,</i> Nevin, Jamie</p>	2 Unlikely	3 Serious	6 Amber	2 Unlikely	3 Serious	6 Amber	<p>• Appointment made and Strategic transformation (ST) given resources to begin a major transformational programme in the coming months.In addition RAS 5 - a separate programme to ensure resource allocation model is fit for purpose is been undertaken. <i>25% complete In Progress,</i> Nevin, Jamie</p>	30/01/2009	4 Very likely	4 Major	16 Red

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Likelihood

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Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Red)	3 Likely (Amber)	2 Unlikely (Green)	1 Very unlikely (Green)
	4 Major (Red)	3 Serious (Amber)	2 Significant (Green)	1 Minor (Green)
	16 (Red)	9 (Amber)	6 (Green)	3 (Green)
	Impact >	2	3	4

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
ACS0068 - Budget Control Threat Budget risk changes and government funding grants Failure to achieve value for money (VFM) initiatives and effectively manage our budget due to changes in grant receipts. <i>Controlled, Millwood, Maria</i>	4 Very likely	4 Major	16 Red	2 Unlikely	4 Major	8 Amber	<ul style="list-style-type: none"> Addressed budget gaps arising from fall in government grants by the following actions:- <ul style="list-style-type: none"> ensuring robust service and financial planning arrangements are in place including having arrangements to track, monitor and evidence performance achieved. 100% complete <i>Implemented, Vay, Hannah Le</i> 	27/08/2008	2 Unlikely	1 Minor	2 Green
ACS0071 - Service Delivery/Quality Opportunity Framework Completion of implementation of Framework Financials - Framework is not only our main case management database but provides the means for how we pass work between colleagues and	1 Very unlikely	3 Serious	3 Green	3 Likely	2 Significant	6 Amber	<ul style="list-style-type: none"> test this control measure can be deleted 0% complete <i>Withdrawn, Ahmed, Noreen</i> 		4 Very likely	3 Serious	12 Red

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Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Red)	3 Likely (Amber)	2 Unlikely (Green)	1 Very unlikely (Green)
	4 Major (Red)	3 Serious (Amber)	2 Significant (Green)	1 Minor (Green)
	16 (Red)	12 (Amber)	8 (Green)	4 (Green)
	Impact >	2	3	4

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
departments. Failure would result in damage to the departments reputation including cost of implementation and not been able to manage finances in future. <i>Controlled, Millwood, Maria</i>							<ul style="list-style-type: none"> • Learning from the Learning disability pilot at the lower level and the new project implementation timetable being developed. 100% complete <i>Implemented, Millwood, Maria</i> 	15/12/2008			
ACS0073 - Value For Money Quality Assurance Nature and level of quality assurance provision within the department needs to be established to enable the department demonstrate that it is delivering quality outcomes. <i>Partial Control Measure, Nevin, Jamie</i>	3 Likely	2 Significant	6 Amber	1 Very unlikely	4 Major	4 Green	<ul style="list-style-type: none"> • Set up of quality assurance team, develop outcomes framework to deliver against. 0% complete <i>In Progress, Nevin, Jamie</i> 	31/07/2009			

Risk Assessment Form

Adults and Community Services

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Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 (Green)	3 (Amber)	2 (Red)	1 (Red)
3	(Green)	(Amber)	(Red)	(Red)
2	(Green)	(Amber)	(Amber)	(Amber)
1	(Green)	(Green)	(Green)	(Green)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>ACS0074 - Inadequate or inaccurate information</p> <p>Data Sharing/Information Sharing</p> <p>Risks in relation to Mental Health who use Electronic Patient Journey(EPJ) which works across the four boroughs in the SLAM area but is not compatible with Framework. EPJ is an integrated medical file not a social care system. Not all their clients use social care or have a primary FACs assessment. <i>Partial Control Measure,</i> Marshman, George</p>	3 Likely	3 Serious	9 Amber	3 Likely	3 Serious	9 Amber	<ul style="list-style-type: none"> • Set up information sharing group to review current practices. Develop system to overcome incompatible areas. 0% complete <i>In Progress,</i> Millwood, Maria 	31/07/2009			
<p>ACS0075 - Safety being compromised</p> <p>Threat Safe guarding adults <i>Open,</i> Nevin, Jamie</p>											

Risk Assessment Form

Adults and Community Services

Organisation/Department/Function/Project owner: **Cleary, Jo, Executive Director**

Date report generated: **19 January 2009**

Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 Very likely (Amber)	3 Likely (Amber)	2 Unlikely (Green)	1 Very unlikely (Green)
	4 Major (Red)	3 Serious (Amber)	2 Significant (Green)	1 Minor (Green)
	16 (Red)	9 (Amber)	6 (Green)	3 (Green)
	Impact >	2	3	4

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>ACS0076 - Collapse of contractors Threat Provider Services</p> <p>Sustainability of care home market, market management and exposure to some care home groups especially around business model of these providers. <i>Open, Charlesworth-May, Helen</i></p>											
<p>ACS0077 - Service Delivery/Quality Threat Adults with learning disabilities</p> <p>Risks around transfer of clients from the NHS. <i>Partial Control Measure, Millwood, Maria</i></p>	4 Very likely	4 Major	16 Red	3 Likely	3 Serious	9 Amber	<p>• LD transfer records in place. Review of all client packages to determine split. Negotiations with the PCT. Draft by 01/12/08. Identify all transition clients. 0% complete <i>Ongoing, Millwood, Maria</i></p>	31/07/2009			

Risk Assessment Form

Adults and Community Services

Organisation/Department/Function/Project owner: **Cleary, Jo, Executive Director**

Date report generated: **19 January 2009**

Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	4 (Green)	3 (Amber)	2 (Red)	1 (Red)
3	12 (Green)	9 (Amber)	6 (Amber)	3 (Red)
2	8 (Green)	6 (Amber)	4 (Amber)	2 (Amber)
1	4 (Green)	3 (Green)	2 (Green)	1 (Green)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>ACS0078 - Change Management Opportunity Issue around compliance in the department. <i>Partial Control Measure,</i> Millwood, Maria</p>							<p>• Robust audit plan, reviews and monitoring to address issue of compliance within the department. Self assurance statement - mid year and end of year review. 0% complete <i>Ongoing,</i> Millwood, Maria</p>	31/07/2009			

Risk Assessment Form

Organisation/Department/Function/Project owner:

Date report generated:

**Implement New Client Information System -
Framework Financials
Creamer, Richard, Project Manager**

19 January 2009

Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

	Organisation/Department/Function/Project:			
Likelihood >	1 (Green)	2 (Green)	3 (Amber)	4 (Red)
3	(Green)	(Green)	(Amber)	(Red)
2	(Green)	(Green)	(Amber)	(Amber)
1	(Green)	(Green)	(Amber)	(Amber)
	1	2	3	4
	Impact >			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
PN0019 - Breaches in security/information security Threat Key risks to sytem security are not adequately identified and evaluated. <i>Open, Wathen, Ian</i>	4 Very likely	4 Major	16 Red	4 Very likely	3 Serious	12 Red	<ul style="list-style-type: none"> Framework technical support staff will work with the Oracle DBA team to investigate options and implement a solution that will address the risks raised. 45% complete <i>In Progress, Wathen, Ian</i> 	31/12/2008	3 Likely	2 Significant	6 Amber
PN0020 - Breaches in security/information security Threat Unauthorised users may be able to access the Strand system and subsequently amend/delete system settings,data and transactions. <i>Open, Wathen, Ian</i>	4 Very likely	4 Major	16 Red	4 Very likely	3 Serious	12 Red			2 Unlikely	3 Serious	6 Amber

Risk Assessment Form

Organisation/Department/Function/Project:

**Implement New Client Information System -
Framework Financials**

Organisation/Department/Function/Project owner:

Creamer, Richard, Project Manager

Date report generated:

19 January 2009

Likelihood

Very likely	4
Likely	3
Unlikely	2
Very unlikely	1

Impact

Major	4
Serious	3
Significant	2
Minor	1

Risk rating grid

Likelihood >	4	1 (Green)	8 (Amber)	12 (Red)	16 (Red)
	3	3 (Green)	6 (Amber)	9 (Amber)	12 (Red)
	2	2 (Green)	4 (Green)	6 (Amber)	8 (Amber)
	1	1 (Green)	2 (Green)	3 (Green)	4 (Amber)
		Impact > 1 2 3 4			

Risk: threat or opportunity risk title risk status, risk owner	Uncontrolled risk			Current risk			Risk control measures	Due Date	Controlled risk		
	Likelihood	Impact	Risk rating	Likelihood	Impact	Risk rating			Likelihood	Impact	Risk rating
<p>PN0021 - Internal Controls Inactivity within the system key not be logged and/or system may have evidence of what transactions have occurred and who was responsible for each transaction. Open, Wathen, Ian</p>	4 Very likely	3 Serious	12 Red	3 Likely	3 Serious	9 Amber	<ul style="list-style-type: none"> Review roles, document segregation of duties and action changes. 25% complete <i>In Progress</i>, Wathen, Ian 	31/12/2008	2 Unlikely	3 Serious	6 Amber
<p>PN0022 - Breaches of security of network and data Unauthorised users may be able to make amendment and/or deletions directly to data via the operating system thus by-passing application level security. Open, Wathen, Ian</p>	4 Very likely	3 Serious	12 Red	4 Very likely	3 Serious	12 Red	<ul style="list-style-type: none"> Agree and formally document user maintenance procedures and communicate to staff. 25% complete <i>In Progress</i>, Wathen, Ian 	31/12/2008	1 Very unlikely	3 Serious	3 Green
<p>PN0023 - Breaches in security/information security</p>	4 Very likely	4 Major	16 Red	4 Very likely	3 Serious	12 Red			2 Unlikely	3 Serious	6 Amber

Appendix 1

Adults and Community Services Service Plan Overarching Equality Impact Assessment			
EIA Lead Officer		ED Sponsor	

Part 1- Identifying areas of focus

Brief description of department and service plan key objectives & relevant evidence base	<p>Adults and Community Services Department's key priorities for 2009/10 are:</p> <ul style="list-style-type: none"> ▪ Personalising care ▪ Joined up working; ▪ Effectiveness and efficiencies. ▪ Safer, health <p>The department in its role as lead for the Healthier Communities and Older People [HCOP] theme board contributes specifically to the achievement of the following outcomes:-</p> <ul style="list-style-type: none"> ▪ Adults and older people have improved health and emotional well being ▪ Adults and older people are safe from discrimination or harassment and can enjoy a personal dignity and respect ▪ Adults and older people have an improved quality of life, increased choice and control ▪ Adults and older people achieve economic well being ▪ Adults and older people feel able to make a positive contribution <p>The department also contributes to the Sustainable Communities Strategy [SCS] outcomes:-</p> <ul style="list-style-type: none"> ▪ Improved health and wellbeing of people which enables them to live active and independent lives; ▪ Lower levels of poverty and social exclusion through higher numbers of socially excluded adults in employment, education and training. <p>The department is increasingly working in a cross cutting way with not just health and voluntary sector partners, but also with housing, supporting people, leisure and culture, environmental services, transport and the DWP.</p>
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	<p>Cross cutting strategies include:</p> <ul style="list-style-type: none"> ▪ Carers Strategy 2008-2013 – to be launched on June 10th ▪ Older People’s strategy in development for consultation late summer ▪ Older People with Mental Health strategy for consultation late summer ▪ Review of Sheltered Housing to be consulted on in the late summer ▪ Extra care Housing Strategy ▪ Intermediate Care Strategic Vision (PCT lead) ▪ End of life care (PCT lead) ▪ Health and Wellbeing Strategy (in development) <p>The department also makes a positive contribution to the Housing Strategy, Safer Lambeth Delivery Plan (Substance Misuse and Domestic Violence and protection of vulnerable adults) and the PCT’s five year commissioning strategy.</p>
<p>Summary profile of service users and under users</p>	<p>Adults’ and Community Services work with people aged 18 and over who are considered to be vulnerable or at risk. This includes: older people; adults with a physical or sensory disability, long tem illness or chronic ill health; adults with a learning disability; adults with mental ill health; adults who misuse drugs or alcohol; and carers.</p> <p>The department also commissions services through the Supporting People grant to provide housing related support to vulnerable people across a wide range of client groups. The department is also the lead for the council on services including welfare benefits, social welfare advice and domestic violence.</p> <p>From consultation feedback across a range of services, we know that the key areas that are important to people are the quality of the service received, consistency of the care or support provider, and safety of the person being cared for. People want to be treated as individuals and with respect and want services to be provided in a way that is best for them.</p>
<p>Key service delivery inequality issues identified & relevant evidence base</p>	<p>Overall departmental equality objectives</p> <p>ACS aims to increase choice for all in the way people are provided care services. Providing care in appropriate and sensitive way that will meet their needs regardless of their Race, Gender, Disability, Religion or Beliefs, Age or Sexuality.</p>

key divisional service delivery programmes and projects linked promoting equality and choice:

Strategy and Commissioning – the division is responsible for buying social care services and housing based support for vulnerable adult groups.

Key equality objectives:

- Contribute towards the council achieving the ‘Excellence’ level of the revised Equality Framework for Local Government (EFLG).
- Ensure the findings of the Joint Strategic Needs Assessment are incorporated into commissioning plans
- Develop the Health and Well Being Strategy and commissioning plan
- Assist Third Sector to build its capacity and help develop a robust, diverse and independent voluntary sector
- Increase the household incomes where ill health and disability benefits have been under-claimed
- Ensure that equality issues are fully integrated in the procurement and commissioning process to improve outcomes for clients
- Deliver series of cultural and faith events that promote community cohesion and celebrate the borough’s diversity
- Consultation process to ensure people from all backgrounds are engaged in decision-making process around services development

Adult Social Care – Delivers operational care management services to vulnerable adults across a range of service user groups.

Key Equality objectives:

- Providing free day care has ensured that all customers can benefit from a good and efficient service regardless of class or background and this has helped to foster social inclusion.
- Improve provision of OT services taking account of cultural and other equality needs.
- Provide access to the community with adaptations & give advice on other services e.g .Blue Badge. Apart from D55 cases & very urgent cases referrals are acted upon in date order.
- ALD - Plans completed to ensure that the ethnicity project informs mainstream work
- Introducing Social Inclusion Wheel as way to enhance focus on social inclusion with Effra run social activities
- Recognise and celebrate diversity by having different cultural events and culturally specific groups.
- Working with partners, in particular health, to improve access to services, across all equality strands
- Ensure that equalities is a key part of the development of safeguarding procedures and policies

- Ensure opportunities for training and employment are accessed equally by disabled people from all communities who are eligible
- Equalities should be a key part of the Prevent strategy
- Ensure that all equalities groups are considered in work being planned around community reassurance

Personalised Services – Deliver the vision of self directed support and personalised care services for all service users.

Key Equality objectives:

- Equalities to be at the centre of the development of the personalising agenda
- Develop and implement a workforce planning strategy that takes account of equalities issues
- Ensure equalities issues are considered when providing and developing access to services

Resources – Responsible for business and finance support services.

Key Equality objective:

- Improve maintenance and quality assurance of all equality performance data, particularly for faith, sexual orientation and age
- Review the performance monitoring framework to reflect the new national indicators set, including equality indicators
- Produce analysis and profiling of equality data to support the implementation of equality agenda
- Ensure the department meets all good equalities practice in terms of recruitment and employment
- HR upholds the standards of fairness in the course of carrying out recruitment and employee relations activities.

Cultural Services - Provide key leisure and information activities and services, supporting the creative industries and managing a number of high profile tourism and hospitality facilities across the borough.

Key equality objectives:

- Delivering the Cultural Strategy
- Empowering the community to plan and deliver their own events
- Development of Lambeth Disability Sports Partnership Board in partnership with DASL.

	<ul style="list-style-type: none"> • Introduce a dance programme that focuses on young BME women • Free access to the leisure scheme for 150 young people on the I-Counter register • Review and expand the 2012 and Arts and disability programme <p>Key pieces of work to help support the Department reach excellence in delivering equalities Improve customer data collection and equality monitoring to identify gap sin service and improve delivery of services to vulnerable groups. Work more closely with Procurement Board to enforce EIA rulings during the procurement process Ensure EIA conducted on all contracts above the £100,000 in value. Deliver the year one EIA programme with particular emphasis on Public Realm services Equalities lead to deliver EIA training to staff responsible for EIAs in the department. Provision of information and advice in alternative formats wherever necessary and appropriate.</p>
<p>Key people management inequality issues identified & relevant evidence base</p>	<p>people management inequality issue detailed below have been recently highlighted by the staff survey and employment monitoring data available from HR</p> <ul style="list-style-type: none"> • Women are 50% of the top 5% earners, higher then council average of 35.5% • BME are 23.26% BME of the top 5% earners slightly lower than council average at 24.65%, • None of the 5% top earners are recorded as having a disability lower than council average 3.5%. • The staff survey found that 1/3rd of our staff believe that the council does not do enough to act on equalities and discrimination issues (just over 1/3rd say you only get on if your face fits). • Working environment – Staff in Phoenix House are more positive than average on a range of measures. • Staff in Adults’ and Community Services tend to be less positive than any other department.

Part 2 – Addressing inequality and social exclusion

Equality Strand	Equalities General Duties and Key Legislation	Key actions to be taken by the department
Race	<ul style="list-style-type: none"> • Eliminate unlawful racial discrimination 	<ul style="list-style-type: none"> • Map service needs of all communities and provide appropriate services.

	<ul style="list-style-type: none"> • Promote equality of opportunity • Promote good relations between people of different racial groups 	<ul style="list-style-type: none"> • Delivering Equality Impact Assessment training to all relevant staff • Equality legislations briefings to all staff • Delivery of the Equality Impact Assessments programme • Orangise cultural events • Black Heritage Centre project
Gender	<ul style="list-style-type: none"> • Eliminate unlawful discrimination and harassment on the grounds of sex • Promote equality of opportunity between men and women 	<ul style="list-style-type: none"> • Delivery of the EIA programme • Delivery of Domestic Violence Strategy • Increase opportunities for women to participate in sports and cultural activities.
Disability	<ul style="list-style-type: none"> • Promote equality of opportunity for disabled people • Eliminate discrimination against disabled people • Eliminate harassment of disabled people that is related to their disabilities • Promote positive attitudes towards disabled people • Encourage disabled people to take part in public life 	<ul style="list-style-type: none"> • Deliver improved services through the Personalising agenda • Develop and deliver Older People's Strategy • Delivery of the EIA programme • Delivery of Mental Health Strategy
Age	<ul style="list-style-type: none"> • Employment Equality (Age) Regulations 2003 • Equality Act 2006 	<ul style="list-style-type: none"> • Delivery of the EIA programme • Identify service areas for monitoring of the age. • Improve services for older people through the Older People's Strategy
Sexual orientation	<ul style="list-style-type: none"> • Employment regulations 2003 • Equality Act 2006 	<ul style="list-style-type: none"> • Ensure monitoring systems are able to monitor sexual orientation • Delivery of the EIA programme
Religion and belief	<ul style="list-style-type: none"> • Employment regulations 2003 • Equality Act 2006 	<ul style="list-style-type: none"> • Ensure monitoring systems are able to monitor Religion or belief • Delivery of the EIA programme • Independent Lambeth Multi-Faith Forum
Human Rights Act key Principles – Fairness, respect, equality and dignity		

Appendix 2 - 2009 – 2012 Assessment of Relevant Functions and Services

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
Department – Adults and Community Services						
Division - Adult Social Care						
Services for Disabled & Older people & their management	Care management (all Teams)	Current	A, B	3	External	H
	Community mental health- Older People	Current	A, B	2	External	M
	Extra Care Housing Schemes	Current	A,B,C	3	External	H
Brokerage	Homecare	Current	A, B	2	External	H
	Meals on Wheels	Current	A, B,	2	External	M
	Shopping Service	Current	B, C	1	External	L
	Residential Care	Current	A, B, C	3	External	H
	Nursing Care	Current	A, B, C	3	External	H
	Sitting Service	Current	A, B	1	External	L
Physical and Sensory Disability	Sensory Services	Current	A, B	2	External	M
	HIV	Current	A, B	3	External	H
	Occupational Therapy	Current	A, B	2	External	M
	Day Care	Current	A, B, C	1	External	M
	Sheltered Housing	Current	A, B, C	2	External	H
	Community Alarm	Current	A, B, C	1	External	L
	Physical Disability Draft Strategy	New S/P	A,B,C	2	External	H
Accessible	Blue Badges	Current	A, B	2	External	M

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
Transport	Institutional Blue Badges	Current	A, B	1	External	L
	Disabled Parking Bays	Current	A, B	1	External	L
	Freedom Pass	Current	A, B	2	External	M
	Taxi Card	Current	A, B	2	External	M
Integrated Mental Health Services	Three Community Mental Health Services	Current	A, B	3	External	H
	Home Treatment Service	Current	A, B	2	External	M
	Outreach Service	Current	A, B	2	External	M
	Amardeep (for Asian groups)	Current	A, B, C	1	External	M
	Specialist Rehabilitation Team	Current	A , B	1	External	L
	Lambeth Early Onset	Current	A, B,	3	External	H
	Forensic Services	Current	A, B	2	External	M
	People in Residential Care	Current	A, B	2	External	M
	Day Care	Current	A, B	2	External	M
	SLAM	Current	A, B	2	External	M
	Lambeth Mental Health Strategy	New	A,B	3	External	H
Learning Disability	Assessment & Care Management	Current	A, B	3	External	H
	Day & Respite Services	Current	A, B	2	External	M
	Person Centred planning/ In Control Programme	Current	A, B	2	External	M
	SLaM ALD	Current	A, B	2	External	M

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
	Lambeth Learning Disabilities Commissioning Strategy	New	A,B	2	External	High
Substance Misuse and Aftercare	Information & Advice	Current	B	1	External	L
	Detoxification	Current	B	1	External	L
	Residential Rehabilitation	Current	A, B	2	External	M
	Aftercare Service	Current	A , B	2	External	M
Community Safety Team	Drug and Alcohol Team	Current S/F	B, C	1	External	High
	Anti-Social Behaviour Team	Current S/F	B, C	1	External	High
	Community Engagement	Current S/F	B, C	1	External	High
	Community Safety	Current S/F	B, C	1	External	High
	Youth and Violent Crime	Current S/F	B, C	1	External	High
	Gun Crime	Current S/F	B, C	1	External	High
	Fear of Crime Strategy	New P/S	A, B, C	2	External	High
	Young and Safe in Lambeth	New P/S	A, B, C	1	External	High
	Safer Lambeth Partnership Plan	New P/S	A, B, C	1	External	High
	Commissioning of the Phoenix Programme	New S/F	B, C	2	External	High

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
	PREVENT agenda	New S/F	A, B, C	1	External	High
	Disrupting Drugs Markets Strategy	New P/S	C	2	External	High
	CCTV Strategy	New P/S	A, C	2	External	High
Division – Strategy and Commissioning						
Customer and Community Relations	Communication – Internal and External	Current	B, C	1	Both	L
	Consultation/ customer satisfaction surveys	Current	A, B	2	External	M
	Customer access	Current	A, B, C	2	External	H
	Complaints	Current	B, C	2	External	M
	Members’ enquiries, Freedom of Information enquiries	Current	B	1	Internal	L
	Domestic Violence	Current	A, B, C	2	External	H
	Welfare Benefits	Current	A, B	2	External	M
	Policies and Equalities	Current	A, B, C	2	Both	H
	Voluntary and Community Sector	Current	A, B, C	2	External	H
	Domestic Violence Strategy	New P/S	A,B,C	2	External	H
Contracts	Contract tendering and monitoring	Current	A, B, C	2	External	H

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
Strategic Commissioning	Commissioning strategy, benchmarking and best value	Current	A, B, C	2	External	H
Supporting people	Funding support service, work with SNAP team	Current	A, B, C	2	External	H
Health and Social Care Partnership	Facilitating the work of the health and Social Care Partnership	Current	A, B	1	External	L
	Integrate health and Social Care services	Current	A, B	2	External	M
	Promote healthy Living	Current	A, B	2	External	M
	Health and Wellbeing Strategy	New	A,B	2	External	M
Division – Resources						
Performance & Information	All functions	Current	A, B	1	Internal	L
Finance	Finance and monitoring	Current	A, B	1	Internal	L
Capital projects	All functions	Current	B	0	Internal	L
Division - Personalising Services						
	Workforce Development	Current	A,B	3	Internal	High
	Care Services Efficiency Delivery (CSED)	New	A,B	3	External/ Internal	High
	Personalising Services	New	A,B	3	External/ Internal	High
Division - Cultural Services						
	Libraries, Arts and Archives	Current S/F	A, B	2	External	High

Business Unit	Policy/ Function/Practices	Status: Current New	Relevance criteria		External or internal service recipients	Degree of relevance: High Medium Low
			Is it relevant to all parts of the general duty: A. Eliminating discrimination B. Promoting equality of opportunity C. Promote good relations between communities.	Is there Potential of differential impact on some or all equality strands 0-None 1 – A little 2 – Some 3 - Substantially		
	Parks, Green Spaces, Cemeteries and crematoriums	Current S/F	A, B	2	External	Medium
	Registrars, Sport and Leisure	Current S/F	A, B, C	2	External	High
Cemeteries and crematoriums	Contract for improving physical conditions of facilities		A, B	1	External	High
Cemeteries and crematoriums	New concept for burials and cremations		B		External	Medium
	Cultural Services Vision and Improvement Plan	New P/S	A, B, C	2	External	High
Libraries, Arts and Archives	Arts Development Plan	New P/S	B, C		External	Medium
Libraries, Arts and Archives	Waterloo Library and Heritage Centre Project	New S/F	A, B, C	1	External	Medium
Sport and Leisure	2012 Development Plan	New P/S	A, B, C	2	External	High
Sport and Leisure	Leisure Delivery Plan	New P/S?	A, B, C	2	External	High
Sport and Leisure	Leisure Contract	Current P/S	A, B, C	1	External	Medium
Sport and Leisure	Community Sport and Physical activity network	New S/F	B, C	0	External	Medium
Sport and Leisure	Streatham Hub Leisure facility	New S/F	B, C	2	External	High
Sport and Leisure	Development of Clapham Leisure Centre	New S/F	B, C	2	External	High

Appendix 3 - 2009 – 2012 Assessment of Relevant Policies and Practices- ACS

The general duty defines policy *as ‘the full range of formal and informal decisions that your authority makes in carrying out its duties, and all the ways in which it exercises its powers, or decides not to do so’.*

Business Unit	Policy/Practice	Current /New	Relevance Rating	EIA Status	Responsibility
Adult and Community Services					
Adult and Social Care Division					
Brokerage					
Community Safety					
Integrated Mental Health					
Older People Care Management	Training and development strategy	New	High	To be started	
Physical and Sensory Disabilities	Develop specialist services for re-enablement.	New	high		
Learning Disabilities					
Substance Abuse					
Physical Disabilities	Development of Physical Disabilities Strategy	New	High	tbc	tbc
Older People	Older people’s Strategy	New	High	In progress	Barbara Smith
Cultural Services Division					
Libraries, Arts, and Archives	Expand community library service by linking in with Age Concern’s ‘befriending service’	New	medium	To be started	Sandra Goodwin
Parks, Green Spaces, Cemeteries and Crematoria					
Registrars, Sport and Leisure	1. Lambeth Disability Sports Partnership Board	New	Medium	To be started	Will Balakrishan
	2. Further develop 2012 dance programme with focus on young BME women	Current	high	To be started	

Business Unit	Policy/Practice	Current /New	Relevance Rating	EIA Status	Responsibility
Cultural Services	Cultural Strategy for Lambeth.	New	High		Jon Armstrong
Resources					
Business Transformation	Care Services Efficiency Delivery (CSED)	Current	Low	Tbc	Helen Sach
Capital and Property					
Finance	Implement the RAS5 resource allocation system	New	Low	tbc	Helen Sach
Performance and Information Secretariat					
Workforce Development	Strengthening appointeeship and receivership teams				
Strategy and Commissioning					
Active Communities	1. Independent Lambeth Multi-Faith Forum 2. Black Heritage Centre project	New New	Medium High	To be started =	Dinah Mary Allotey Paul Reid
Contracts	Residential and Nursing Services team development	New	Low	To be started	Nimesh mehta
Customer and Community Relations	Domestic Violence Strategy	New	High	To be started	Valerie Dinsmore
Health and Partnerships	Health and Well Being Strategy	New	High	To be started	Maria Burton
Strategic Commissioning	Adult Learning Disability Strategy 2008-2013	New	High	Stage one done	Alex McTeare
Supporting People					
Personalising Services					
Care Services Efficiency Delivery (CSED)	Care Service Efficiency Delivery Programme:	Current	Medium	Tbc	Jamie Navin
Personalising Services	Financial Assessment BPR	New	Medium	Tbc	Jamie Navin
Workforce Development	Develop a comprehensive, live workforce strategy for social care across the local workforce	New	High	Tbc	Jamie Navin

Appendix 4 – 2009/2012 Equality Impact Assessment Programme

- 1 = A safer Lambeth with strong communities
- 2 = More opportunities for children and young people
- 3 = Better housing and flourishing local economies
- 4 = Respect for the environment
- 5 = Developing personalised care services
- 6 = Serving our customers well

Corporate Priority	Type of business activity e.g. policy/plan/project/project/procurement etc	EIA Document Title	EIA Lead	EIA Support	Business activity planned start/ completion date	EIA planned start/completion date
Adults and Community Services Department						
Division – Adult Social Care						
Division - Strategy and Commissioning						
6	Policy	Domestic Violence Strategy	Valerie Dinsmore	Naseer Ahmad	tbc	Tbc
6	Project	Streatham Communities Hub	Donna Wiggins	Naseer Ahmad	In progress May 2010	July 09 Oct 09
1	Plan	Faith in Lambeth Together	John Kerridge	Naseer Ahmad	tbc	tbc
1	Project	Delivery of Together as One Muslim Community Delivery plan	John Kerridge	Naseer Ahmad	tbc	Within Communities First
6	Policy	Training and development strategy	tbc	Naseer Ahmad	tbc	Tbc

Corporate Priority	Type of business activity e.g. policy/plan/project/procurement etc	EIA Document Title	EIA Lead	EIA Support	Business activity planned start/ completion date	EIA planned start/completion date
1,5 & 6	Policy	Older people's Strategy	Barbara Smith	Naseer Ahmad	Start May 08, Complete July/Aug. 09	Start October 2008, Complete June 2009
6	Project	Develop specialist services for re-enablement.	Barbara Smith	Naseer Ahmad	Start Feb 09 Complete phase 1 Sept 09, full implementation April 2011	Start April 2009, Complete Phase 1 December 2009
6	Policy	Development of Physical Disabilities Strategy	tbc	Naseer Ahmad		In progress
1& 6	Plan	Mental health Improvement Programme	Elizabeth Clowes	Naseer Ahmad	tbc	tbc
1& 6	Procurement/plan	Safer Lambeth Partnership Commissioning Plan	tbc	Naseer Ahmad	Tbc	tbc
6	Policy	Rough Sleepers Strategy	Elizabeth Clowes	Naseer Ahmad	Tbc	tbc
Division – Resources						
6	Project	Recruitment practices and training	Faisal Al-Alas	Naseer Ahmad	tbc	tbc
5&6	Project	Improved equality related performance data	Brian Reynolds	Naseer Ahmad	tbc	tbc
5	Project	Expansion of the appointeeship team receivership teams	Maria Millwood	Naseer Ahmad	tbc	tbc
5	Project	RAS 5 implementation	Maria Millwood	Naseer Ahmad	tbc	tbc

Corporate Priority	Type of business activity e.g. policy/plan/project/procurement etc	EIA Document Title	EIA Lead	EIA Support	Business activity planned start/ completion date	EIA planned start/completion date
6	Project	Review of business support services	Brian Reynolds	Naseer Ahmad	tbc	tbc
6	Project	Internal Performance Framework	Brian Reynolds	Naseer Ahmad	tbc	tbc
Division – Personalising Services						
5	Plan	Workforce Strategy	Sue Harrison	Naseer Ahmad	tbc	tbc
5	Projects	Care Services Efficiency Delivery	tbc	Naseer Ahmad	tbc	tbc
5	Project	Personalising services roadmap	Jamie Nevin	Naseer Ahmad	tbc	tbc
Division – Cultural Services						
2 & 6	Plan	Arts Development Plan	Sandra Goodwin	Naseer Ahmad	tbc	tbc
2 & 6	Project	Waterloo Library and Heritage Centre Project	Sandra Goodwin	Naseer Ahmad		
4 & 6	Project	Contract for improving physical conditions of facilities	Neil Isaac	Naseer Ahmad	tbc	tbc
6	Project	New concept for burials and cremations.	Neil Isaac	Naseer Ahmad	tbc	tbc
6	Plan	2012 Development Plan	William Balakrishnan	Naseer Ahmad	tbc	tbc
6	Plan	Leisure Delivery Plan	William Balakrishnan	Naseer Ahmad		
6	Procurement	Leisure Contract	William Balakrishnan	Naseer Ahmad	tbc	tbc
6	Project	Community Sport and Physical Activity Network	William Balakrishnan	Naseer Ahmad		
6	Project	Streatham Hub Leisure Facility	William Balakrishnan	Naseer Ahmad	tbc	tbc
6	Project	Development of Clapham Leisure Centre	William Balakrishnan	Naseer Ahmad	tbc	tbc
6	Plan	Cultural Services Vision and Improvement Plan	Jon Armstrong	Naseer Ahmad	tbc	tbc

Corporate Priority	Type of business activity e.g. policy/plan/project/procurement etc	EIA Document Title	EIA Lead	EIA Support	Business activity planned start/completion date	EIA planned start/completion date
6	Policy	Cultural Strategy for Lambeth	Jon Armstrong	Naseer Ahmad	tbc	tbc