



Lambeth

Annual Report 2008/09

How we performed and managed our resources





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Foreword

Welcome to Lambeth's Annual Report setting out the borough's story of consolidation and improvement in the financial year 2008/09.

Lambeth continues to make significant improvements in all areas and for the second year running we were awarded three stars by the Audit Commission. This confirmed a period of consistent and steady progress.

Our rapid journey of improvement continued throughout 2008/09 with more than 70 per cent of our performance indicators improving, significant increases in educational attainment, continued falls in crime, national recognition for our work to tackle youth crime and gang-related activity and continued delivery of community-led regeneration.

In January 2009 we made another huge step forward by being rated as 'good' in both our Corporate Assessment and Joint Area Review of Children's Services. This showed that in addition to the improvement we have made to services and people's lives we have also succeeded in strengthening our organisation. A strong and efficient organisation is essential if we are to maintain or accelerate the pace at which we improve services for our citizens and we are pleased that our improvements in this area have been recognised by external inspectors.

There are clear challenges for all local authorities in the economic recession and Lambeth has been quick to react. We were one of the first councils in Britain to set up a dedicated think tank designed to look at the implications of the credit crunch upon our residents and businesses and make recommendations to tackle them. This creative and dynamic piece of work has led to a number of initiatives, which will support businesses and citizens in years to come. In addition we froze council

tax at its current rate to reduce hardship. We are careful with our resources and spend it where it's needed most. We have made effort to reduce wastage too and achieved £33 million in efficiency savings between 2005/06 and 2007/08 exceeding the government target of £23 million.

We have demonstrated a clear desire to listen and act upon the views of our citizens holding the country's largest budget consultation involving more than 1,000 people. In addition, our residents' survey showed us more people feel they can take part in the council's work and influence decision-making. This is democracy in action and these findings play a major part in how we work and where we spend money locally.

Crime has fallen in Lambeth for the seventh year in a row and road casualties are down. In addition, we have put measures in place to reduce youth crime. Lambeth was one of the first boroughs in London to have a dedicated five year action plan to tackle young people and gang violence after extensive research into

the problem and is getting to grips with this issue. In addition, overall educational attainment has continued to rise in Lambeth and we are achieving impressive results at all the key stages.

Partnerships remain vital to our success and pivotal in meeting the needs of our community. We have been working more closely with our key partners, such as the police, the health service and the voluntary and community sector. Lambeth First, the borough's local strategic partnership, won a national award and this illustrates we are collectively making a difference.

We look forward to Lambeth's continued development and will work hard with our partners to support all our residents, businesses and visitors now and in the future.



**Councillor Steve Reed,
Leader of Lambeth Council**



**Derrick Anderson, Chief
Executive of Lambeth Council**



Introduction

Lambeth is a vibrant, exciting and thriving borough with a diverse population speaking more than 132 languages. It is one of London's blooming boroughs with a rich tapestry of history and culture.

At its northern tip it touches the River Thames and the cosmopolitan centre of London, while at the southern end it reaches green suburbs. It's world-renowned sporting, cultural and tourist attractions, including the iconic London Eye, historic Brit Oval and magnificent array of galleries, theatres and restaurants lining the South Bank, draw millions of visitors every year.

Lambeth Council serves 274,500 people in 127,000 households and approximately 10,000 businesses. To meet the needs of its population, we deliver more than 500 services. They range from services most people know about such as schools, roads, libraries, child protection, leisure centres, care for older people and rubbish collection, to those that are less well known, like pest control, fostering, adoption, noise pollution, restaurant inspection and a community newspaper called Lambeth Life. We employ around 4,000 staff across five departments and spend £1.2 billion annually on serving the local community.

Lambeth has a unique make-up and a transient population, which means large numbers of residents move on from year to year. This means we must balance demand and expectation for our services with our ability to deliver them cost effectively and to a high standard.

Challenges

Lambeth is a changing borough, both in its environment and population. This presents enormous challenges. It has high levels of deprivation in some areas, unemployment, health and community safety issues. As the borough's champion the council, working closely with numerous stakeholders, is at the forefront of responding to those needs.

The journey of improvement is well under way - we moved from being a one star council to three stars in just one year and retained that position in 2009. We are not complacent about this achievement and our aim to be an excellent organisation will involve a consistent and targeted approach in order to get where we want to be by 2010. Working closely with our partners, local residents, voluntary groups and businesses will be at the heart of this.



Our priorities

In 2006, the council's administration identified three priority outcomes to underpin work across all service areas. These remained unchanged in 2008/09:

- delivering high-quality services that focus on individuals' needs and represent value for money
- tackling social inequality and social inclusion
- engaging more closely with Lambeth citizens so that people's needs are listened to and acted upon.

In addition to these overarching priorities, we have identified six areas by which we will measure our performance.

- 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.

During the 2008/09 financial year, we have been working across the council to achieve these priorities through continuous improvement to services and by promoting innovation and new ways of working through a whole series of programmes.

The economic climate – meeting the challenge

Lambeth realised the enormous breadth of challenges presented by the recession and introduced a number of initiatives aimed at positively addressing the problems this situation poses to our residents' lives. Across the organisation, achieving efficiency and value for money are at the heart of decision making.

Credit crunch taskforce

In September 2008, we set up a Credit Crunch Taskforce chaired by Councillor Jim Dickson, the council's lead member for finance and resources. Following an exhaustive amount of research with financial experts, business leaders, other councils and residents, the taskforce made recommendations about how the council and its partners could support residents and businesses during the recession. The report of the Credit Crunch Taskforce outlined ideas including a rescue package for struggling homeowners, an Energy Action Zone and grants for businesses in difficulty. The report was considered by the council's Cabinet and Lambeth First, the Local Strategic Partnership, who both allocated funding to it. An ambitious work programme has been set up called the Lambeth Economic Recovery Implementation Plan and several initiatives are underway.



Freezing council tax

Improvements in financial management and greater efficiency have enabled a freeze on the level of council tax charged to residents for 2009/10 without cutting services. Explaining this measure, Cllr Steve Reed, the Leader of Lambeth Council, said: “With the recession starting to hit, people are worried about their jobs and about rising prices and the council has a duty to help (them) through the economic downturn.” Linked to this, the council has reduced the amount of time it takes us to pay housing and council tax benefit to 12 days (from 100 just over three years ago). This is a significant achievement and means those who most need support during this difficult period get it quickly. In addition, 7,000 people received increased benefit.

Being efficient

We are careful with public money and spend it wisely where it's needed most. We regularly review and monitor our business activities to identify areas where savings can be made without having a significant negative impact upon services.

When we cut the cost of delivering a service whilst keeping the same level of quality and effectiveness this is called an efficiency saving. In total, we have achieved £33 million in efficiency savings from 2005/06 to 2007/08 exceeding the government target of £23 million. In this respect Lambeth is the third highest achieving authority in London and we are £13 million above the London average of £20 million.

Residents matter – How we set our priorities

We are committed to listening to and engaging our citizens. We want to make sure that what matters to the people who live and work in Lambeth is heard and reflected in our actions.

In our last annual residents' survey, our success in engaging citizens was demonstrated by 23 per cent of respondents having taken part in a council consultation, responded to a survey, or attended a meeting about local issues in 2008 (up from 16 per cent in 2005). A total of 47 per cent felt they could influence decisions.

Budget consultation

Our budget consultation is the largest exercise of its kind anywhere in Britain and this emphasises the importance that Lambeth places on talking to and listening to local people.

In the consultation to decide the 2009/10 budget we interacted with more than 1,000 people using a variety of consultation methods including online and on-street surveys and focus groups. The findings from the research are not only used directly in planning the budget but they are also used throughout the year to help shape our services making sure they reflect what residents want and their priorities.

Residents told us that although they felt Lambeth was becoming a safer place, crime and disorder remained a top priority for them. More activities for young people, increased visibility of policing and improved use of CCTV were the most common suggestions to reduce crime and we are working closely with the borough's young people through the Youth Council in order to improve activities for them.

Our citizens told us that they wanted more to improve their health and well-being and were keen to see more exercise classes made available in community centres and halls and fitness trails in local parks. We found out that the main barrier to people exercising more was a lack of time with cost of leisure also putting off people from exercising more.

The results of the budget consultation were fed into the main budget setting exercise and fed back to departments for consideration as part of their service planning.

Helping us spend where it's most needed

The council is moving towards greater allocation of resources through direct resident participation.

In 2008/09 two participatory budgeting schemes were introduced, namely the ward purse scheme and Youth Opportunity Fund.

The ward purse scheme was piloted in 2008/09 and allocates each ward councillor a £12,000 budget to spend on up to three capital schemes. Each project must have a minimum budget of £1,000 and underpin the Local Area Agreement (LAA) objectives. The scheme was advertised in Lambeth Life (the council's newspaper), through councillor surgeries and emails to constituents and resulted in a wide range of localised improvements.

The Youth Opportunity Fund is a £300,000 grant to spend on ideas from young people to renew buildings and equipment, or get activities and projects up and running. Young people were able to apply for up to £10,000 for capital projects and £6,000 for revenue projects.

Other consultations also impact financial planning and the budget-setting process. Many of the consultations we hold are on issues that will have financial implications for services because they will generate ideas for improvements that our customers and stakeholders want. Investment in service improvement following such consultations include the development of a Lambeth Business Desk following discussions with businesses as part of the Citizen Focus programme and support for the establishment of a volunteer centre for Lambeth following consultation on the Sustainable Community Strategy 2008-2020.



Our performance



The financial year 2008/9 was a successful year for us with achievements delivered across the board. As an organisation, we improved our score in the national rankings and there was substantial progress within our own priority areas. We were also shortlisted for one of local government’s most prestigious awards winning recognition for being one of Britain’s most improved councils at the Local Government Chronicle (LGC) Awards 2009.

Comprehensive Performance Assessment (CPA)

A national assessment of councils by the Audit Commission – which scrutinises local authorities on behalf of Government - awarded Lambeth its best score to date. The verdict was published in the Comprehensive Performance Assessment (CPA) star ratings, which are the national league table of council performance. We kept our three star rating and our direction of travel was described as "improving well". The Audit Commission found that "the council demonstrates a good track record in delivering improvement in priority areas such as the environment, economic development and reducing crime."

Service	Score 07	Score 08
Benefits	3	3
Children and young people	3	3
Culture	2	2
Environment	2	3
Housing	2	3
Social care	3	3
Use of resources	3	3

The table above shows how we have performed in our main service areas. Each service is scored on a scale of 1-4, with one being the lowest and four being the highest.

In 2008, we received good scores and improvements from 2007 in Environment (transport, planning and waste) and Housing (housing management services). We scored ‘3’ for value for money (use of resources).

The Audit Commission acknowledged that improvement was maintained in services for adult social care and children and young people. We have implemented a range of measures aimed at helping older and more vulnerable people to live independent lives, with support from the council. Opening youth clubs for longer and offering a host of activities were among the key developments in the council's strategy aimed at turning our young people away from guns and violent crime. The Audit Commission also recognised that the council had been successful in "reducing anti-social behaviour and promoting community cohesion through regular dialogue with the local religious groups."

Partnership between Lambeth and the borough's faith groups is the bedrock of the council's strategy for community unity, equality and diversity. We have resources and staff allocated to this and a cabinet member specifically taking responsibility for community engagement and consultation.

The CPA said the council continues to deliver value for money and stated that good managerial and political leadership and performance management are driving improvements. Housing services, workforce development and risk and contract management were all judged as in need of improvement.

Corporate Assessment

Every four years, we have a Corporate Assessment of how the council operates and Joint Area Review (JAR) which covers services provided to children and young people. The Corporate Assessment found Lambeth has good managerial and political leadership and a particular strength was the council has challenging ambitions to tackle unemployment. This includes enabling more people in the borough to get work, creating more local jobs, raising the aspirations of young people and supporting them to achieve better qualifications. The assessment found we have a good understanding of the needs of our communities and are working to build a safer borough and to improve social cohesion.



Joint Area Review of Children's Services (JAR)

The Joint Area Review (JAR) is a major inspection of all services for children and young people within Lambeth and in January 2009 it was announced that Lambeth scored '3' out of four in all areas.

The JAR reports on outcomes for children and judges the contributions made by services delivered by the entire council (not just the Children and Young People's Service) and our partners.

The latest inspection looked more closely at the views of service users, parents and carers than previous inspections. This included 'case tracking', which looks at the level and effectiveness of multi-agency working in detail.

In conclusion, the JAR found that "arrangements for safeguarding children are good. Effective multi-agency partnerships with strong leadership provide excellent early intervention and prevention and ensure child protection processes are sound. Arrangements for identifying children who are missing and the safe recruitment of staff are secure. Effective partnerships and targeted intervention enable children and young people to remain with their families where possible and ensure good outcomes for many children and young people who are looked after and care leavers."

Award success

Lambeth won or was highly commended for several key awards last year in the local government and professional sectors.

- Our Local Strategic Partnership, Lambeth First, was recognised as the Best Strategic Partnership in the UK at the LGC Awards.
- We were highly commended for our highways contract with Conway at the Government Opportunities Excellence in Public Procurement Awards (GO Awards) in the Best Service category; a highly sought-after award in the sector.
- We won the Association of Public Service Excellence (APSE) Best Public/Public Partnership Working Initiative award in recognition of our hard work on the In and Out of Work pilot, continuous improvement in customer service to Lambeth residents and successful working relationships with partner organisations.
- Mike Suarez, our Executive Director of Finance and Resources, won a top industry award as the Best Public Sector Finance Director of the Year, beating competition from organisations across the UK. The award celebrated achievement and best practice across both the public and private sectors.
- We were also shortlisted for one of local government's most prestigious awards winning recognition for being one of Britain's most improved councils in the Local Government Chronicle (LGC) Awards 2009.

Working towards a greener and cleaner borough

Lambeth is a beautiful riverside borough with some of London's most cherished parks and green spaces. We are determined to keep it that way and are working hard to preserve it for future generations to enjoy. Sustainability is a key part of our agenda and we have launched a number of new initiatives and supported existing projects in 2008/09.



Green business

Through work with business, communities and local authorities across London to promote the concept of trade justice and ethical purchasing, Lambeth has been the lead borough on Fairtrade in London. We were instrumental in helping London to become the world's largest Fairtrade City in October 2008. We have an extensive Fairtrade Network in Lambeth and our Lambeth Fairtrade Directory lists 100 different Fairtrade outlets across the borough.

Recycling

We have been developing a Recycling and Green Champions scheme. These champions build networks between communities and provide practical advice and support on sustainable practice and methods. Key areas of focus are helping residents reduce water use, grow their own food, increase recycling, reduce rubbish and support the local economy.

Sustainable travel

Lambeth Council actively promotes cycling to both our staff and residents. We have increased the number of people trained in safe cycling by 50 per cent. Each year we train approximately 1,000 residents and school children. Further to this we provide free bike repair sessions for six months of the year and also provide specialist training for lorry drivers and cyclists in order to promote awareness of the dangers they present to each other whilst on the roads.

Lambeth is also the only council in London to have a dedicated Sustainable Transport Team and this year staff have been working hard to encourage more people to take up cycling. Latest survey results show that fewer council staff now travel to work by car – an eight per cent drop.

Housing and regeneration

Our Unitary Development Plan (UDP) is based on sustainable development and seeks to reduce the need to travel generally and the use of cars specifically.

Clean streets

In 2007 we negotiated a new street cleaning contract with Veolia that introduced 24-hour street cleaning. This meant that litter did not build up during the night and lessened the impact of 'peaks and troughs' of street waste. Main thoroughfares are cleansed every two hours, exceeding the standard set in the Environmental Protection Act (1990).

Carbon reduction and energy efficiency

We have adopted a more ambitious target within our Sustainability Charter to reduce carbon emissions by 20 per cent by 2012 (based on 2004/05 emissions). As a result of our work, the council had reduced its carbon emissions by 14 per cent by 2007/08, meaning we are well on our way to meeting our targets. In February 2009, we agreed to reduce our carbon emissions by 80 per cent by 2050.

A safer Lambeth with strong communities

Feeling safe where they live is high on residents' list of priorities and that has been their overriding message to us through consultations. With this in mind, we have worked with our partners to tackle crime and build safer communities. In 2008/09, we have made good steps forward in this area.

Achievements

- **More people are satisfied with Lambeth as a local area to live.** A total of 73 per cent of people say they are satisfied compared to 64 per cent two years ago.
- **55 per cent of residents think that people in the area treat one another with respect and consideration** - significantly more than in 2006/07.
- **85 per cent of residents think Lambeth is a place where people from different backgrounds get on well together.**
- **Road casualties in the borough have fallen again** and exceeded targets with an 11 per cent reduction in the numbers killed or seriously injured and a 14 per cent decrease in the numbers of children killed or seriously injured compared to last year.
- **A raft of borough-wide measures to reduce drug-related crime have been introduced over the last year** to crack down on drugs and 'drug tourism' in Lambeth. This is part of a campaign to challenge the borough's reputation as an easy place to buy drugs. The outcome of this work has been significantly fewer residents seeing drug use and drug dealing as a problem in 2008/09 compared to 2006/07.
- **Lambeth was one of the first boroughs in London to have a dedicated five year action plan to tackle young people crime and gangs** following an extensive piece of research into the problem. The Young and Safe action plan is now moving from the planning stage to implementation following a successful Parliamentary launch and consultation.





● **Crime in Lambeth has fallen for the seventh year in a row.**

We met all our targets relating to crime this year and reduced the levels of acquisitive, gun and knife enabled crimes committed in the borough.



Case study – Tackling extremism through sport

The STREET (Strategy to Reach, Empower and Educate Teenagers) team project, which is funded by Lambeth Council, aims to help young Muslims living in the borough, particularly those who are vulnerable to influence from people with extreme religious beliefs.

The programme uses a mixture of sport, social activity and counselling to engage with young people and integrate them back into mainstream society.

Young people also take part in classes and a “deconstruct” programme, which aims to counter violent extremist propaganda through one-to-one discussion.

The project is one of only two national pilot projects around minimising harm in relation to those who are vulnerable to the threat of extremism. It was recognised this year when it was

awarded the Preventing Violent Extremism (PVE) Innovation Award by Tony McNulty, Minister for London, at the One London conference.

STREET supports young Muslims, who are often living troubled and unsociable lifestyles – via referrals from police and other agencies.

One of the activities organised by STREET was for

Carie Lemack, the daughter of a 9/11 victim, to visit Lambeth schools and community groups to build understanding and help prevent young people from getting involved in extremism.

Abdul Haqq Baker, Managing Director and founder of STREET, said: "The success of STREET proves that grassroots initiatives, alongside robust local partnerships, are the most effective in addressing matters that are of importance to the wider community."

We are working hard to tackle radical and extreme behaviour among young people living in the borough.



More opportunities for children and young people

We are determined to make Lambeth a place that provides children with a positive start in life and gives them everything they need to thrive and prosper. Key achievements from 2008/09 show our progress in this area.

Achievements

- **Findings from the national TellUs3 survey and our own young residents' survey both tell a positive story about Lambeth's children and young people.** For example, Lambeth children and young people are less likely than their national counterparts to drink alcohol, smoke cigarettes and take drugs. More children and young people also report that they felt 'very safe' or 'quite safe' going to and from school and whilst at school compared to the last TellUs survey.
- **Provisional results show that overall educational attainment has continued to rise in Lambeth and we are achieving impressive results at all the key stages.** For example, in 2008 at Key Stage 4, 62 per cent of pupils achieved at least five GCSEs at grades A*–C. This is a six per cent increase from 2007 (double the national rate of improvement) and a 33 per cent increase in the number of pupils achieving this level of attainment compared to Lambeth's performance in 1998.
- **Lambeth Council won the 'Best Interactive Media' category at the Children and Young People's Now Positive Images Awards for the 'Get2Know' (G2K) website** – a resource for Lambeth's looked after children led by a group of young people in our care. The awards aim to combat the negative portrayal of young people in the media by recognising the positive contributions they make across the UK.
- **Great achievements have been made as part of the Building Schools for the Future programme.** This year we have opened the Park Campus and Elm Court School, started construction on phase one of the Stockwell Park project (the fourth new building project completed in the last two years) and Michael Tippett School won the top 'Excellence in Building Schools for the Future' award.
- **Excellent performance has been achieved** in reducing the numbers of young people not in education, employment or training (NEET) this year with only 7.9 per cent of young people falling into this category, which is better than our target.
- **In the past year, we have been successful in securing significant external funding including more than £800,000 from the BIG Lottery fund and £2.7 million from the Department for Children, Schools and Families' Play Pathfinder programme.** This provides much needed investment and the opportunity to significantly raise the profile of play locally. As part of the Play Pathfinder, six play areas have been completed in the past 12 months and three BIG Lottery projects are now complete. The authority has invested an additional £190,000 a year into play to establish a new strategic play and sports unit.





- **Teenage pregnancy rates have continued to fall with a dramatic 28 per cent reduction seen since the peak in 2003.**

Although Lambeth's rate remains high, we are one of only five boroughs in London to buck the national trend and report a decline in numbers this year.

- **Lambeth has continued to reduce the gap in achievement between pupils of different backgrounds.**

In particular we have targeted the educational gap between children from different ethnic backgrounds. This is important in Lambeth, as 58 per cent of local children living in the borough and 74 per cent of the children in Lambeth schools are from Black and Ethnic Minority (BME) communities. As an indication of success, the percentage of pupils achieving at least five GCSEs at grades A*-C increased by seven per cent for Somali pupils, nine per cent for Black Caribbean pupils, 11 per cent for White British, 16 per cent for Portuguese pupils and nine per cent for other Black pupils.



Case study – Children's centre is making a difference

A children's centre in Streatham is having a huge impact on its local community providing much needed help, advice and support to the families of local children under five.

Woodmansterne Children's Centre was built to meet the needs of a diverse and mobile community, against a challenging backdrop of a long-term lack of development in the area.

A large number of children in Streatham come from families living on a low income, with a high rate of unemployment locally. In addition, there are high rates of domestic violence and a lack of family support services in comparison with other parts of the borough. The rate of births is high and the largest increase in population is from new borns rather than immigration into the borough.

Laura McFarlane, Head of Family Support and Children's Centre Development, said: "These diverse social challenges mean the children's centre must be responsive to a wide range of needs and this has influenced and guided our approach.

"The centre is a friendly, welcoming and lively place and actively engages with all of the local

community, including families from the local traveller site, single parents and multi-ethnic groups. The ethos at the core of the service is the promotion of effective communication, building positive relationships and encouraging lifelong learning."

Support at Woodmansterne includes family learning activities,

enhancing family relationships and those of the wider community.

There is also employment and training support, including the opportunity to take national qualifications on site, get computer training, put together a CV and support with interview skills, as well as a mentoring programme.

The service is excellent and very important in bringing a significant part of the community together.

Laura added: "Attendances have been high and feedback has been fantastic. The centre is successfully providing an integrated and accessible provision for the community and has gone from strength to strength."

But the most glowing endorsements of Woodmansterne are from those who use it regularly and benefit from its innovative approach.

One parent said: "The staff are brilliant, very friendly and approachable and with excellent skills in anything related to children."

Better housing and flourishing local economies

We work hard to support and promote business in our borough and seek to bring in new investment to improve Lambeth. Providing decent social housing is something we are passionate about and in both these areas we made significant steps forward in 2008/09.



Achievements

- **We reduced the percentage of ‘non decent’ council homes from 34 per cent to 29.9 per cent.**
- **High performance in planning applications** has continued with excellent results. We have become much faster at responding to planning applications achieving significant improvements in 2008/09 for ‘major’, ‘minor’ and ‘other’ applications and this consolidates our performance as one of the best boroughs in London for this service.
- **We have made good progress in tackling homelessness and increasing housing supply.** In April 2008, we introduced Choice Based Lettings (CBL) to provide our customers with more choice about where they live. Half a million bids have been made for 1,400 properties since the scheme was introduced.
- **We have also exceeded our affordable homes target,** with more than fifty more homes being delivered this year compared to last.
- **The borough’s Supply Lambeth programme seeks to open up public sector contracts to small and medium-sized enterprises (SMEs).** We have changed our procurement guidelines to encourage involvement from local suppliers and held nine events to promote this last year attracting 700 attendees. The events provided opportunities for these businesses to find out more about how to do business with the public sector to increase their ability to win more contracts.



- **Lambeth's overall employment rate is currently above target at 71.2 per cent and also higher than the London average**, whilst the numbers of working age people on out of work benefits has continued to fall.
- **A key recommendation from a workshop event we organised called "Running a Business in Lambeth" was there needed to be a single point of contact for business enquiries to the council.** Businesses were frustrated by not knowing where to go for information and being passed between sections once they did contact us. In response to this we have now set up a business desk to handle enquiries from businesses. The Lambeth Business Desk provides practical advice on a variety of issues such as access to finance, investment, bidding for council contracts and general business support. So far, the desk has helped 100 businesses and is expected to help more than 2,000 businesses in 2009/10.
- **We successfully reduced the number of households in temporary accommodation** by 192 households in 2008/09. This was a nine per cent reduction although below our Local Area Agreement target of a 14 per cent reduction.



Case study – Lambeth at forefront of housing excellence

In the inaugural Inside Housing Sustainable Housing Awards, flats on Angela Carter Close in Brixton picked up the top award in the 'Sustainable Smaller Housing Project' category.

The housing development, a partnership between Lambeth Council and Metropolitan Housing Trust, has achieved the EcoHomes 'excellent' standard.

The timber frame homes are built on an unused derelict piece of land, are very energy and water efficient and use environmentally friendly materials – 96 per cent of the timber used has been proven to be both legal and sustainable.

The homes have composting and water recycling facilities, solar panels and green roofs and the

scheme is a haven for urban nature with local gardens benefiting from a stag beetle sanctuary and bat boxes.

The second Lambeth award-winning housing scheme is twelve key-worker flats on the St Matthews estate in Brixton. Designed by PRP Architects, this project was the top award winner in the Low Energy social housing project category.

Judges commended the block for delivering cost effective results without being 'gimmicky'. This housing development

is designed to be 'low carbon', using renewable energy for heating and solar panels generating clean electricity. This means that households save roughly £200 per year in heating costs.

We have won awards for two Brixton housing estates in 2008/09.

Respect for our environment

Lambeth is a beautiful borough and we are determined to keep it that way. Targeted investment has helped us keep streets clean and manage rubbish more effectively in 2008/09, as well as other important improvements.

Achievements

- **Lambeth's streets are now the cleanest they have ever been.** We have met or exceeded all four street and environmental cleanliness national targets for this year and have exceeded our target for 2010/11 two years early.
- **This improvement has also been recognised in the latest residents' survey that showed a nine per cent increase in satisfaction with street cleansing services** significantly higher than the London average. People in Lambeth are also less concerned by litter compared to the rest of London.
- **We have set up an environmental champion scheme.** This is a group of staff who have agreed to share their knowledge and awareness of environmental issues and good practice with colleagues. This has resulted in a 24 per cent reduction in paper usage since 2006. Similarly, we have also set up a Green Community Champions programme to engage with and support citizens to reduce energy and water use and encourage recycling.
- **Three of Lambeth's parks now have Green Flag status** recognising them as some of the best open spaces in the UK. The community garden, Eden at St Paul's (which is located in the grounds of St Paul's Church) Clapham, joined Milkwood Community Park and Vauxhall Park as being judged by independent assessors as among 743 of the very best public open spaces across the United Kingdom.
- **Lambeth has made great improvements to the provision of public toilets in the borough.** Firstly, the Community Toilet Scheme was launched this year to provide residents with access to safe and high quality conveniences in local businesses. We also installed a series of 'pop-up' public toilets in Clapham, Brixton and Vauxhall to try to solve the problem of late night revellers urinating in the street. Two further 'pop-up' toilets will be installed in Brixton and Clapham in 2009/10.





- **A £3 million project to improve The Cut, a thoroughfare that links Bankside with Waterloo, won the prestigious BEX 2008 International Award for the Best Project Collaboration.**

The project included the planting of 48 trees, installation of 38 new cycle racks, improved lighting, installation of new benches, pedestrian signage and new solar-powered parking metres.

- **Lambeth Council is the only local authority on the WWF Forest Trade Network and the second borough in London to support Fairtrade and also co-ordinate a network to promote it around the borough.**

This year we have also created a deputy cabinet position for sustainability to support and promote our sustainability work and have pledged to reduce our carbon emissions by 80 per cent by 2050.

- **We have met our targets on rubbish and recycling this year with more than a quarter of all rubbish being sent for recycling or composting rather than to landfill** and six out of 10 residents reporting they recycle everything they can. We have also exceeded national government targets for three years running.



Case study – Green machine means borough stays clean

A new mobile green waste recycling machine has been introduced which shreds all green waste generated in Lambeth's parks, such as bedding, leaves, grass cuttings pruning and Christmas trees.

This is then used in our parks and green spaces for a range of positive purposes, helping to conserve resources and reduce our environmental footprint.

Our environmental services partner Veolia operate the mobile SEKO SAM green waste recycling machine, which travels between various open spaces to shred green waste.

The shredded waste is stored, turned and allowed to break down producing either organic soil

conditioner or mulch depending on the process used. It can take eight months to a year to develop the soil conditioner and three to four months to create mulch.

The mulch and compost produced are then used in parks and open spaces, on shrub beds, or around

More than 600 tonnes of green waste from Lambeth's parks and open spaces (including 4,000 Christmas trees) were recycled into compost and mulch in 2008 and this figure is expected to rise substantially this year.

young trees and herbaceous borders to encourage good plant establishment and growth, suppress weeds and retain soil moisture. As well as reducing the need for

watering, this helps reduce the amounts of chemical fertilisers and weedkillers needed to keep plants healthy and free of disease or competition from weeds.

Delivering personalised care services

We want to support our citizens to be healthier, happier and to enjoy their lives free from harm. This is something we have worked hard on in 2008/09 with excellent outcomes.

Achievements

- **We have achieved noticeable improvements in outcomes for older people and healthier communities. We met all our targets in this area and improved our performance from last year.** The number of older people supported to live independent lives in their own homes has risen to 109 per 100,000 compared to an England median of 88.58 in 2007/08. Our adult social care services have been rated as two stars, with good performance and promising opportunities for improvement for the third year in a row – this marks the longest continuous period of good performance for our adult social care services since the Commission for Social Care Inspection (CSCI) assessment began.
- **Lambeth Gaia Centre won a prestigious NHS Health and Social Care award (London region) for success in partnership working competing against 200 other entrants.** Since opening in May 2006 the centre has helped more than 861 women with 40 new cases every month. A total of 90 per cent of cases dealt with at the centre have had positive results for the women involved, with a significantly higher conviction rate for offenders brought to trial (87 per cent) than the national rate (67 per cent).
- **This year 7,000 people received increased benefit entitlement generating £500,000 for the local economy.**
- **We have opened a new IT suite at Lambeth Resource Centre in West Norwood creating new learning opportunities for disabled people.** Clients are able to take 10-week one-to-one courses in IT which are tailored to their own goals including basic introductions to IT, word processing or using the internet for job-hunting or shopping.
- **We have developed an Older People's Strategy for Lambeth in response to recognised local need and feedback from the Audit Commission,** which includes care, health and support services and considers the needs of older people in a holistic way. This strategy was developed through detailed consultation with a wide range of older residents from various backgrounds, as well as partners and stakeholders.





- **We have launched our Carers' Strategy and Carers' Awards in order to support carers more effectively.** The strategy lays out a package of support for carers worth £20 million over five years. It aims to provide better support to the estimated 18,500 carers who devote huge amounts of their time and energy to looking after other people and was developed in consultation with partners across the voluntary sector and carers themselves.



Case study – Your life in your hands

The key principle underpinning our personalisation programme is that residents who meet the council's eligibility criteria are given the chance to direct their social care support and design their own services in a flexible way.

Following a self assessment which determines the level of need for support, the individual is allocated a budget, then given support to spend it so it meets their needs.

Clive, who has been receiving services from Lambeth for some time, said: "Before, the help I got was just what was on offer. It was okay I suppose, but it just felt like I had no choice.

"I was told I could arrange the support I wanted and needed,

through 'self-directed support'. I'd never heard of it and was a bit unsure, as I was used to getting services in the old way, but my social worker supported me to

complete a questionnaire about my needs and to draw up a plan of the kind of support I wanted.

"Now, I organise the support I need, the way I want to. It lets me make my own choices and gives me independence.

"So far, I've used my budget on things like driving lessons and a fitness programme at my local gym. They've

kept me occupied and helped me to become more independent.

"I'd encourage anyone to do it – it puts you in control and makes you feel good about yourself."

Lambeth's personalisation programme is about promoting better outcomes for individuals. We already have more than 300 people enjoying the freedom and flexibility that self directed support can offer.

Serving our customers well

We realise we must have skilled and well-led staff in order to deliver services well and that those services represent value for money to council tax and business rate payers. Customer satisfaction is improving alongside some other key outcomes.

Achievements

- **We froze council tax this year in an effort to support residents in the difficult economic climate.**
- **We have seen an increase in the number of residents saying they think that Lambeth is doing a better job than in 2007 when the last survey was undertaken.**
- **We have collected more council tax than last year and met our target of 94 per cent in spite of the difficult economic situation.** This is approximately £1 million more that could be ploughed back into front-line services.
- **Our success in engaging our residents is reflected in our latest residents' survey** with 23 per cent of residents having taken part in a consultation, responded to a survey, or attended a meeting about local issues in 2008, (up from 16 per cent in 2005). A total of 47 per cent felt they could influence decisions.
- **We have successfully reduced the number of customer complaints resulting in enquiries from the ombudsman by half.** In 2008/09 the ombudsman received 165 fewer enquiries about our services compared to last year.
- **There was a considerable improvement in the household response rate for the 2009 electoral registration.** The registration response rate increased to 91 per cent compared to 76 per cent in the previous year.





- **Lambeth Council continues to be one of the best authorities in London and the country at employing a diverse workforce.**

A quarter of all senior managers are from ethnic minority communities and we employ a higher than average number of people with a disability.

- **We have significantly improved the time it takes to process a new housing benefit or council tax claim,**

or a change of circumstance compared to last year with the average time now just 12 days against a target of 15 days. It was around 100 days three years ago.

- **The 2008 staff survey had the best response rate of any other local authority**

with 50 per cent of staff having their say. The results are even better with many of the benchmarked responses on par with, or better than that of “good” and “excellent” authorities.

- **We were reaccredited as an “Investor in People”**

against the tougher range of people management indicators, which shows our improvements in the leadership and management of our staff.



Case study – Democracy at the touch of a button

E-petitions give residents the chance to raise any issue with the council that they believe we should look into.

be extended?’ Or ‘should pubs and clubs apply for temporary licenses for ad hoc events?’

While the on-line tool had been used to great effect in other parts of Britain, Lambeth was only the second council to introduce it in London.

So far, it has had a positive impact with 14 e-petitions submitted and 137 signatories. From them, we have been able to tackle some local issues, for example, widening railings near a supermarket in Norwood and mending fencing on a housing estate in Brixton.

Our councillors have also been using the system to test public opinion on certain issues. For example, ‘should the Northern Line

Giving citizens the opportunity to get more involved in shaping decisions that affect their community was at the heart of a new innovation we launched in January 2009.

Dave Burn, Head of Democratic Services and Scrutiny at the council, said: “Petitions are a common form of civic activism. They engage local people in the democratic process and help policy makers by highlighting issues

which the public feel strongly about. By offering this service the council was able to engage a potentially wider range of people in this process. It also makes it possible for the council to respond directly to the petitioners and let them know what we are doing to address their concerns as well as drawing their attention to any similar issues the council is dealing with.”

Our finances



How we are funded and spend our money

Our accounts

This summary of our financial accounts contains information about the amount of money spent on services for Lambeth residents and others for whom we have a legal responsibility.

The accounts have been reviewed by an independent auditor, appointed by the Audit Commission, who has confirmed that the financial accounts fairly present our position as at 31 March 2009. The auditor has reported an 'unqualified' opinion in respect of the Statement of Accounts for 2008/09, which means they have met legal and regulatory requirements. The full 2008/09 Statement of Accounts can be found on the Lambeth website at www.lambeth.gov.uk/finance

The accounts have been prepared in accordance with the relevant accounting standards but some changes have been made to the way it is written for this summary in order to make it clearer and easier to understand.

Our budgeting process

During 2008/09, we spent £139.4 million improving or adding to our assets (capital expenditure) and over £1.3 billion paying for the day-to-day running costs of services (revenue expenditure) to achieve the things that matter most to the people of Lambeth.

The Lambeth budgeting process predicts and plans spending over three years, with a large amount of detail in the first year. Each year, the previous year's budget is reviewed and updated to take into account any changes or developments in the council or the country as a whole.

The budgeting process for 2010/11 is well underway. Each department is looking at what resources they need to deliver the priorities of residents and the council.

Lambeth's councillors and senior managers will review these draft budgets and residents and other stakeholders will be consulted to find out their opinions about our services and priorities.

Where we spend our money - council services

The council provides more than 500 services and council tax is the contribution made by local residents to meet the cost of them. It also helps to pay for services provided by the Greater London Authority (GLA) and other levying authorities (these are organisations that are entitled to some of the money we raise from council tax collection).

Central government usually funds around 90 per cent of local council budgets. In the past, the funding allocation has increased every year. From 2008/09, due to funding pressures, the increases in Government funding have not kept pace with inflation. We therefore need to deliver our services more efficiently and effectively to maintain our services at lower cost.

In 2008/09, council tax increased overall by four per cent. The average council tax is band D which (including precepts for 2008/09) was £1,235.11 in Lambeth. Lambeth's council tax rate for 2008/09 was the seventh lowest in London.

Lambeth has a unique make-up, including a transient population (which means large numbers of residents move on from year to year) with an unusually large amount of young and older people. This means we must balance demand for our services and user expectations with our ability to deliver high quality, cost-effective services to those who need them.

Housing

Lambeth Living, the Arms Length Management Organisation (ALMO), manages Lambeth's housing stock of around 26,500 council homes on the council's behalf. It is one of the largest social landlords in London. These housing services are funded through the rent we receive for these properties and Government subsidy, not through council tax. It spends more than £1million a week on improving council-owned homes, as well as working closely with housing associations to deliver improvements to Lambeth tenants. The housing service also provides assistance and advice to homeless families.

Social care

We provide a range of community care services to Lambeth residents. The borough has a high proportion of young and single people in relation to the rest of London and 11.5 per cent of the population is over 60. It also has a high number of people who suffer from poor health or mental health issues. As a result, a high proportion of Lambeth residents need to access our services and support.

Schools

Lambeth has more than 70 schools. At least 132 languages are spoken in the borough, with Yoruba and Portuguese the main languages after English. Lambeth has a significant refugee population and this impacts the mobility of pupils in our schools, with up to 25 per cent of pupils moving school every year.

Public spaces

Many of our services supporting public spaces are among the most visible to residents and visitors. These include leisure and recreation facilities, parks and green spaces, highways, street cleaning, waste and recycling. A number of services also operate behind the scenes, making sure local people and visitors are safe and that exposure to risk and danger is minimised through licensing, food safety, environmental health management and pollution control. There are also nine libraries spread across the borough, which have more than a million visitors a year. Registrars, cremation and burial facilities also offer direct support to local people when needed.

Support services

These services, which support our customer-facing services, include customer service centres, planning, housing benefit, council tax, treasury and banking, democratic services, building management, insurance and communications. There are also central services to manage and support the council's staff (such as human resources, learning and development and pensions).

Lambeth’s finances at a glance

What we spent

Lambeth Council spent more than £1 billion on services in 2008/09, this included £139.4 million spent on purchasing and improving ‘assets’ such as buildings, roads and schools (capital funding).

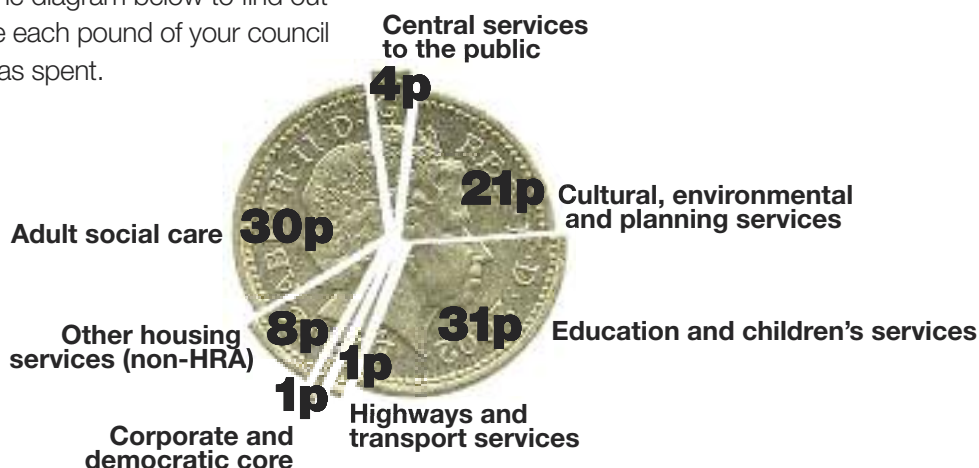
How we are funded

Central government provides direct grants to pay for specific services such as schools. Once these were taken into account, a further £320 million was still needed in 2008/09.

General resources totalling £227 million came from central government from three grants - the Revenue Support Grant, Area Based Grant and the re-distribution of business rates. The Revenue Support Grant is a general source of funding paid by central government to local authorities to help them finance the cost of their services. This is worked out using a mathematical formula that considers the council’s needs. In addition, a total of £93 million came from council tax.

Your council tax:

See the diagram below to find out where each pound of your council tax was spent.



How the council is saving money

One of Lambeth Council’s promises to residents is to deliver quality and value for money in service delivery. We make sure we deliver the best services possible, whether directly or in partnership with others, within the resources available to us. See page four for more information.

Our financial position

The council’s financial position is reflected in its Balance Sheet, which provides a snapshot at the end of the financial year.

We own ‘fixed assets’ (such as buildings, land, vehicles and equipment). We also have bank balances, investments and are owed money – this is collectively shown as ‘current assets’ in the Balance Sheet. Where we owe money or are overdrawn these balances are described as ‘current liabilities’.

Long-term borrowing to fund major projects is shown under ‘long-term liabilities’. We maintain balances to help meet future financial obligations and keep funds in reserve to pay for unexpected expenses such as emergencies.

Lambeth’s net assets after current liabilities amounted to £2.52 billion as at 31 March 2009.

The council’s long-term liabilities amounted to £1.25 billion as at 31 March 2009.

This means that the council has a net worth (assets minus liabilities) of £1.27 billion as at 31 March 2009.

The council also administers a separate staff pension fund. The net assets of this fund amounted to £541 million at 31 March 2009.

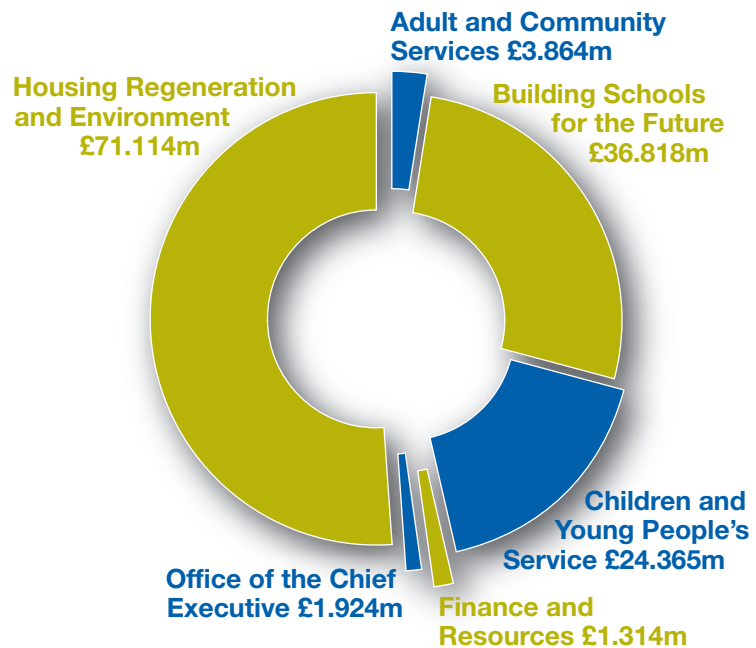
What we spent in 2008/09

The Capital Programme

One of the areas the council spends its money on is major projects, including large-scale maintenance (or substantial improvements) to streets, buildings or other assets.

The council's assets include buildings, community assets, equipment, infrastructure, intangible assets and assets under construction. Specific examples could include expenditure on building schools or installing double glazing in council housing. The budget for this is known as the Capital Programme and the pie chart on the right shows expenditure for each department:

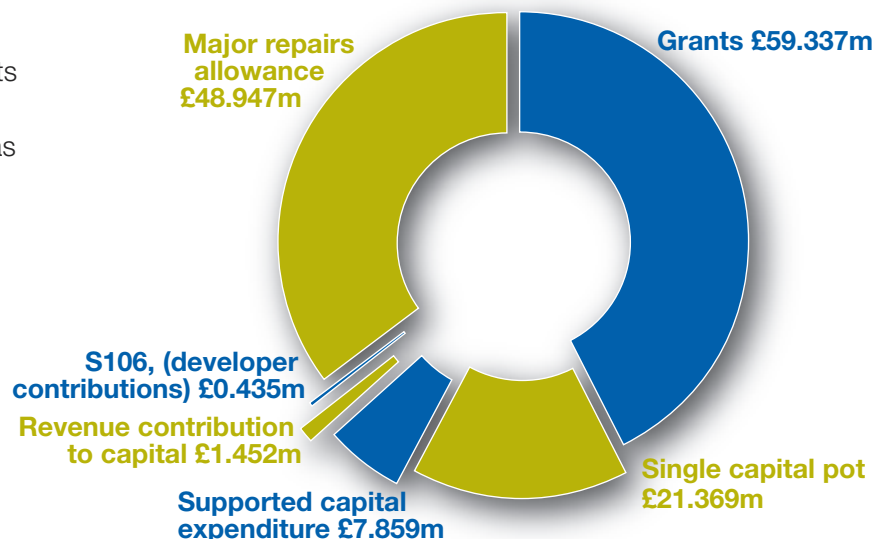
Capital Expenditure by Department 2008-09 (£m)



Funding the Capital Programme

We have a framework and guidelines to be followed when considering methods of funding capital expenditure. Most of the money used to fund capital costs comes from sources like grants, capital receipts and borrowing as shown in the diagram, right.

Capital Funding by source (£m)



The Revenue Account

The other main area we spend our money is on the Revenue Account. This is day-to-day expenditure such as the costs of maintaining parks, repairing council housing, collecting rubbish, providing day care services for older people, and so on.

These costs are funded from council tax, housing rents, government grants and fees and charges.

The tables on the next three pages show Lambeth's income and expenditure account, including General Fund services and Housing Revenue Account services.

The format of accounts produced aims to bring public sector accounts in line with the private sector.

This has resulted in the income and expenditure account appearing to produce large deficits however the Statement of the Movement on General Fund (SMGFB) must also be taken into account.

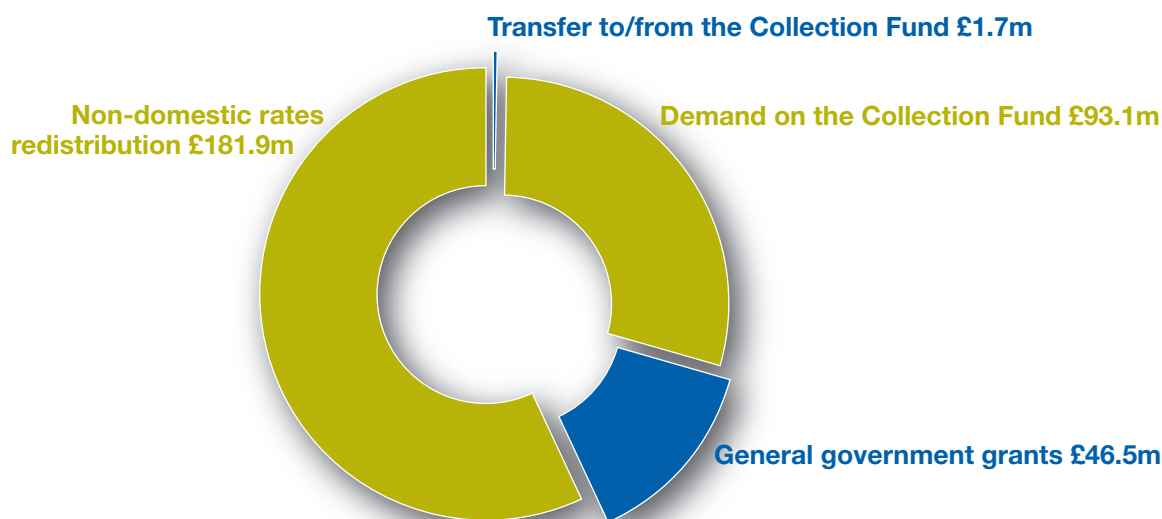
Income and expenditure account 2008/09

	Gross spending £'000	Gross Income £'000	Net spending £'000
Central services to the public	127,281	(122,618)	14,663
Cultural, environmental and planning services	77,132	(14,899)	62,233
Education and children's services	403,830	(309,062)	94,768
Highways and transport services	37,155	(34,450)	2,705
Local authority housing (HRA)	140,630	(157,088)	(16,458)
Other housing services (non-HRA)	220,555	(195,564)	24,991
Adult social care	151,508	(52,959)	98,549
Corporate and democratic core	90,803	(92,241)	(1,438)
Non-distributed costs	6,514	0	6,514
Exceptional items - Impairment of property	90,376	0	90,376
Net cost of services	1,343,784	(968,881)	376,903
Loss/(Gain) on the disposal of fixed assets			(4,383)
Interest payable and similar charges			36,791
Other income (RTB discounts repaid and sales & leasehold extensions)			(370)
Contribution of housing capital receipts to government pool			3,772
Interest and investment income			(15,002)
Pensions interest cost less return on assets			18,230
Net operating expenditure			415,941

The SMGFB provides a reconciliation to show the surplus or deficit on the General Fund in the year. There have also been technical adjustments to the information presented required by accounting standards or law.

Reconciling Statement between Net operating expenditure and the Movement on the General Fund Balance	
	Net Position £'000
Net operating expenditure	415,941
Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund balance for the year	(106,755)
Amount to be met from taxation and grants	309,186
Less government grants and council tax contribution	(323,185)
Surplus on General Fund for the Year	(13,999)
Deficit locally managed schools balance	(244)
Remaining General Fund Balance	(14,243)

The pie chart below shows how each funding source contributes to net operating expenditure.



Financing of net revenue expenditure (£m)

Housing Revenue Account

We are required legally to maintain a separate account for landlord services for council dwellings.

The Housing Revenue Account summarises the transactions relating to provision, maintenance

and management of the council's housing stock. Council tax cannot be used to pay for Housing Revenue Account services and housing rents cannot be used to pay for General Fund services.

The table below shows the main income and expenditure items (a more detailed version can be seen in the full accounts at www.lambeth.gov.uk/finance).

Housing Revenue Account Income & Expenditure Account 2008/09	£'000	£'000
Income		
Dwelling rents	(97,245)	
Non-dwelling rents	(3,706)	
Charges for services and facilities	(34,209)	
Contributions towards expenditure	(441)	
HRA subsidy receivable	(12,162)	
		(147,763)
Expenditure		
Repairs and maintenance	27,543	
Supervision and management	74,957	
REFFCUS	731	
Rents, rates, taxes and other charges	3,969	
Depreciation of fixed assets	20,078	
Debt management expenses	81	
Increase in bad debt provision	3,946	
		131,305
Net cost of HRA services per authority income and expenditure account		(16,458)
HRA share of corporate and democratic core		800
Exceptional items - impairment of property		60,258
Net cost of HRA services		44,600
Interest payable and similar charges		22,666
Loss/(Gain) on the disposal of fixed assets		(4,383)
Other income (RTB discounts repaid and sales & leasehold extensions)		(370)
Interest and investment income		(713)
Pensions interest cost & return on assets		1,374
Deficit for the year on HRA services		63,174

Similar adjustments to those made to the Income and Expenditure Account need to be made to show the surplus or deficit on the Housing Revenue Account in the year. These are summarised in the facing table.

Statement of movement on the HRA balance		2008/09 £'000
Deficit for the year on the HRA income and expenditure		63,174
Net additional amount required by statute to be credited to the HRA balance		(51,591)
(Increase) / decrease in the HRA balance		11,583
HRA deficit brought forward		634
HRA deficit carried forward		12,217

Balance Sheet

The Balance Sheet shows the financial position of Lambeth Council on 31 March 2009. It shows the balances and reserves at the council's disposal, our long term debt and the fixed and net assets employed in our operations, together with summarised information on the assets held.

We also maintain a separate pension fund. There is a statutory requirement for local authorities to maintain a separate fund to show the transactions in respect of pension contributions, investments and payment of benefits. The net assets of the scheme total £541million at 31 March 2009.

The table below is a summarised version and the detailed Balance Sheet can be seen in the full accounts at www.lambeth.gov.uk/finance.

Balance Sheet		31 Mar 09	Financed By:		31 Mar 09
		£'000			£'000
Intangible fixed assets		6,908	Capital adjustment account		(1,354,549)
Operational assets		2,194,279	Revaluation reserve		(186,596)
Non-operational assets		115,498	Usable capital receipts reserve		(33,389)
Total fixed assets		2,316,685	Major repairs reserve		(6,352)
			Deferred capital receipts		(413)
Long term investments & long term debtors		15,709	FRS17 pensions reserve		411,852
Total long term assets		2,332,394	Financial instruments adjustment account		2,691
Current assets		359,884	General fund (exclusive of LMS balances)		(30,953)
Current liabilities		(173,320)	LMS balances		(16,244)
Total assets less current liabilities		2,518,958	Collection fund		(399)
			Housing revenue account		12,217
Total long term liabilities		(1,249,497)	Other reserves		(67,326)
Total assets less liabilities		1,269,461	Total net worth		(1,269,461)

The council's overall financial position

During the financial year which ended 31 March 2009 Lambeth's financial position has been further stabilised and the achievements of previous years consolidated as reflected in the adopted 2008/09 Statement of Accounts:-

- The General Fund balance as at 31st March 2009 stands at £31million compared with a balance of £17 million at the start of the year.
- The Locally Managed Schools (LMS) balance as at 31st March 2009 stands at £16million.
- The Housing Revenue Account as at 31st March 2009 stands at a £12million deficit.
- The Collection Fund balance as at 31st March 2009 stands at £0.4million.
- The Pension Fund net assets balance as at 31st March 2008 stands at £541million compared with a balance of £702million at the start of the year.

Looking ahead

The year ahead

The year 2009/10 presents a number of challenges and opportunities for Lambeth. Faced with the ongoing recession we will be ensuring that we offer our residents, stakeholders and businesses the support they need to help them through this difficult time. We will continue to ensure we deliver efficient and effective services whilst looking for innovative solutions to help drive down the costs of delivering them. There are a number of major projects happening in the borough a few of which are identified below.

The Better Neighbourhoods programme

In partnership with Lambeth Living, we will be delivering a £3.5 million programme of environmental works to make Lambeth cleaner, greener and safer (from end of May until March 2010). The Better Neighbourhoods programme will target six key areas, including housing estates that are in most need of environmental improvements. Roads and pavements will be resurfaced, hundreds of new street trees planted, recycling facilities will be improved on estates and worn out street signs and street furniture will be replaced.

Future Lambeth

Future Lambeth is the council's ambitious long-term regeneration programme. Working with public and private partners, Future Lambeth aims to develop and deliver major investment projects that will encourage physical, social and economic improvements in the borough.

Building Schools for the Future

Building Schools for the Future (BSF) is a government initiative that aims to replace or refurbish all local authority secondary schools in the country within the next 10–15 years. Construction of one school has already been completed and work is underway on a further two (due to be completed in 2010). Refurbishment of all other secondary schools is well underway.

Conclusion

We continue to provide good and effective management of Lambeth's finances. Through this we were able to freeze council tax to help keep residents' living costs down.

We are setting ourselves tough targets to ensure that we build on the efficiencies already delivered and to make sure that we can continue to offer quality services through the ongoing recession.

Our financial performance in 2008/09 reflects the good health of the council overall. We will make sure we continue to deliver customer-focused services and support our most vulnerable citizens.

We continue to promote sustainability in the borough both to protect the environment and also to reduce costs through efficient energy use.

Our budget consultation programme will continue to give you the opportunity to let us know your priorities. This coming year will see more participatory budgeting exercises introduced giving residents an opportunity to vote for which key community projects receive funding.

Lambeth is an extraordinary borough with great assets and potential. In the year ahead we are committed to building on all our successes moving the borough forward to achieve even more.

Glossary of terms

Balances (reserves)	These represent accumulated funds available to the authority. Some balances (reserves) may be earmarked for specific purposes for funding future defined initiatives or meeting identified risks or liabilities.
Capital expenditure	Payments for the acquisition, construction, enhancement or replacement of assets such as land, buildings, roads, and computer equipment.
Capital receipts	Income from the sale of land, buildings or equipment.
Collection Fund	An account that shows the income due from business rates and council tax payers and the sums paid to the business rate pool and to the precepting authorities.
Comprehensive Area Agreement (CAA)	CAA is the new performance framework for local areas and will draw together evidence and information from a wide range of sources to provide a joint performance assessment of the key public services for an area. CAA will report on comparative performance on the new national indicator set and will be based on the information that local service bodies and the local strategic partnership have used to draw up their Sustainable Community Strategy.
Comprehensive Performance Assessment (CPA)	CPA is a performance assessment framework for local authorities that draws on a range of information such as performance indicators, assessments of corporate capacity, audit and inspection reports, and stakeholder opinions to reach a single judgement about the performance of a local body. As of April 2009 CPA was replaced with CAA.
Corporate Assessment (CA)	CA is one element of the CPA and its purpose is to assess how well the council engages with and leads its communities, delivers community priorities in partnership with others and ensures continuous improvement across the range of its activities.
Council tax	A local tax on properties within the city set by the charging (Lambeth) and precepting (Greater London Authority) authorities. The level is determined by the revenue requirements for each authority divided by council tax base for the year.
Equality standard for Local Government	The Equality Standard for Local Government is a voluntary best value performance indicator (BVPI) ¹ and is now adopted by 90 per cent of all local authorities. It has been developed as a tool to enable local authorities to mainstream age, disability, gender, race, religion or belief and sexual orientation into council policy and practice at all levels.
Fixed assets	Tangible assets that yield benefit to the council and the services it provides for a period of more than one year.
Formula Grant (incorporating Revenue Support Grant)	The main government grant paid to local authorities. It is intended to adjust for differences in needs between areas taking into account factors such as population, deprivation and the impact of commuters and tourists. It comprises two elements – redistributed business rates which are funded by direct taxation and revenue support grant which is funded by general taxation.
General Fund	The account to which the cost of providing the council's services is charged that are paid for from council tax, income from fees and charges and government grants (excluding the HRA).
Revenue Expenditure Funded From Capital Under Statute (REFFCUS)	Expenditure which legislation classifies as capital, although it does not result in the creation of a fixed asset. For example, an improvement grant paid in respect of a private sector dwelling.
Investors in People (IiP)	The Investors in People Standard is a business improvement tool designed to improve an organisation's performance and assist it to realise objectives through the management and development of its people.
Housing Revenue Account (HRA)	A statutory account maintained separately from the General Fund for the recording of income and expenditure relating to the provision of council housing.

Joint Area Review (JAR)	The joint area review (JAR) is a three-year programme which ran until December 2008 and all 150 local authority areas will have one joint area review during this time. A joint area review judges the contribution that the council and its partners in the local area are making to improve outcomes for children and young people.
Local Area Agreement	Local Area Agreements (LAAs) are three year agreements between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level that set out the priorities for a local area. LAAs are made up of a group of at least 35 national indicators and 10 statutory indicators which are used to measure progress towards achieving the vision set out in the areas' Sustainable Community Strategy.
Local Government Ombudsman	The Local Government Ombudsman receives complaints from Lambeth residents and investigates them.
Local Strategic Partnership (LSP)	Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which bring together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together. They are responsible for developing and driving the implementation of the Sustainable Community Strategy (SCS) and Local Area Agreements (LAAs). Lambeth First is the Lambeth LSP.
Long-term debt	Debt that represents the capital income still to be received, for example, from the sale of an asset or the granting of a mortgage or loan.
National Indicators (Nis)	From 1 April 2008, a new set of national indicators were introduced which cover services delivered by local authorities alone and in partnership with other organisations like health services and police. The Nis replace all other existing sets of indicators including Best Value Performance Indicators (BVPIs).
Primary Care Trust	NHS Primary Care Trusts (PCTs) are statutory bodies that are the part of the National Health Service responsible for delivering health care and health improvements to their local area. PCTs are responsible for spending around 80% of the total NHS budget.
Precepts	These are demands made upon the Collection Fund and thus the council taxpayer, by the Greater London Authority, for monies, which it requires to finance the services it provides.
Reserves	An amount set aside for a specific purpose in one year and carried forward to meet future obligations.
Revenue expenditure	Day-to-day payments for the running of council services including salaries, wages, contract payments, supplies and capital financing costs.
Sustainable Community Strategy	A Sustainable Community Strategy is a detailed vision of how a borough will work to deliver sustainable communities. Local Strategic Partnerships (LSPs) are responsible for developing the strategy, which responds to the views of partners and the people of the borough.
Specific grants	Revenue funding from the government in addition to the council's main Formula Grant. This includes the Dedicated Schools grant which funds the majority of schools expenditure, and government subsidy to fund the cost of providing housing benefits to eligible residents.
S106 (Section 106 agreement)	Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation, with a land developer over a related issue. The obligation is sometimes termed as a 'Section 106 agreement'. This is the power that councils use to ensure that developers include community development projects in their development plans.
The Audit Commission	The Audit Commission is an independent watchdog, whose role is to drive economy, efficiency and effectiveness in local public services and promote value for money for taxpayers, covering the £180 billion spent by 11,000 local public bodies.
Use of Resources Assessment (UoR)	Use of Resources was a key element of the Comprehensive Performance Assessment which is designed to measure how effectively an authority uses its resources to meet the needs of the community it serves. It remains a key element of the Comprehensive Area Assessment.

If you would like to give us your views about the Annual Report and how we could improve it, please call 020 7926 9930.

Spanish

Si desea esta información en otro idioma, rogamos nos llame al 020 7926 9930

Portuguese

Se desejar esta informação noutro idioma é favor telefonar para 020 7926 9930

French

Si vous souhaitez ces informations dans une autre langue veuillez nous contacter au 020 7926 9930

Bengali

এই তথ্য অন্য কোনো ভাষায় আপনার প্রয়োজন হলে অনুগ্রহ করে ফোন করুন 020 7926 9930

Twi

Se wope saa nkaeboy yi wo kasa foforo mu a fre 020 7926 9930

Yoruba

Tí ẹ ba fẹ́ imoràn yí, ní èdè Òmíràn, ẹjẹ, ẹ kàn wà l'ágogo 020 7926 9930

If you would like this information in large print, in Braille, on audio tape or in another language, please phone 020 7926 9930.